



White Paper
STRATEGIC PLANNING CYCLE
2018-2020

Executive Summary

BACKGROUND AND EXECUTIVE SUMMARY

This report was prepared for the Arapahoe/Douglas Workforce Development Board (Board), and the Arapahoe and Douglas Boards of County Commissioners. Its purpose is to assess current and future workforce development needs for the Board's 2018-2020 Strategic Planning Cycle, particularly addressing public confidence in the workforce system, system sustainability and alignment of programs and partners.

This report will use the SWOTT rubric (Strengths, Weaknesses, Opportunities, Threats and Trends) to inform the Board and local elected officials of the current state of the one-stop service delivery system in Arapahoe and Douglas counties, and strategies moving forward to better address workforce development needs.

WORKFORCE INNOVATION & OPPORTUNITY ACT OF 2014

In July, 2014, then-President Barack Obama signed the Workforce Innovation & Opportunity Act (WIOA) into law. WIOA is bipartisan legislation intended by the U.S. Congress to take the nation's workforce development system into the 21st century. It provides more competition, greater powers (and responsibilities) for the Board and creates a system of mandatory partners that combine diverse workforce development efforts for special populations into a single 'one-stop service delivery system.'

In June 2015, the Board conducted its strategic planning session and developed 5 strategic priorities:

1. Creating and fostering business and sector partnerships that bring the best return on investment back to Arapahoe and Douglas Counties.
2. Building effective partnerships to collaborate with workforce development, education and economic development efforts to ensure that key industry sectors stay competitive in the region.
3. Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations.
4. Building the best infrastructure to exceed the demands and needs of business\industry, job seekers and partners within the region.
5. Paving the way for transitioning to the new workforce development system while remaining responsive and integrated within the community

BOARD ACTIVITIES AND STAFF

The Workforce Innovation and Opportunity Act is expected to be fully implemented by July 1, 2017, when Program Year 2017 (PY17) begins.

To be compliant with WIOA §107 (d), which calls for the Board to take a much more proactive role in managing workforce development efforts in Arapahoe and Douglas counties, Arapahoe/Douglas Works! assigned several staff to assist the Board in its new duties. These three staff members are supervised by the Arapahoe/Douglas Works! Division Manager, who also acts as the Workforce Development Director.

Duties of the assigned staff are to assist the volunteer Arapahoe/Douglas Workforce Development Board in fulfilling its tasks set forth under WIOA:

1. Create the local plan and contribute to the Central Planning Region plan.
2. Conduct workforce research and local labor market analysis.
3. Convene, broker and leverage workforce development activities in the area.
4. Engage employers, which includes participation in sector partnerships.
5. Develop career pathways by ensuring that employment, training, education and supportive services are aligned, particularly for individuals with barriers.
6. Identify and promote best practices in workforce development.
7. Develop strategies for using technology to maximize accessibility and effectiveness of workforce development in the area.
8. Conduct program oversight, which includes certifying the one-stop service delivery system periodically.
9. Negotiate performance accountability measures.

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10. Select operators and providers.
11. Coordinate activities with education and training providers.
12. Work with the Chief Elected Official to develop a budget congruent with the local plan.
13. Ensure accessibility of services for individuals with disabilities.

COMPETITIVE PROCESS

In anticipation of choosing a One-Stop Operator competitively. The Board released its Request for Proposal (RFP) in February, 2017, ended the RFP the next month and has chosen a vendor who will begin to deliver One-Stop Operator services in July, 2017.

The Arapahoe/Douglas Workforce Development Board released its RFP for competitive procurement of vendors to provide a number of the elements of services listed under WIOA §129 (c) late in 2016, and the Board's Standing Young Adult Committee subsequently deliberated with Arapahoe/Douglas Works!, which is the designated youth service provider, to choose appropriate vendors for elements of service not provided through the service provider, depending on funding.

STRENGTHS

Board

- The national-award-winning Arapahoe/Douglas Workforce Development Board is both engaged and dynamic, and is recognized as a local, state and national leader in workforce development.
- The Board is well-known for its ability to provide timely, accurate workforce intelligence.
- Strategic representation on a variety of boards at local, state and national levels.
- Strong partnerships with economic developers, chambers of commerce, K-12, postsecondary educators and WIOA core partners.
- Arapahoe/Douglas Works! has met or exceeded all performance criteria for the last eleven years.
- Fiscal stewardship and fiduciary accountability – the Board and workforce center OMB single audits and CDLE financial audits without disallowed costs for over 25 years.
- Continued participation and support of the mature Greater Metro Denver Healthcare (Sector) Partnership.
- Participation in several emerging sector partnerships including:
 - Metro Manufacturing Partnership
 - Construction Sector Partnership
 - Retail Sector Partnership
 - Technical Employment in Colorado Partnership (TEC-P)
- Supporting the new Metro Denver Technology Sector Partnership

Economy

- The regional economy is strong, growing and diverse.
- The regional labor force is highly educated, skilled and competitive.
- Greater metro Denver in top five US cities for highest in-migration of skilled workers.

WEAKNESSES

Board

- The current federal apprenticeship process is too cumbersome and takes too long; it does not operate at the speed of business.
- Other work-based learning, such as on-the-job training and work experience are often too cumbersome for employers, particularly for higher end jobs. In addition, participant tracking is not yet available across all programs.
- Work base learning needs to be integrated into the Boards vision and directive of sector strategies and career pathways.
- WIOA mandates require the Board develop MOUs and infrastructure cost sharing with mandatory partners. Mandatory partners are having a hard time identifying infrastructure funding.

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Economy

- Full employment market is exposing gaps in the labor force and training pipeline.
- Significant disparity for racial and ethnic minorities in educational attainment creates a Colorado paradox, which must be addressed.
- Housing increasingly out of reach for middle skilled workers, which dampens opportunity.
- Transportation system not growing as fast as economy.
- Regional student loan debt dampens demand for goods and services among millennial generation.

OPPORTUNITIES

Board

- To be more responsive and agile to better serve our local and regional customers: Executive Order 13771, "Reducing Regulation and Controlling Regulatory Costs." This Executive Order represents a fundamental change in the regulatory state. It requires Federal agencies to eliminate at least two existing regulations for each new regulation they issue. There is a chance that we may be able to modify the more cumbersome compliance processes.
- Modernization and digitalization: Among the areas that will be addressed are how agencies buy goods and services, hire talent, use their real property, pay their bills, and utilize technology.
- Innovation and Opportunity: The Board has the opportunity to drive continuous improvement in the area one-stop service delivery system through a certification process. This begins with the formulation and approval by the Board of a local policy on one-stop certification. According to guidance from the state, the Board must conduct this process at least every two years. At a minimum, the Certification Report will consist of:
 - Assessment of physical and programmatic accessibility at comprehensive workforce center locations in the local area.
 - Assessment of effectiveness of the core (Titles I-B, II, III and IV of WIOA) programs
 - Assessment of the continuous improvement efforts outlined in the local plan and reported on annually to the Colorado Workforce Development Council.
 - Assessment of the integration of available services across all required partners.

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Economy

- Data sources available allow in-depth examination and assessment of regional training pipeline, which leads to opportunity to better align training pipeline with current and anticipated business need.
- Systematize outreach for priority populations and create training opportunities as needed and appropriate.
 - Public assistance recipients.
 - Low income persons.
 - Basic skills deficient, (which can, at local discretion, include dropouts)
 - Underemployed AND low income.
 - Other groups:
 - Displaced homemakers;
 - low-income individuals;
 - Indians, Alaska Natives, and Native Hawaiians;
 - individuals with disabilities;
 - older individuals;
 - ex-offenders;
 - homeless individuals;
 - youth who are in or have aged out of the foster care system;
 - individuals who are English learners, have low literacy levels, or face substantial cultural barriers;
 - eligible Migrant Seasonal Farm Workers;
 - individuals within 2 years of exhausting lifetime eligibility under TANF;
 - single parents (including pregnant women);
 - long-term unemployed individuals.
 - Local option for adding other groups.

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THREATS

Board

- Low ratios of non-federal funding call for more effective sustainability strategies.
- Fewer federal dollars, and cuts that offset any increases in spending elsewhere in budget
 - Proposed Administration's introduction of skinny budget – 21%;
 - Draft budget released subsequently called for 40% cuts;
 - Transportation & other infrastructure;
 - And housing assistance and other block grant services.
- The Administration will take an evidence-based approach to improving programs and services— using real, hard data to identify poorly performing organizations and programs. Though Colorado is excellent in workforce development services, delivery and outcomes, the ultimate decision will be made upon the effectiveness of the system throughout the nation.

