

One-Stop Delivery System Certification Report Template

Local Area: Arapahoe/Douglas Works!

Current Program Year: PY17

Program Year Data used in Review: PY15

Certification Effective from 7/1/2017 to 7/1/2020

Introduction: Overview of Process and Persons/Entities Involved

The Arapahoe/Douglas Workforce Development Board assigned staff assessed the physical and programmatic accessibility at each comprehensive one-stop center; the effectiveness of the core programs; continuous improvement efforts outlined in the local plan and reported on in the annual Colorado Workforce Development Council; and the integration of available services across all required partners. The accessibility assessment was completed by the local EEO Officer who provided information gathered by a contractor, Meeting the Challenge, under the Arapahoe County Government.

The report and recommendations were reviewed by the Deputy Division Manager of Arapahoe/Douglas Works!. After review and agreement of recommendations made, the Arapahoe/Douglas Workforce Development Board assigned staff presented all information to the Governance Committee of the Arapahoe/Douglas Workforce Development Board. The Governance Committee voted to make the recommendation to certify the one-stop system to the full Arapahoe/Douglas Workforce Development Board at the next scheduled meeting on August 3, 2017.

Section I: Physical and Programmatic Accessibility

- A. List of physical locations
 - a. Lima Plaza – 6964 and 6974 S. Lima Street, Centennial, CO 80112 (comprehensive one-stop center)
 - b. Altura Plaza – 15400 E. 14th Place, Aurora, CO 80011
- B. Accessibility Report on each location
 ADA reviews were provided for each location. No compliance issues were found, but recommendations were made. Please refer to the following attachments:
 - Accessibility Assessment Cover Page
 - ADW Bldgs 23 56 58 ADA studies

Section II: Effectiveness

- A. Performance Accountability
Outcomes defined in grant agreements and expenditure authorizations
 Arapahoe/Douglas Works! is on track to exceed all statewide common performance measures for Program Year 2016 (PY16). As of the date of this report, PY16 performance data has not been finalized by the Colorado Department of Labor and Employment (CDLE). Historically, Arapahoe/Douglas Works! has demonstrated exceptional results as it pertains to statewide common performance measures. Please see the data below for Program Year 2015 (PY15), Program Year 2014 (PY14), and Program Year 2013 (PY13). In each of the program years represented, Arapahoe/Douglas Works! has exceeded all 12 performance measures. Moreover, Arapahoe/Douglas Works! is on track to meet or exceed our enrollment goals for PY16.

PY15 Statewide Common Measures			
Adult Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	76.19%	67.10%	208/273
Six Month Retention	89.81%	82.40%	238/265
Six Month Average Earnings	\$19,030.96	\$16,286.00	4015532/211
Dislocated Worker Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	83.40%	69.21%	201/241
Six Month Retention	87.61%	85.04%	191/218

Six Month Average Earnings	\$24,088.71	\$20,018.00	4191435/174
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Youth Measures	Arapahoe/ Douglas	Standards	Num Den
Literacy/Numeracy	41.13%	41.00%	58/141
Placement Rate	70.40%	60.28%	157/223
Degree/Cert	68.81%	62.00%	150/218
Exceeded/Met/Missed Goal	9-0-0		

Wagner Peyser Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	60.78%	48.00%	16124/26527
Six Month Retention	83.85%	74.00%	18078/26527
Six Month Average Earnings	\$ 18,888.00	\$ 14,500.00	
Exceeded/Met/Missed Goal	3-0-0		

PY14 Statewide Common Measures

Adult Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	82.29%	67.10%	158/192
Six Month Retention	91.01%	82.40%	314/345
Six Month Average Earnings	\$20,235.24	\$16,286.00	5868219/290

Dislocated Worker Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	85.42%	69.21%	246/288
Six Month Retention	95.22%	85.04%	239/251
Six Month Average Earnings	\$24,547.85	\$20,018.00	5474170/223

Youth Measures	Arapahoe/ Douglas	Standards	Num Den
Literacy/Numeracy	46.30%	41.00%	50/108
Placement Rate	73.16%	60.28%	139/190
Degree/Cert	77.78%	62.00%	161/207
Exceeded/Met/Missed Goal	9-0-0		

Wagner Peyser Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	60.36%	48.00%	20038/33198
Six Month Retention	82.70%	74.00%	21178/25609
Six Month Average Earnings	\$ 17,943.00	\$ 14,500.00	
Exceeded/Met/Missed Goal	3-0-0		

PY13 Statewide Common Measures

Adult Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	79.18%	77.30%	213/269

Six Month Retention	88.57%	87.90%	248/280
Six Month Average Earnings	\$18,188.18	\$17,861.00	4146905/228
Dislocated Worker Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	84.03%	82.00%	200/238
Six Month Retention	91.19%	90.70%	176/193
Six Month Average Earnings	\$23,293.15	\$21,436.00	3866663/166
Youth Measures	Arapahoe/ Douglas	Standards	Num Den
Literacy/Numeracy	71.88%	48.00%	69/96
Placement Rate	70.14%	68.00%	101/144
Degree/Cert	70.40%	69.00%	88/125
Exceeded/Met/Missed Goal	9-0-0		
Wagner Peyser Measures	Arapahoe/ Douglas	Standards	Num Den
Entered Employment Rate	53.64%	48.00%	20254/37756
Six Month Retention	81.65%	74.00%	20300/24863
Six Month Average Earnings	\$ 17,118.00	\$ 14,500.00	
Exceeded/Met/Missed Goal	3-0-0		

B. Local Performance Measures

Thresholds related to negotiated performance targets

For PY16, Arapahoe/Douglas Works! has the following performance measure standards:

Workforce Innovation and Opportunity Act (WIOA) Adult

Employment Rate: 70%

Median Earnings: \$7,000

Credential Rate: 40%

Measurable Skills Gains: No standard established at state level as of the date of this report

WIOA Dislocated Worker

Employment Rate: 75%

Median Earnings: \$8,000

Credential Rate: 40%

Measurable Skills Gains: No standard established at state level as of the date of this report

WIOA Youth/Young Adult

Employment Rate: 65%

Median Earnings: No standard established at state level as of the date of this report

Credential Rate: 40%

Measurable Skills Gains: No standard established at state level as of the date of this report

C. Sector Partnerships

Coordination of goal setting across programs exists

Arapahoe/Douglas Works! actively participates in sector partnerships convened under the auspices of the Colorado Urban Workforce Alliance (CUWA). This partnership is significant because all Arapahoe Douglas Workforce Development Board sector partnerships are necessarily regional rather than area specific.

Strong partnerships with local and regional economic developers have helped the Arapahoe/Douglas Workforce Development Board define its targeted industry clusters for Arapahoe/Douglas Works!. Economic developers and sector leaders have also been instrumental in identifying businesses to participate in sector partnerships. For example, focus groups were conducted with broadband employers that served to validate the labor market data and identify critical needs that the sector faces over the next five years. Subsequently, Arapahoe/Douglas Works!, in conjunction with the Arapahoe/Douglas Workforce Development Board, was targeted to write a position paper on one of these critical occupations for the Arapahoe Community College.

Sector partnerships in the Central Planning Region are always business driven and regional in nature. With some, focus groups with all leaders in the sector, and with others such as Technology Employment in Colorado Partnership (TEC-P), Metro Manufacturing Partnership (CAMA-MMP), and Greater Metro Denver Health Care Partnership (GMDHP), they cooperate to drive substantive changes in training methodology and in the training pipeline itself.

The overarching goal for employer engagement is to better facilitate sustainable employment through strategic human capital investments that produce positive economic returns for both key industry sectors and other business customers, as well as job seekers. The main objective in engaging business is to give sector leaders a platform from which they can influence the regional training pipeline so its output of human capital is more relevant to current and projected future need.

An example of serving an industry regionally is working with the aerospace sector, the Arapahoe/Douglas, Denver, Adams and Tri-County workforce areas have worked with Lockheed Martin to develop the first workforce supported registered apprenticeship program extant in Colorado. The program trains electrical manufacturing technicians with the workforce development system paying for a portion of the apprenticeship. The model has been so successful that Lockheed Martin has registered an apprenticeship for second occupation.