Economy

- Ongoing need to expand transportation and transit systems.
- Lack of certainty around continued funding at both federal and state levels:
 - Infrastructure
 - Postsecondary education system
- Colorado halo: clean water, clean air, recreation and quality of life. Maintaining the quality of life will be paramount to sustain economic growth.
- Availability and affordability of healthcare.

TRENDS

Board

- Increasing trend toward cooperative sector partnerships to address current and ongoing training pipeline issues.
- Relationship between economic development and workforce development continues to improve.
- Exploring more regional approaches to public workforce development programming.

Economy

- Employers in key sectors growing more confident in ability to cooperatively address specific needs with educators, working with workforce developers or economic developers to act in convening role.
- Less skilled workers continue to be displaced by new technology.
- New technology requiring workers to have increasingly specific skills.

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This public-private partnership, which focuses on quality of life and place, has made the Denver Metro area one of the most diversified economies in the United States

OUR VISION

Our vision is a best-in-class workforce development organization that is responsive to the dynamic needs of job seekers and business/industry.

OUR MISSION

Our mission is to strategically invest in Human Capital which contributes to regional economic vitality.

WORKFORCE DEVELOPMENT AND A VITAL ECONOMY

Workforce development is a vital part of the infrastructure in the south Metro Denver region. This infrastructure includes the Arapahoe/Douglas Workforce Development Board, Arapahoe/Douglas Works! education (P-20), economic developers, chambers of commerce, , local governments, public transportation, and utilities.

This public-private partnership, which focuses on quality of life and place, has made the Denver Metro area one of the most diversified economies in the United States; a magnet for educated, skilled workers with world class business parks, public transportation infrastructure, international passenger and commercial air transportation, ample recreational opportunities, clean air and water, and a vibrant, expanding economy that grows jobs.

STRENGTHS

Board

The Arapahoe/Douglas Workforce Development Board is recognized for its leadership in workforce development at the national, state and local levels. The Board is engaged, dynamic and was recognized in 2015 by the National Association of Workforce Boards as the premier workforce development board in the United States.

The Board is well-known for its ability to provide timely, accurate labor force analysis and data to a variety of customers, including economic developers, site selectors, chambers of commerce, individual businesses, postsecondary educators, [K-12 educators](#) and other stakeholders. Several of the Board's recent reports and data innovations:

- Development, vetting and deployment of [Difficult to Hire tables](#) based on relationship between average number of hires vs the average number of unique job listings.
- Development, vetting and deployment of [Career Pathways](#) model for all occupations across all industries.
- Profiles for [key industry sectors](#), [Arapahoe](#) and [Douglas](#) counties, and for the [Colorado Central Planning Region](#), which includes greater metro Denver, Boulder and Larimer counties.
- Yearly assessments of the [economic impact of workforce center operations](#).
- Point-in-time requests from economic developers, site selectors, educators, other workforce areas and other stakeholders.
- Strong hiring process has led to a very high quality workforce development staff.
 - Metro Manufacturing Partnership
 - Construction Sector Partnership
 - Retail Sector Partnership
 - Technical Employment in Colorado Partnership (TEC-P)
- Supporting the new Metro Denver Technology Sector Partnership.

Board members, and key staff at its service provider Arapahoe/Douglas Works! are represented on boards of directors at the national, state and local levels. These include: National Association of Workforce Development Boards (NAWB), National Association of Workforce Development Professionals (NAWDP),



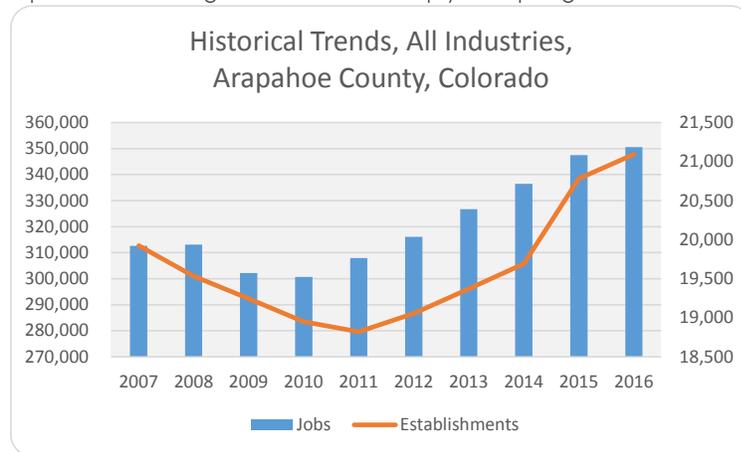
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Colorado Workforce Development Council, Rocky Mountain Workforce Development Association, the University of Colorado South, Aurora Chamber of Commerce, and several community colleges and technical schools. The Board also enjoys strong partnerships with business-led sector groups, such as the [Greater Metro Denver Healthcare Partnership](#), Metro Manufacturing Partnership, Construction Sector Partnership, and Finance Sector Partnership. Board staff are actively working with the Colorado Technology Association (CTA) to convene an IT sector partnership.

The Board also houses the Executive Director of the Colorado Urban Workforce Alliance (CUWA), which is the entity that generally acts in a convener role to support the businesses participating in sector partnerships.

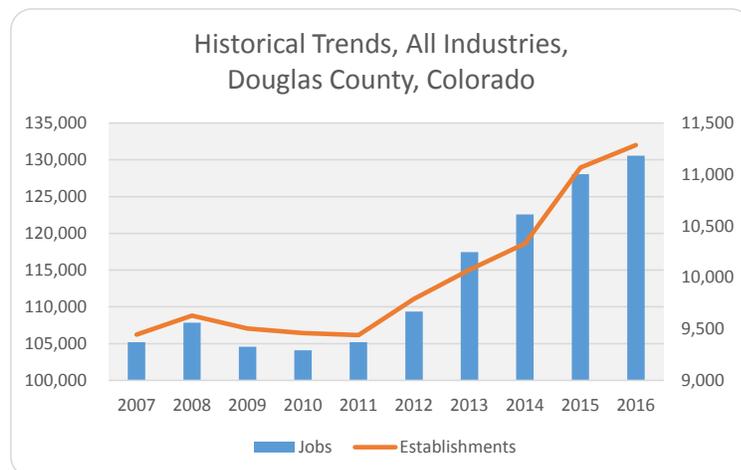
Economy

The economy in Arapahoe and Douglas counties has enjoyed rapid growth since the Great Recession.



In Arapahoe County, between 2007-2016 overall jobs growth was 12.2%. High growth industry groups:

- Management of companies & enterprises - 47.7%
- Healthcare - 40.5%
- Educational services - 25.4%
- Oil & gas - 19.3%
- Professional, scientific & technical services - 18.2%



In Douglas County, during the same period overall jobs growth was 24.1%. High growth industry groups:

- Healthcare - 80.0%
- Educational services - 86.7%
- Oil & gas - 78.4%
- Administrative support - 67.6%
- Professional, scientific & technical services - 56.7%

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This table shows sectors with the greatest employment concentrations relative to the United States (Location Quotient). Reader should note that Location Quotient can be read this way, "The information sector employs an estimated 23,735 people in Arapahoe and Douglas counties. This represents a concentration of employment 2.61 times greater than the average national concentration for employment in this industry."