By utilizing the various sector partnerships as the method to address in-demand training opportunities, Arapahoe/Douglas Works! has the ability to strategically plan how to allocate training resources across programs. To this end, an internal trainer has been retained by Arapahoe/Douglas Works! whose mission is to systematically address cross-functional and cross-program training needs throughout the organization, including partner personnel in compliance with TEGL 16-16.

D. Career Pathways

Active involvement in initiatives and discretionary grants and expected outcomes for initiatives and discretionary grants are met

In anticipation of WIOA, Arapahoe/Douglas Works! used a variety of data sources to identify the staffing patterns for each of its targeted sectors, and provide information for each of the occupations concerning wages, training opportunities, industry-recognized certificates and credentials, apprenticeships and job listings. It presented this model at the local, state and national levels, including at the 2015 National Association of Workforce Development Professionals (NAWDP) conference. Feedback was sought and obtained from local businesses, educators and other workforce development regions. Based on this feedback, Arapahoe/Douglas Works! has identified the core business occupations of aerospace, aviation, bioscience, broadband, construction, engineering services, finance, healthcare, hospitality, information technology, and manufacturing. In addition, it identified two 'enabling functions' endemic to all targeted sectors. The first is business and finance, which includes operations management, business, finance, marketing and sales occupations. The second 'enabling sector' includes human resources, clerical and information technology occupations. Staff from Arapahoe/Douglas Works! were asked to join the statewide career pathways group convened and chaired by CWDC, and are participating in Colorado's effort to build a statewide model. Information in this career pathway 'build' is being supplemented by 'on the ground' business intelligence collected through BDRs assigned to various sectors, and in addition has been vetted by economic development partners as well as the statewide business services group. To date, most staff have been trained to use the

career pathway model, and the Arapahoe /Douglas Workforce Development Board is developing a web application that will be available on www.adworks.org and downloadable to devices.

Arapahoe/Douglas Works! has developed programming to move customers into targeted industries with opportunities for career pathways. By providing career pathways for customers, they are able to secure livable wages that will free them of public assistance support. The model of industry specific trainings and OJT opportunities are developed with this in mind. In addition, Arapahoe/Douglas Works! is working with CWDC in providing feedback and specific page edit suggestions for its career pathways platform on College in Colorado.

E. Enrollment Objectives

Demonstrate that strategies are based on an analysis of the area

Data is used to drive strategic planning and operational efficiency; decisions are data-driven to ensure that workforce investment, educational and economic development strategies are based on accurate assessments of regional labor markets. Arapahoe/Douglas Works! works together with other workforce centers and the State Council to maintain a data collection system and conduct analyses on a regular basis, to identify employer needs for talent, as well as which industries anticipate growth, and determine to what extent the talent pool meets employer requirements. Decisions about talent development approaches, including which training programs to fund, are based on these analyses. Good workforce intelligence is critical to periodic evaluations of the workforce system as a whole which is the basis for continuous improvement opportunities. The workforce center uses data from multiple sources, including economic development agencies.

F. Alignment of services with area's needs

Satisfaction of employers with services provided

Arapahoe/Douglas Works! deploys a variety of tactics to ensure that services delivered are in alignment with industry needs. Arapahoe/Douglas Works! diligently collects data from businesses accessing the state identified 11 core business services. Much of the data collection includes satisfaction surveys and Arapahoe/Douglas Works! remains a leader in the state for quality service delivery. Over the last program year, employers rated the quality of the job seekers attending hiring events as 4.4 out of 5 points.