Employment Concentrations by Economic Group, Arapahoe/Douglas Workforce Development Area								
NAICS	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	Projected Annual Growth	Current Total Earnings	2016 Location Quotient	2016 Payrolled Business Locations
51	Information	23,735	24,842	1,107	0.9%	\$115,575	2.61	676
52	Finance and Insurance	38,331	42,210	3,879	2.0%	\$107,315	1.99	2,553
55	Management of Companies and Enterprises	11,255	12,838	1,383	2.5%	\$163,628	1.60	495
54	Professional, Scientific, and Technical Services	50,899	58,858	5,959	2.4%	\$100,042	1.59	6,851
23	Construction	33,758	36,411	2,653	1.6%	\$66,737	1.28	2,620
53	Real Estate and Rental and Leasing	9,972	10,495	523	1.0%	\$62,871	1.24	1,818
56	Administrative and Support and Waste Management and Remediation Services	37,144	40,771	3,627	2.0%	\$47,848	1.20	2,126
44	Retail Trade	55,705	60,046	4,341	1.6%	\$36,851	1.09	2,668
71	Arts, Entertainment, and Recreation	9,051	9,831	780	1.7%	\$54,835	1.08	387
42	Wholesale Trade	19,190	20,272	1,082	1.1%	\$108,041	1.03	2,862
81	Other Services (except Public Administration)	23,757	25,877	1,920	1.6%	\$32,898	1.00	2,589
62	Health Care and Social Assistance	59,177	69,542	10,365	3.5%	\$62,338	0.93	2,831
72	Accommodation and Food Services	39,362	43,305	3,943	2.0%	\$22,580	0.93	1,828
90	Government	55,808	60,305	4,497	1.6%	\$59,566	0.74	206
61	Educational Services	9,240	10,503	1,263	2.7%	\$40,937	0.72	547
21	Mining, Quarrying, and Oil and Gas Extraction	1,503	1,591	88	1.2%	\$147,052	0.70	170
48	Transportation and Warehousing	5,912	6,387	475	1.6%	\$53,008	0.35	475
31	Manufacturing	11,598	12,784	1,186	2.0%	\$69,547	0.29	625
22	Utilities	425	488	61	2.9%	\$115,071	0.24	16
11	Crop and Animal Production	578	640	64	2.2%	\$35,439	0.09	59
	Totals	496,197	545,396	49,199	2.0%	\$67,560		32,378

Source: BLS (2017, 1 QCEW, Non-QCEW & Self-Employed Class of Worker)

The table below shows specific primary industry sectors targeted by the Board for maximum support through the workforce development system. Though the reader will note that employment in several of these sectors, including aerospace, aviation, and biosciences is relatively low in the Arapahoe/Douglas Workforce Development Area, they are major sectors in greater metro Denver and the Central Planning Region. Since there are an estimated 1,957,684 people working in all industries in the Central Planning Region, employment in the key sectors below represents over 46% of that total employment.

Growth Projections, Key Industry Sectors, Arapahoe/Douglas Workforce Development Region								
Description	2017 Jobs Central Planning Region*	Percent of Sector in Arapahoe/Douglas Area	Arapahoe/Douglas Workforce Development Area					
			2017 Jobs	2022 Jobs	2017 - 2022 Change	Projected Annual Growth	Current Total Earnings	2016 Payrolled Business Locations
Aerospace	29,616	15.5%	4,599	5,401	802	3.5%	\$101,004	358
Aviation	17,397	5.7%	988	1,152	164	3.3%	\$88,404	81
Biosciences	18,845	16.2%	3,022	3,227	205	1.4%	\$105,097	303
Broadband	25,576	52.8%	13,510	13,434	(76)	-0.1%	\$118,473	186
Construction	123,673	27.3%	33,758	36,411	2,654	1.6%	\$66,737	2,620
Engineering Services	27,899	39.8%	11,023	11,688	665	1.2%	\$123,524	545
Finance & Insurance	87,361	43.9%	38,331	42,210	3,879	2.0%	\$107,315	2,553
Health Care	184,565	26.4%	48,722	57,993	9,271	3.8%	\$70,754	2,419
Hospitality	213,528	22.7%	48,413	53,137	4,724	2.0%	\$28,635	2,215
Information Technology	71,074	30.4%	21,625	24,601	2,976	2.8%	\$122,631	2,416
Manufacturing	104,340	11.1%	11,598	12,784	1,186	2.0%	\$69,547	625
Totals	903,472	26.1%	235,589	262,038	26,450	2.2%	N/A	14,321

Source: BLS (2017, 1 QCEW, Non-QCEW & Self-Employed Class of Worker)

*Central Planning Region includes greater metro Denver, Boulder and Larimer counties.

Mirroring the Central Planning Region, the labor force in Arapahoe and Douglas counties is well educated and highly skilled. The area has a high inventory of degreed persons in the 25-64 age range, and significantly higher educational attainment than the national average.

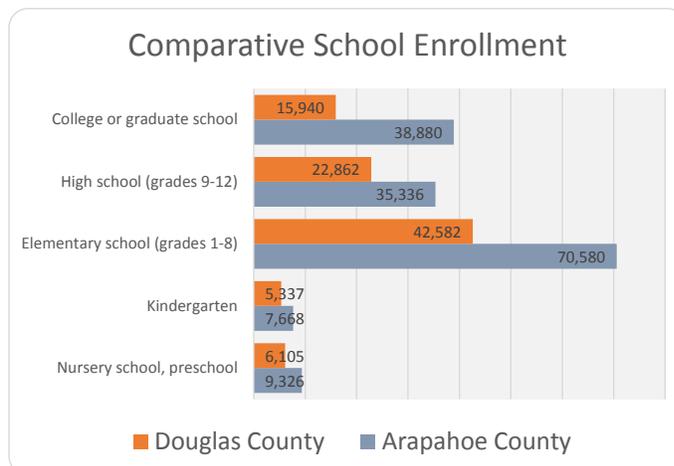
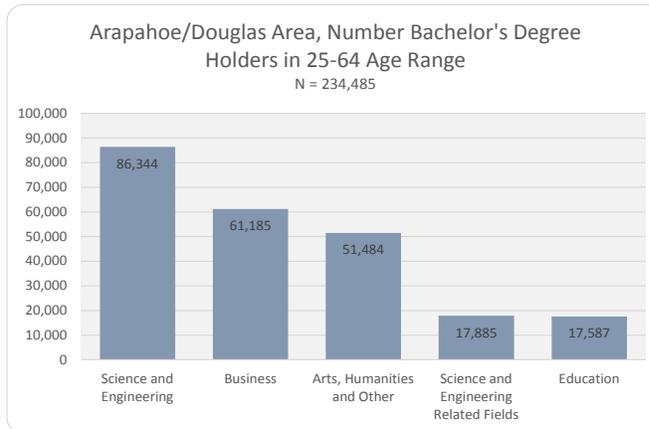
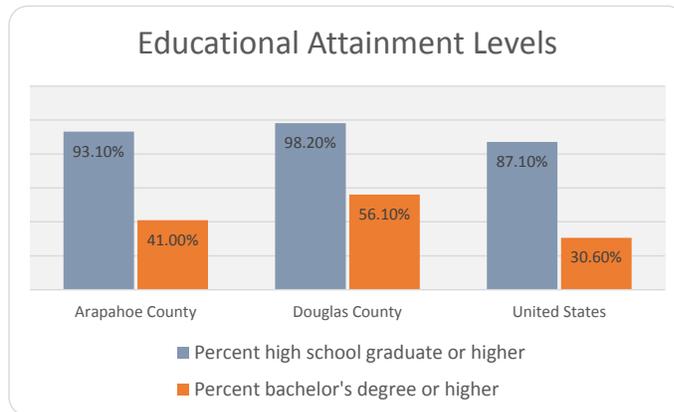
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The labor force in Arapahoe and Douglas counties is well educated and highly skilled.

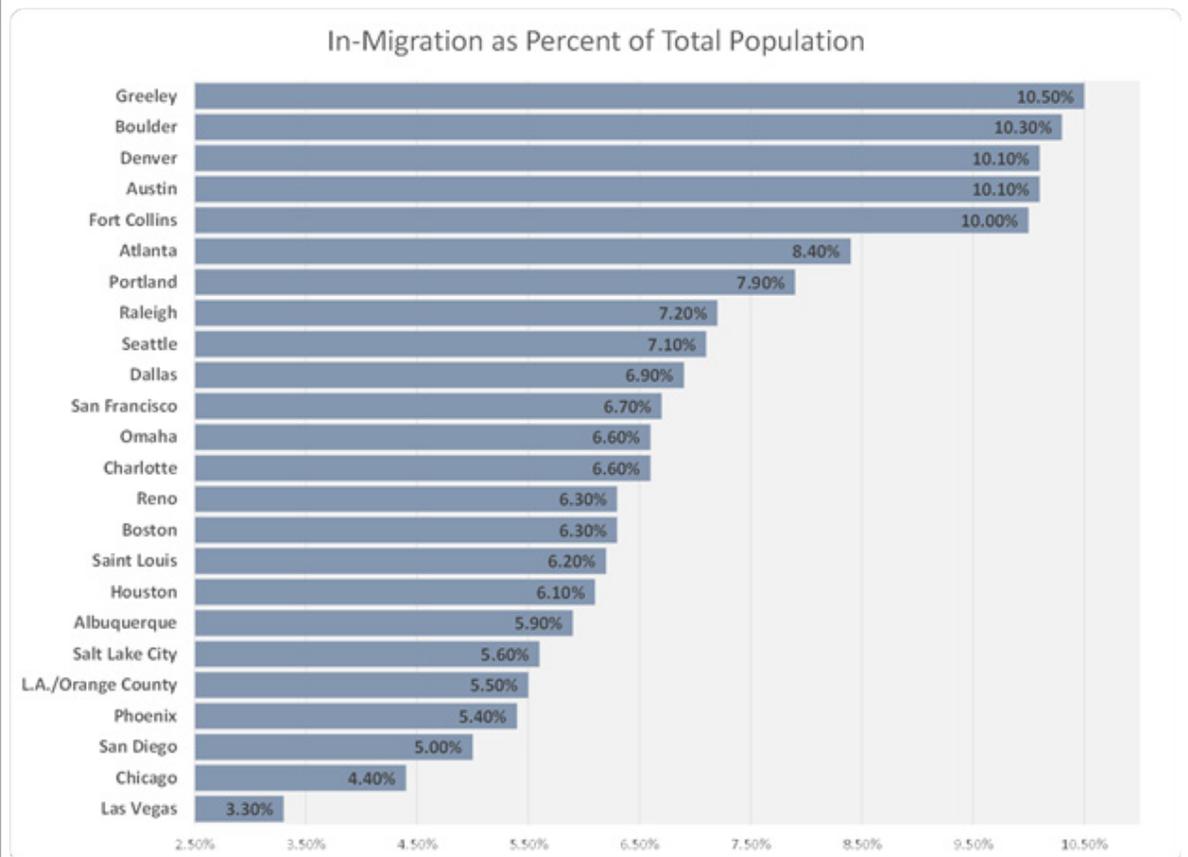
The two-county Arapahoe/Douglas area also has nearly 55,000 people enrolled in college or graduate school, with another 58,000 in high school.

In addition to a highly skilled and highly educated resident population, greater metro Denver is very much an opportunity city. It is a place where skilled and educated people can come and enjoy significant economic opportunity as well as a superior quality of life. In fact, of the 24 competing urban areas shown in the bar graph below, four of the top five cities for in-migration are along Colorado's Northern Front Range.

For example, of the total population in greater metro Denver, 10.1% lived elsewhere the year before. Such high in-migration rates provide new and expanding businesses in the region with a ready supply of skilled labor.



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Some facts regarding the overall strength of the economy in the Colorado Central Planning Region:

Economy Overview							
Measure	Arapahoe/ Douglas	Denver-Aurora- Lakewood MSA	Colorado Central Planning Region	Colorado (Statewide)	Percent MSA	Percent Central Planning Region	Percent State
Population (2016)	971,471	2,861,053	3,481,643	5,529,588	34.0%	27.9%	17.6%
Jobs (2016)	481,200	1,543,867	1,905,100	2,861,792	31.2%	25.3%	16.8%
Average Earnings (2016)	\$67,559	\$66,807	\$65,651	\$60,329	101.1%	102.9%	112.0%
Unemployed (10/2016)	14,904	45,778	54,744	89,462	32.6%	27.2%	16.7%
Completions (2015)	10,719	44,726	60,828	90,036	24.0%	17.6%	11.9%
GRP (2016)	\$57,318,884,036	\$173,401,077,209	\$209,208,589,012	\$289,126,411,923	33.1%	27.4%	19.8%
Exports (2016)	\$59,236,710,762	\$162,175,559,024	\$189,180,412,215	\$267,047,182,446	36.5%	31.3%	22.2%
Imports (2016)	\$62,014,974,860	\$130,963,412,036	\$150,969,456,293	\$224,707,599,791	47.4%	41.1%	27.6%

Source: EMSI 2017.1 Economic, Demographic and Workforce Data

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AARP Grant

In PY15, 143 mature worker participants attended information sessions. Of these 93 received an average of 4.35 coaching sessions. 101 were co-enrolled into other programs such as WIA and TEC-P, and 26 participants were placed at an average of \$32.75 per hour.

Hire For Colorado

During PY15, Arapahoe/Douglas Works! enrolled 114 people in Hire For Colorado. Of these, 56 received training, 29 were co-enrolled in other programs and 40 were placed at an average hourly wage of \$27.30.

Generations @ Work

In PY15, the Generations @ Work program served 1,052 people, and placed 389. Generations @ Work participants found work at an average annual wage \$15,933 more than people who did not use Arapahoe/Douglas Works! in their job search. This represents an aggregate economic impact of \$6.2 million in additional worker earnings for the regional economy.

Performance Outcomes, Arapahoe/Douglas Works!				
Measure	Percent Exceeded			
	WIA Adult	PY14	PY15	PY16 to date
Entered Employment Rate		23.4%	13.5%	11.0%
Six-Month Retention		9.7%	8.5%	1.2%
Six-Month Average Earnings		23.3%	17.0%	9.0%
Dislocated Worker		PY14	PY15	PY16 to date
Entered Employment Rate		23.4%	19.3%	16.8%
Six-Month Retention		12.0%	2.4%	9.2%
Six-Month Average Earnings		23.0%	20.4%	27.2%
Youth Measures		PY14	PY15	PY16 to date
Literacy/Numeracy		12.9%	0.3%	N/A
Placement Rate		21.4%	14.8%	8.0%
Degree/Certification Rate		25.5%	10.7%	6.1%
Wagner-Peyser		PY14	PY15	PY16 to date
Entered Employment Rate		27.3%	33.5%	15.3%
Six-Month Retention		12.7%	7.2%	3.3%
Six-Month Average Earnings		32.2%	31.7%	26.8%

Talent Enhancement Programming

The Talent Enhancement programs operated by Arapahoe/Douglas Works! serve to help people receiving public assistance to leave that assistance and become self-sufficient by entering the labor force with a livable wage. They then take their place as workers and taxpayers contributing to the region's ongoing economic vitality.

Talent Enhancement Program Results PY15							
Program	Number Served	Number Placed	Annual Earnings	Aggregate Earnings	Annual Taxpayer Savings	Cost/Benefit Ratio (to Earnings)	Cost/Benefit Ratio (to Taxpayer)
Employment First	16,530	5,852	\$27,248	\$159,455,296	\$163,670	195.6	0.20
TANF/Colorado Works	987	376	\$27,726	\$10,425,126	\$2,084,544	6.4	1.3
Parents to Work	93	114	\$25,646	\$2,923,690	N/A	7.7	N/A
Overall	17,610	6,342	\$27,248	\$172,804,112	\$2,248,214	61.2	0.9

Some highlights from the table:

- Arapahoe/Douglas Works! helped 5,605 people receiving public assistance find jobs
- This put \$128.7 million in worker earnings into the regional economy and saved taxpayers over \$2.6 million

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This 'full employment market' is causing businesses to have increasing difficulty in filling key positions, particularly those positions requiring higher levels of education or more skills.

Of the 69% of Coloradans who have at least some postsecondary education, nearly three quarters are from out of state. Only 27% of those who have some college are Colorado natives.

WEAKNESSES

Board

Constant need to update due to digitalization will put added pressure to dedicate resources to stay relevant to our supply and demand side customers.

WIOA mandatory partners are still realizing their full potential and value in the workforce system.

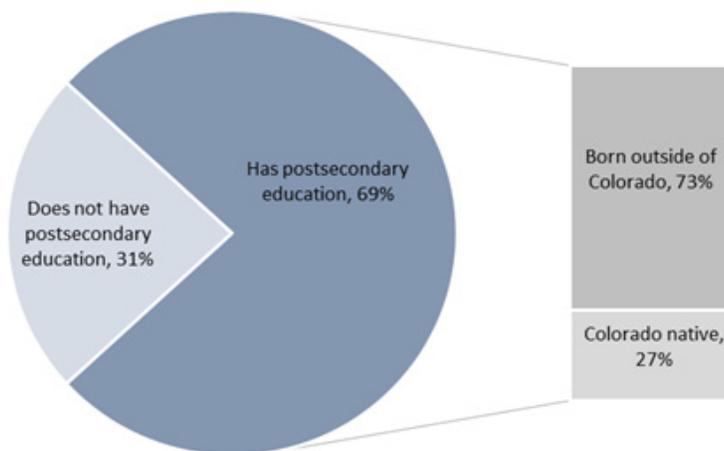
In addition, based on the one-stop certification criteria suggested in Employment and Training Guidance Letter (TEGL) 16-16, page 7, access points to mandatory partner services have not yet been tested for compliance with the law and regulations.