Programming is designed using the human centered design methodology and is anchored on input from industry. For instance, Arapahoe/Douglas Works! is now using Work-Based Learning in all programs and for all populations served. Arapahoe/Douglas Works! has restructured its Business Development team to better align with programs as well as to more efficiently facilitate work-based learning opportunities. The Business Development Representatives have been assigned to the Poverty Prevention Programs (TANF/CW, SNAP E&T/EF, and COPEP), and the Talent Development Programs (WIOA Adult, WIOA Dislocated Worker, WIOA Youth/Young Adults, Justice Involved, Mature Workers, Individuals with Disabilities and Veterans). Business Development Representatives have been trained to have a clear understanding of not only the barriers and challenges our various customer bases may have, but also have the knowledge of the inventory of skills they possess.

With this new alignment, the Business Development team has helped both the Poverty Prevention and Talent Development teams secure higher paying jobs, OJT opportunities and has moved these populations to the next quintile in wage earnings. These targeted services have better aligned the Poverty Prevention and Talent Development teams with local businesses better connecting the customers with business needs, while at the same time enhancing program job placements through work-based learning opportunities such as WTE, OJT, apprenticeships, transitional jobs and career pathways.

Other work-based learning programming includes:

1. OJT activities are a focus for supporting talent pipeline development within the Information Technology (TEC-P), manufacturing (CAMA-MMP) and healthcare (GMDHP) sector partnerships will be arranged for customers in all programs, as appropriate.

2. Targeted Industry Sector Academies have been developed for our customers to enhance their skills and abilities to make them more employable. Customers that receive this opportunity include but are not limited to WIOA Youth/Young Adults, WIOA Adult, WIOA Dislocated Worker, Justice Involved, Mature Workers, Veterans, TANF/CW, COPEP, and SNAP E&T/EF customers. These academies include customized classroom and hands on training followed by work-based learning opportunities in industry sectors that have been targeted as in-demand by the Workforce Development Board.

G. Fiscal responsibility

Expenditure rate exceeds the minimum requirement to maintain compliance.

Fiscal Dashboards, which are presented, reviewed, and approved by the WDB at their meetings, demonstrate compliance has been maintained. Below are the summaries copied from the PY 15 and PY16 reports:

PY15 ADW! Fiscal Dashboard through June 30, 2017

PY14 WIA Adult – Balance \$0 – 100% spent – ended 6/30/16
PY15 WIOA Adult – Balance \$693,751.16 – 64.08% spent
PY14 WIA Youth – Balance \$0 – 100% spent – ended 6/30/16
PY15 WIOA Youth – Balance \$225,554.35 – 83.42% spent
PY14 WIA DW – Balance \$0 – 100% spent – ended 6/30/16
PY15 WIOA DW – Balance \$32,677.79 – 95.89% spent
PY15 Employment Support Fund – Balance \$0 – 100% spent – ended 6/30/16
PY15 Wagner Peyser – Balance \$201,526.73 – 82.09% spent

PY 16 ADW! Fiscal Dashboard through May 2017

PY15 WIOA Adult -Balance \$0 -100% spent
PY16 WIOA Adult -Balance \$227,248.18 -85.10% spent
PY15 WIOA Youth -Balance \$884.88 -99.93% spent
PY16 WIOAYouth-Balance\$233,278.39 -78.79% spent
PY15 WIOA OW -Balance \$0 -100% spent
PY16 WIOA DW -Balance \$285,112.17 -65.33% spent
PY16 ESF -Balance \$33,335.17 -96.43% spent
PY16 WP -Balance \$327,262.61 -71.75% spent

H. Service hours

Lima Plaza – 6964 and 6974 S. Lima Street, Centennial, CO 80112 (comprehensive one-stop center)
7:30 a.m. – 4:30 p.m.

Altura Plaza – 15400 E. 14th Place, Aurora, CO 80011
7:30 a.m. – 4:30 p.m.

Section III: Continuous Improvement

A. Progress on annual performance plan

Standards are connected to current goals and may shift as goals change
-Business Services activities in compliance with annual goals

Strategies for business engagement are derived from agency goals connected to placements and employer satisfaction among other important indicators of exceptional service delivery, while emphasizing access and opportunities for priority populations. For instance, over 600 veterans attended job fairs, hiring events and other related networking events in the last program year. Over 500 placements were recorded from job fair activity and demonstrate the ability of Arapahoe/Douglas Works! to offer and execute quality events.