Economy

Labor market experts and demographers are projecting systemic labor market shortages throughout the United States as large cohorts of baby boomers age out of the workforce each year through 2025. This shortage is increasingly acute in the two-county Arapahoe/Douglas area, greater metro Denver, Boulder and Fort Collins, where unemployment rates range from 3.0% in Adams County to 2.2% in Boulder and Douglas counties.

This 'full employment market' is causing businesses to have increasing difficulty in filling key positions, particularly those positions requiring higher levels of education or more skills. These gaps in the labor force are exacerbated by gaps in the training pipeline. Several examples include:

- The development, in Boulder, of the very first Software Engineer apprenticeship program at a company called Techtonics, because the business owner could not find enough college graduates with the specific software engineering skills she needed.
- In 2015, the regional training pipeline produced only 781 new accountants to fill 1,547 new jobs.
- In 2015, the regional training pipeline produced only 132 baccalaureate level secondary teachers to fill 711 new jobs. This shortage is exacerbated by the fact that the training pipeline produced NO mathematics teachers at the secondary level when 50.2% of job listings in a recent 120-day period called for mathematics teachers.



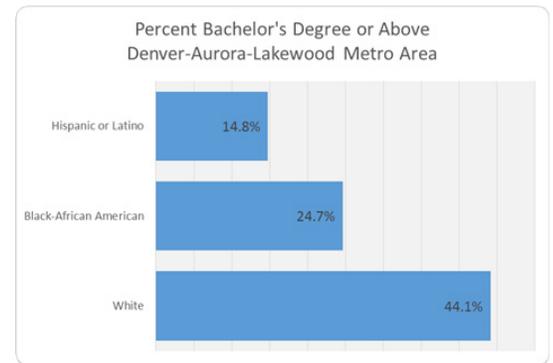
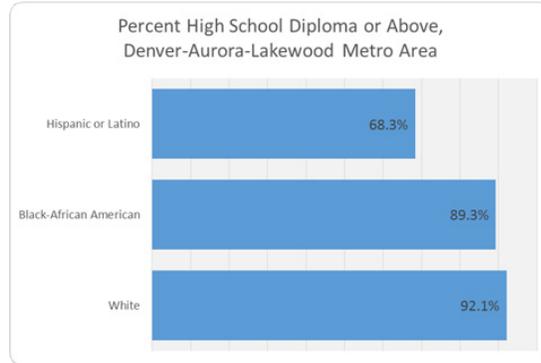
The Colorado Paradox

In addition, the postsecondary and K-12 infrastructure has failed to adequately address what is called the 'Colorado Paradox.' The pie chart shows that of the 69% of Coloradans who have at least some postsecondary education, nearly three quarters are from out of state. Only 27% of those who have some college are Colorado natives. What this means, is that Colorado is not educating its natives, and continues to rely on high in-migration of young educated and skilled workers to fill labor force needs.

It is increasingly apparent that relying on in-migration is not sufficient to meet the skill needs of Colorado businesses. The bar charts show that there is a significant disparity in educational attainment for minorities statewide. This is increasingly problematic as racial and ethnic minority populations grow. According to the [2016 Colorado Talent Pipeline Report](#), published by the Colorado Workforce Development Council

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(CWDC), by 2050, an estimated 48% of the state's labor force will be made up of racial and ethnic minorities. If community leaders throughout the state do not act now to address this educational

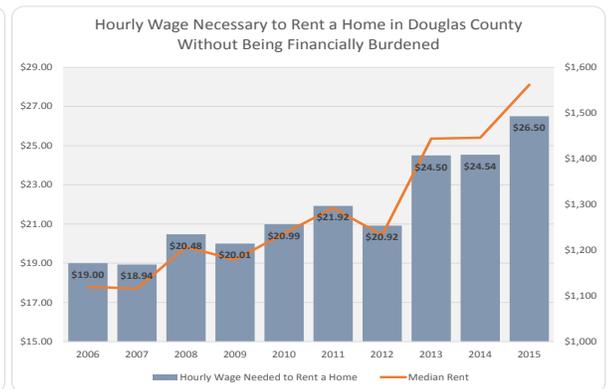
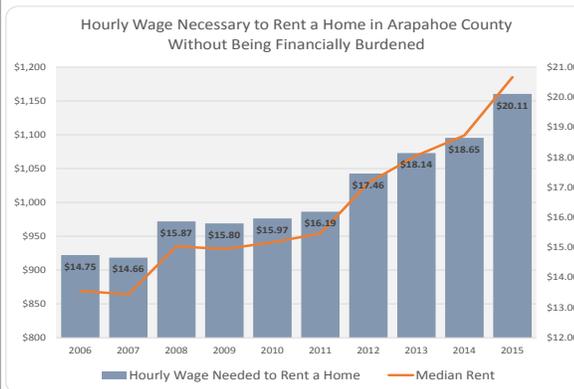


Housing

There is an increasing shortage of affordable housing in the region. This line graph shows a steep upward trend from 2012 through 2015.

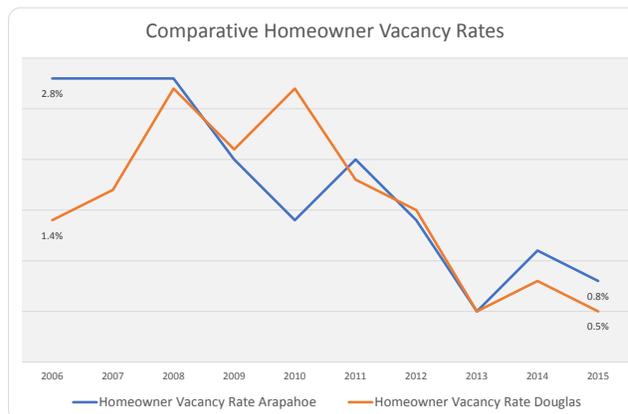
According to Economic Modeling Specialists, International (EMSI), in 2016 there were 350,638 people working in Arapahoe County in 21,093 establishments. Of these 181,387 (51.7%) could not afford to pay rent within Arapahoe County.

In Douglas County, in 2016, there were 130,562 people working in approximately 11,000 establishments. Of these, 89,682 (68.7%) could not afford to pay rent in Douglas County.



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There is also increasing shortage of affordable owner-occupied housing in the region. This upper line graph shows downward trends in homeowner vacancy rates, and the lower line graph shows a steep upward trend in median home values from 2012 through 2015. [The Denver Post expects this trend will continue.](#)



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The table immediately below is compiled using data from Trulia and Wells Fargo. It assumes a 5% down payment and a 28% debt-to-income ratio. According to U.S. Census data, 42.6% of households in Arapahoe County and 54.9% of households in Douglas County can no longer afford to purchase homes

Who Can Buy a Home in Greater Metro Denver					
County	Median Sales Price, August-November 2016	Monthly Paymt PITI with 5% Down	Monthly Household Earnings Required to Purchase	Annual Household Earnings Required To Purchase	What a 5% Down Payment Looks Like
Adams	\$295,000	\$1,771	\$6,325	\$75,900	\$14,750
Arapahoe	\$310,000	\$1,850	\$6,607	\$79,286	\$15,500
Broomfield	\$350,000	\$2,062	\$7,364	\$88,371	\$17,500
Clear Creek	\$305,000	\$1,824	\$6,514	\$78,171	\$15,250
Denver	\$360,599	\$2,118	\$7,564	\$90,771	\$18,030
Douglas	\$407,500	\$2,367	\$8,454	\$101,443	\$20,375
Gilpin	\$312,000	\$1,861	\$6,646	\$79,757	\$15,600
Jefferson	\$375,000	\$2,194	\$7,836	\$94,029	\$18,750