Representatives actively participate in the statewide Business Services work groups, including leadership roles within the Advisory Committee, for the purpose of streamlining services offered regionally to employers,

tracking employer service delivery, aligning business/industry outreach efforts with other partners and professional development, including data tracking systems and training with labor force data. This ongoing effort has aided workforce areas to work together more effectively assisting sector partnerships and individual employers. Active leadership in the statewide Business Services alignment also ensures that Arapahoe/Douglas Works! is helping to drive statewide initiatives to create systemic change and improvement.

-Re-employment and Youth activities in compliance with annual goals

The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! has implemented a customer-centered design methodology endorsed by the United States Department of Labor and Employment (DOLETA). This practice implements a customer-centered approach to processes, strategies, procedures and services. It focuses upon innovation to address the needs of the end-user. Arapahoe/Douglas Works! Youth/Young Adult programming will focus talent development strategies on targeted populations, which may include, but is not limited to; Veterans, Justice Involved, Low-Income, Benefits-Attached, Pregnant and/or Parenting Youth/Young Adults, Homeless, Refugees, Individuals with Disabilities, those without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Youth/Young Adult customers. Individual career services, available to all Arapahoe/Douglas Works! Youth/Young Adult customers, will include, but are not limited to; the career village, career resource center, labor market information, staff facilitated workshops, job search, and training provider information. Staff-assisted career services will include, but is not limited to; orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market navigation and job referrals. Staff assistance one-on-one intensive career services will include, but are not limited to; customer triage, comprehensive assessment, counseling, case management, and pre-vocational services.

Arapahoe/Douglas Works! has a tiered training policy with additional tuition assistance for occupational training for WIOA Adult, Dislocated Worker and Youth/Young Adult eligible customers, targeted in the industries of Aerospace, Aviation, Bioscience, Broadband, Construction, Engineering, Finance/Insurance, Healthcare, Hospitality, Information Technology and Manufacturing. Arapahoe/Douglas Works! will focus on training and work-based learning opportunities within these regional targeted industries; work-based learning opportunities, which may include, but are not limited to, work training experiences for eligible customers, as well as OJT contracts, and pre-apprenticeship and apprenticeship opportunities, as appropriate. Arapahoe/Douglas Works! will focus on increasing training related placements and career pathways.

Arapahoe/Douglas Works! meets regularly with partner organizations to inform external agencies about current program-funded services. When appropriate, Arapahoe/Douglas Works! conducts offsite informational and intake sessions to heighten awareness about career services and to help to mitigate customer impacts.

-Marketing and Outreach activities in compliance with annual goals

The Arapahoe/Douglas Workforce Development Board generates a yearly report on the tremendous economic value added through workforce development programming within the area. This allows Arapahoe/Douglas Workforce Development Board to be effective and convincing ambassadors to the business community

Regular press releases are issued on behalf of the Arapahoe/Douglas Works! by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) through the Arapahoe County Government Communications Department.

Arapahoe/Douglas Works! has also built a solid reputation as a 'go-to' resource for economic developers seeking timely labor force data and analysis as well as seamless staffing services. An average of over 30 such requests are fielded each month from economic developers, site selectors, chambers of commerce,

businesses, educators and other partners. The needs of these requests both in the Arapahoe/Douglas area, greater metro Denver, and the Central Planning Region.

The “American Job Center” identifier has also been incorporated on all Arapahoe/Douglas Works!’ primary electronic resources and printed, purchased and created materials.

Section IV: Integration of Available Services

A. Service Coordination Agreements

At a Minimum

-An MOU is in place

- An MOU is in place between Arapahoe/Douglas Works! and the Arapahoe/Douglas Workforce Development Board for Title I of the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Programming.