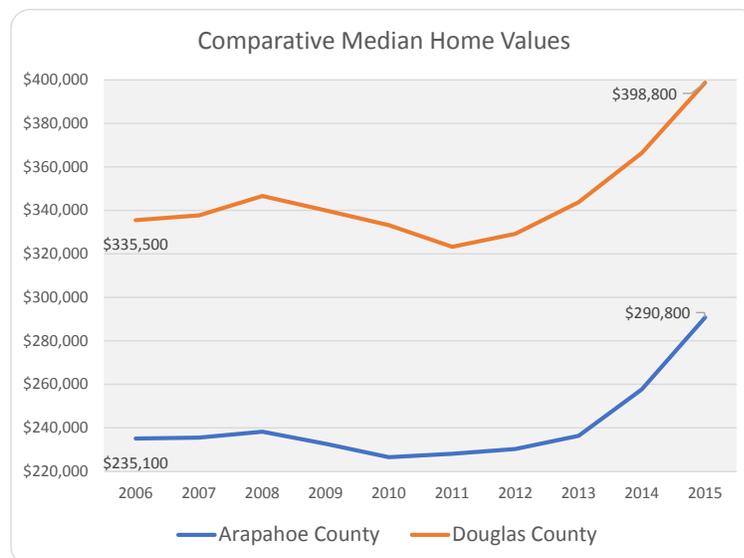
Sources: Median Sales Price, Trulia; Monthly Payment PITI @ 5% and Qualification to Debt Ratio, Wells Fargo

Student Loan Debt

In 2013, [according to the Denver Post](#), nearly 90,000 young people in Colorado have an average student debt greater than \$31,000. Of these, around 8,800 (10.1%) were in default that year. According to a [2014 Brookings Institute Study](#), the average student loan payment is \$242 per month.

Since the Colorado Central Planning Region has approximately 63% of Colorado's population, it is reasonable to assume:

- 56,670 people in the region are making the average student loan payment.
- This amounts to approximately \$13,713,500 flowing out of the community.
- If these payments did not have to be made, or could somehow be offset or forgiven, this would elevate consumer demand for goods and services by that same amount (\$13.7 million).



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OPPORTUNITIES

Board

Through the one-stop certification process set forth in TEGL 16-16, and WIOA §107 (d) (2) and (7), the Board has the opportunities to promote best practices and identify improvement strategies such as those below:

- **Examine and assess the regional training pipeline** through sector partnerships, and work with postsecondary educators to ensure training pipeline is meeting the needs of businesses.
- **Drive improvements in workforce development service delivery using technologies** such as customer 'smart cards,' program purchasing cards and other improvements, such as a standard intake and enrollment process.
- Ensure the presence of **robust and systematic staff cross-functional training**.
- Together, these recommendations will contribute to a seamless service delivery package.
- Work to identify and address gaps in the local workforce development system through its task groups, build partnerships to address those gaps, and seek additional funding sources to pay for those services. While the Board acknowledges its contributions to maintaining the region's superior quality of life are necessarily confined to workforce development activities, it is eager to work in partnership with its many partners, including economic development, chambers of commerce, educators and other community based organizations in the context of public-private partnerships.
- Be more aggressive in communicating the positive economic impact and effectiveness of the workforce development system in the area.
- Work with service provider and partners to systematize outreach in the local one-stop service delivery system for priority populations and create upskilling opportunities as needed and appropriate.
 - Public assistance recipients.
 - Low income persons.
 - Basic skills deficient, which can, at local discretion, include dropouts)
 - Underemployed AND low income.
 - Other groups:
 - Displaced homemakers;
 - Low-income individuals;
 - Indians, Alaska Natives, and Native Hawaiians;
 - Individuals with disabilities;
 - Older individuals;
 - Ex-offenders;
 - Homeless individuals;
 - Youth who are in or have aged out of the foster care system;
 - Individuals who are English learners, have low literacy levels, or face substantial cultural barriers;
 - Eligible Migrant Seasonal Farm Workers;
 - Individuals within 2 years of exhausting lifetime eligibility under TANF;
 - Single parents (including pregnant women);
 - Long-term unemployed individuals; and
 - Members of other groups identified by the Governor (WIOA, Sec. 3(24)).



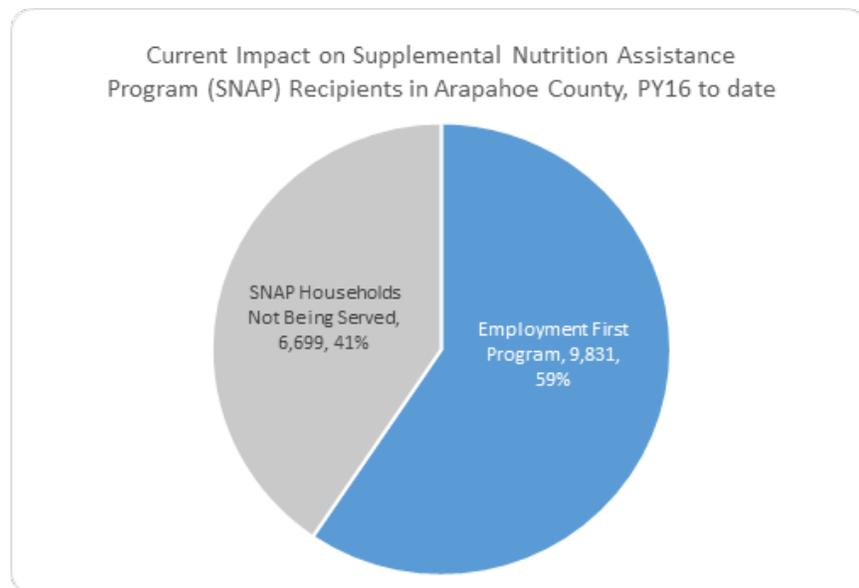
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The Arapahoe/Douglas Workforce Development Board has served over 59% of the food assistance program recipients during PY16.

- The Board has the opportunity to drive continuous improvement in the area one-stop service delivery system through a certification process. This begins with the formulation and approval by the Board of a local policy on one-stop certification. According to guidance from the state, the Board must conduct this process at least every two years. At a minimum, the Certification Report will consist of:
 - Assessment of physical and programmatic accessibility at comprehensive workforce center locations.
 - Assessment of effectiveness of the core (Titles I-B, II, III and IV of WIOA) programs
 - Assessment of the continuous improvement efforts outlined in the local plan and reported on annually to the Colorado Workforce Development Council.
 - Assessment of the integration of available services across all required partners.

Public Assistance Recipients

As of March 6, 2017, in Arapahoe County, there were 19,654 cases and 48,335 individuals enrolled in food assistance.



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According to the organizational Dashboard for Program Year 2016, which will run until June 30, 2017, Arapahoe/Douglas Works! has served 9,831 Arapahoe County SNAP E&T recipients, and placed 2,978 in employment at an average wage of \$12.64 per hour. This has added over \$72 million in economic activity to greater metro Denver. **The Arapahoe/Douglas Workforce Development Board has served over 59% of the food assistance program recipients during PY16.**

Year to date, Arapahoe/Douglas Works! has also served:

- 1,845 Douglas County SNAP recipients:
 - 395 placed in employment at average wage of \$13.92/hour.
 - This has generated \$11.4 million in additional economic activity in greater metro Denver.
- 836 Temporary Aid to Needy Families (TANF) recipients:
 - 210 placed in employment at average wage of \$13.04/hour.
 - This has generated an additional \$5.7 million in economic activity in the region.
- 352 non-custodial parents in arrears paying child support:
 - 94 placed in employment at average wage of \$13.08/hour.
 - This has generated an additional \$2.6 million in regional economic activity.

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Ex-Felons, Ex-Offenders

Because barriers to employment are self-reported in Connecting Colorado, it is difficult to estimate how many ex-offenders and ex-felons the Arapahoe/Douglas Workforce Development Board is impacting, research was conducted to estimate potential ex-felons who could be outreached and served by Arapahoe/Douglas Works!

Ex-Felon Estimates	
Group	Number
Ex-felons USA	13,851,000
Ex-felons Colorado	207,765
Greater metro Denver	103,883

Source: Schmitt & Warner, "Ex-Offenders and the Labor Market," 2015

According to ratios presented in a study conducted by the [Center for Economic and Policy Research](#), we can reasonably estimate that, in addition to the current population in county and municipal jails, there are over 100,000 ex-felons in greater metro Denver. Since this group has historically had difficulty attaching to the labor force once released, there is significant value-add potential in outreach, service, training and placement activities for this group.

Mature Workers

In PY15, Arapahoe/Douglas Works! served 7,858 persons over 55 years of age. Of these 2,668 were placed at an annual average wage \$15,809 above the average wage of a new hire who did not use workforce centers in their job search. This added over \$42 million in activity to the region due to the quality of Arapahoe/Douglas Works! services. The Arapahoe/Douglas Workforce Development Board has worked successfully with the AARP Foundation Back to Work 50+ to deliver the Generations at Work program which has successfully helped 470 mature workers in their career transition this program year to date. The Board remains committed to recognizing mature workers not only as a priority population, but a valuable resource to the regional economy.

Disabilities

In PY15, Arapahoe/Douglas Works! served 2,644 persons with disabilities. It placed 1,014 successfully in employment at average annualized earnings of \$45,135, which is \$8,277 above the average wage of a new hire in the region who did not use a workforce center in job search. This added nearly \$8.4 million in economic activity to the region. When DVR has actualized its statutory commitment to workforce development around shared space, schedules and infrastructure/cost sharing, the potential to further penetrate this priority group will be significant.

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Drop-Outs & English Language Learners

In PY15, 2,628 drop-outs were served. Of these, 800 went to work at an average annualized wage of \$29,541 per year. This generated over \$23.6 million in consumer spending within the region.

The last results on GED attainment provided by Arapahoe/Douglas Works! to the Arapahoe Board of County Commissioners, covering the first three quarters of calendar 2016, showed that 189 individuals without a high school diploma were tutored, and of these 83 earned their GED. Since the average annual earnings for a high school or GED graduate are \$9,767 more than someone who does not have a high school diploma, this added an estimated \$810,666 in additional consumer spending to the regional economy.

When the official Adult Basic Education provider(s) are chosen, outreach potential to this population will be significantly increased.

Estimates of employment outcomes for students in English as a Second Language classes held throughout PY15 and PY16 to date at Arapahoe/Douglas Works! are not available at this time. However, at this time, class attendance remains robust. Since the most recent Census data shows over 60,800 people in the region who speak English 'less than very well,' there is potential for increased outreach and more comprehensive workforce development services to this priority group.

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Citations

WIOA §107 (d) (2) – “Workforce research and regional labor market analysis – in order to assist in the development and implementation of the local plan and local board, shall carry out analysis of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and the workforce development activities (including education and training)...and conduct such other research, data collection and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.”

WIOA §107 (d) (7) – “Technology – the local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers and workers and job seekers by (A) facilitating connections among intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area; (B) facilitating access to services provided through the one-stop delivery system involved, including facilitating access in remote areas, and (C) identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills, and (D) leveraging resources and capacity within the local workforce development system including resources and capacity for services for individuals with barriers to employment.”

TEGL 16-16 – Center staff are:

- Trained and equipped in an ongoing learning environment with skills and knowledge needed to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery, consistent with the requirements of each of the partner programs.
- Cross-trained, as appropriate, to increase staff capacity, expertise and efficiency in comprehensive delivery of programs and services.
- Routinely trained so they are keenly aware as to how their particular work function supports and contributes to the overall vision of the local WDB (Board).

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Driving Innovation & Opportunity

Economy

The data sources available to the Arapahoe/Douglas Workforce Development Board allow in-depth examination and assessment of regional training pipeline, which leads to the opportunity to work with sector leaders, economic developers, chambers of commerce and other partners to better align the regional training pipeline with current and anticipated business need.

Addressing the Colorado Paradox

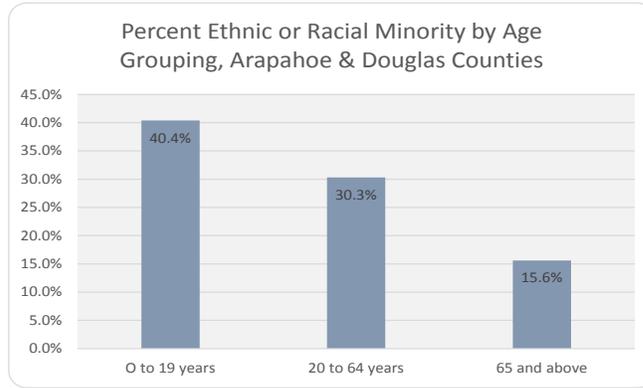
- Given the school enrollments in high school and grades 1-8, the K-12 system in Arapahoe and Douglas counties can add around 14,500 new high school graduates per year to the local labor force.
- If a cooperative effort is made by public and private partners to assist these graduates in career pathways available through both non-traditional and traditional training settings, and the investment is made to help them access these pathways, **this group alone can address nearly half of the projected annual job growth in greater metro Denver.**

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Addressing Disparity in Educational Attainment

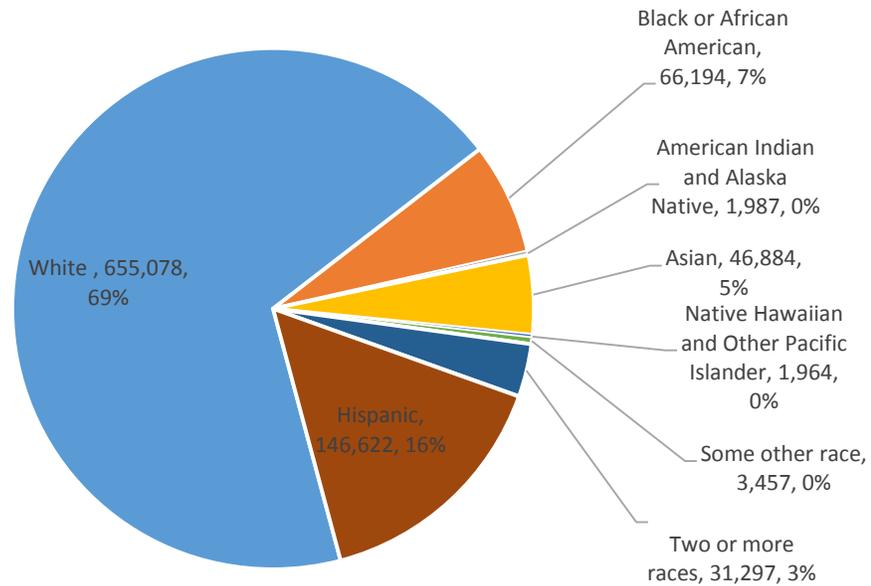
According to the US Census Bureau's American Community Survey 2015 1-Year Estimates, of the 953,483 living in the two-county Arapahoe/Douglas area, 298,405 (31%) are racial or ethnic minorities.

Increased investment in the educational attainment of ethnic and racial minorities will do much to alleviate systemic labor shortages over the next decade.



Race & Ethnicity, Arapahoe/Douglas Area

Total Population = 953,483



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Career Pathways and Alternative Training Opportunities

The Board can work with public and private partners over the next years to help educate people throughout the region about alternative training and wage expectations for middle skilled opportunities in key regional industry sectors, and promote those opportunities. It can do much to expose and promote encore career pathways for mature workers such as teaching in specific academic subjects.

Useful collateral may include profiles of often lucrative middle skill opportunities in the greater metro Denver area and the options for training, such as apprenticeship, vocational or technical school or community college.

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THREATS

Board

While the federal budgeting process is complex and involves both the Executive and Legislative branches, the current Administration's "skinny" budget proposal for fiscal year 2018 offers the following decreases from 2017 that would have significant adverse effect on the Arapahoe/Douglas Workforce Development Board, its partners, and its operations:

Department/Agency	Dollar Cut (\$Billions)	Percent Cut
Agriculture (Employment First/SNAP Employment & Training)	\$4.7	20.7%
Community Development Block Grants ended	\$3.0	100%
Department of Labor (Wagner-Peysner, WIOA, other)	\$2.1	20.7%
Education	\$9.2	13.5%
Health & Human Services (TANF/CO Works, CO/PEP)	\$12.6	16.2%
Housing & Urban Development (Board Opportunity Works Group)	\$4.3	11.9%
Transportation	\$2.4	12.7%

Quality of Life Impacted

Several salient observations may be made from the Administration's initial budget:

- The likelihood for significant budget cuts into Fiscal Year 2018 is high, though the cuts are unlikely to be quite as far-reaching as in this initial document.
- The introductory verbiage on the Department of Labor page in the 'skinny budget' says, "With the need to rebuild the Nation's military without increasing the deficit, this Budget focuses the Department of Labor on its highest priority functions and disinvests in activities that are duplicative, unnecessary, unproven, or ineffective."
- Virtually all programs run by the Arapahoe/Douglas Workforce Development Board would be adversely affected. According to the [Atlantic](#), "The 2018 budget details around \$500 million in cuts for the department, which likely means that programs for disadvantaged workers, including seniors, youths, and those with disabilities, would be reduced or completely eliminated. The Senior Community Service Employment Program, training grants at the Occupational Safety and Health Administration, and technical-assistance grants at the Office of Disability Employment Policy would all disappear. Job-training centers for disadvantaged children would be shuttered and funding for more general job-training and employment services would move from the federal budget to states."
- Unfortunately, Colorado is not in a position to accept the fiscal burden of newly unfunded (devolved) mandates; the budget process in this state simply will not allow taxes to be increased to pick up heretofore federally funded services that have been devolved.
- "The Administration will take an evidence-based approach to improving programs and services—using real, hard data to identify poorly performing organizations and programs. We will hold program managers accountable for improving performance and delivering high-quality and timely services to the American people and businesses."
 - The budget itself implies that many of the decisions on poor performing organizations and programs have already been made by administration officials.
 - Colorado makes up approximately 1.5% of the nation's economy. No matter how excellent our state, planning region or local workforce development area, our funding ultimately is hostage to how well the system does in all states.
- The full employment market can contribute to higher staff turnover.

The ramifications of these cuts are far reaching, not only to the Board, but to its partners.

- Current programming offered by the Arapahoe Community Resource Department that contributes to the area's quality of life will be adversely affected by the total elimination of community block grants.
- Current economic development strategies to build and maintain quality of life in the face of rapid economic growth along the I-25 corridor will be adversely affected:

The ramifications of these cuts are far reaching, not only to the Board, but to its partners.

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- o Local efforts to provide affordable housing for lower-income workers will be in danger without adequate funding under Housing and Urban Development.
- o Massive transportation cuts at the federal level will make needed enhancements to the area's transportation infrastructure impossible.
- Adult Basic Education would no longer be able to help dropouts and English language learners. **This will adversely affect local businesses** by hampering local efforts to prepare potential skilled workers for critical positions in a full employment market. According to the U.S. Census:
 - o Services to position the 60,185 people who speak English "less than very well" for success in the labor force in the two-county area would be endangered.
 - o Services to position the 14,399 high school dropouts over the age of 25 for success in the labor force would be endangered.
- AARP, a longstanding partner and member of the Board, will lose the ability to provide the Senior Community Service Employment Program, which has helped many mature workers rejoin the labor force and fill critical positions in a time of skilled-worker shortages.

With cuts of such magnitude, it is an increasingly heavy lift for the Board to replace lost funding at the state and local levels. With the need for additional monies is growing more acute, the Board must improve its process in grant acquisition. This will necessarily include:

1. More focused efforts to identify and fund gaps in workforce development in the area, which can be done through communications with partners.
2. The Board may find itself utilizing the Arapahoe County Foundation, which is a 501-C-3 Corporation, as it enters into more multi-part funding efforts, using state, local and private foundation monies, which will allow for more diversified funding streams.
3. In multi-part funding efforts, the Board must be ready to address workforce development needs in the context of a larger vision among groups of stakeholders addressing regional quality of life.

Economy

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Based on the new administration's apparent priorities, we must make the following conclusions:

1. These cuts, taken as a whole, would deeply and adversely affect not only the workforce development system in Arapahoe and Douglas counties, but in the Colorado Central Planning Region at large.
2. In addition, economic development strategies that call for maintaining and growing the infrastructure to keep up with economic growth will be endangered, and the long-term quality of life that is so attractive to skilled in-migrants, relocating and expanding businesses will be seriously compromised.
3. In a time of increasingly acute skilled labor shortages, cutting education funding is counterproductive and also adversely affects our education partners.
4. In an unemployment market under 3%, it is likely to cost more money to prepare public assistance recipients, the long-term unemployed, young adults, disabled persons, mature workers and other priority groups for success in the labor force, far-reaching budget increases, not budget cuts, are needed.

TRENDS

Board

The increasing trend cooperative public-private sector partnerships works. The Board must position itself to continue to act in a convening role for these efforts.

As the relationship between the Board and economic development partners has grown stronger, it has become apparent that workforce development contributes to an overall regional **economic development vision**, which calls for:

1. A superior quality of life and place:
 - a. Clean air and water;

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- b. variety of recreational opportunities;
 - c. growing and efficient transportation infrastructure;
 - d. affordable housing for middle skilled workers.
2. A highly skilled labor force:
 - a. Strong K-12 system;
 - b. strong and affordable postsecondary training pipeline;
 - c. robust workforce development services to put the unemployed and under-employed back to work, and address training needs of priority populations.
 3. Superior data mining and analytical ability to inform local, state and national policy makers.
 4. Business, resident and commuter-friendly government.

Economy

Employers in key sectors are growing more confident in their ability to cooperatively address specific needs with educators, but these public-private partnerships are very much dependent workforce developers or economic developers to act in a convening role.

Less skilled workers continue to be displaced with technological advancements, which calls for the development and utilization of career pathways, which can provide displaced workers with the training they need to resume positions in the labor force.

Evolving employee/employer relationships (GIG economy, 1099, etc.).

The need for education and training relevant to the needs of our growing economy is increasingly apparent, and the need for postsecondary education to be readily available and affordable is being addressed in a variety of ways:

- The first software development apprenticeship in Colorado was begun in 2015 by Tectonic Group, which is now attempting to expand its operations from its native Boulder south into greater metro Denver. 21
- Increasing emphasis on work-based learning supporting critical occupations in key sectors.
- The high growth during the decade of educational services.
 - o University of Colorado South in Parker
 - o Partnership between Arapahoe Community College and Colorado State University Global to locate a campus in Castle Rock
- Companies such as Fidelity, who are aiding in paying off student loans to millennial workers provided they stay. This trend is likely to continue and expand into a greater number of large and even mid-size companies, as millennial worker retention becomes even more vital as the economy continues to grow in the face of systemic labor shortages.
- Trending federal cuts in non-military discretionary areas may directly affect education and other partners.
- Trends toward more technology, such as the creation of driverless trucks, causes displacement of more workers than the technology requires to maintain and operate.
- The economic insecurities inherent in the emergent 'gig' economy could adversely affect quality of life:
 - o Affordable healthcare
 - o Work life balance

CONCLUSION

The Arapahoe/Douglas Workforce Development Board is in very advantageous position to move forward successfully under WIOA. To maximize successful workforce development outcomes, it is recommended the Board use this strategic planning cycle to:

1. Work with its service provider and procured one-stop operator on a bi-annual (every two years) **One-Stop Certification process** that:

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- a. Addresses continuous improvement.
 - b. Ensures a robust staff cross training system is in place and operating.
 - c. Explores the use of technology to create seamless service packages for incoming customers.
2. Work closely with other One-Stop Service Providers in the Central Planning Region to ensure that needed **sector partnerships are being convened** and existing ones continue to be **business-led** and **relevant** to competitive need in the region.
3. Work closely with economic developers, chambers of commerce and other workforce stakeholders to **address workforce development in the context of a multi-faceted multi-partner vision for regional growth** that maintains and enhances the region's superior quality of life, addressing:
 - a. The Colorado Paradox;
 - b. affordable postsecondary education and reduction of student debt;
 - c. increasing educational attainment levels for racial and ethnic minorities;
 - d. continuing need for superior data and analysis to inform policy makers;
 - e. current and future training pipeline needs;
 - f. affordable housing;
 - g. transportation infrastructure;
 - h. clean air and water;
 - i. and cultural opportunities.
4. Continue to work effectively with the State Workforce Agency, the State Workforce Development Council and other stakeholders to assure that the public workforce system in Colorado is relevant and meaningful to both jobseekers and business/industry at the local and regional level.





Arapahoe/Douglas
WORKFORCE BOARD
C O L O R A D O

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