-The MOU includes all required partners

- Required partners are addressed in the MOU as follows: Page one of the MOU states that per WIOA section 121(b)(2)(A), both required and additional partners are included as parties to the MOU. Therefore, all entities that participate in the local area of Arapahoe and Douglas Counties service delivery system as Arapahoe/Douglas Workforce Center partners (Partners), whether required or additional, must be parties to this MOU and must abide by the terms prescribed herein and by all applicable federal, state, and local rules, plans, and policies as applicable and authorized under the Partner's program and in keeping with federal guidelines.

-Co-enrollment is addressed

- Co-enrollment is addressed in the MOU as follows: Page eight of the MOU states that Arapahoe/Douglas Works! will fund the WIOA Adult, WIOA Dislocated Worker, and WIOA Youth/Young Adult programs through annual local area formula allocations. Additionally, Arapahoe/Douglas Works! continually looks to leverage funding sources through a variety of means, which may include, but are not limited to, program integration, co-enrollments, utilization of other grants that can be leveraged to provide services to WIOA-eligible participants, and through in-kind partner agreements.

-Demonstrate that the level of integration is improved in the past 3 years

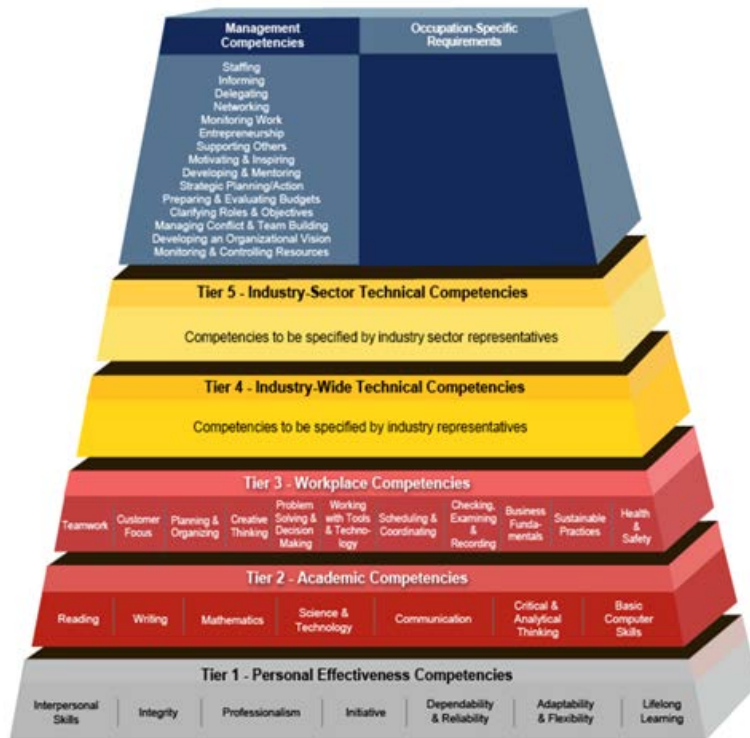
- To ensure a robust integration between job seeker and business services, the Business Development Representatives have been integrated with the Poverty Prevention Programs (TANF/CW, SNAP E&T/EF, and COPEP), and the Talent Development Programs (WIOA Adult, WIOA Dislocated Worker, WIOA Youth/Young Adults, Justice Involved, Mature Workers, Individuals with Disabilities and Veterans). Business Development Representatives have been trained to have a clear understanding of not only the barriers and challenges our various customer bases may have, but also have the knowledge of the inventory of skills they possess.

Work is underway to better align job seeker and business services with mandatory partners. With this new alignment, the Business Development team has assisted in boosting wage outcomes, with all programs rising, and poverty prevention outcomes moving from the first to the second quintile of earnings. Overall integration of the TANF/CO Works and the SNAP E&T (Employment First) programs is comprehensive and long standing, with these programs joining the Arapahoe/Douglas Works! family in the early 1990s.

The full MOU, along with all other mandatory MOUs can be found on the www.adworks.org website under [http://www.adworks.org/images/uploads/general-img-pdf/AD Works! Title I WDB CSAD165753-web.pdf](http://www.adworks.org/images/uploads/general-img-pdf/AD_Works!_Title_I_WDB_CSAD165753-web.pdf)

Section V: Local Criteria

Generic Building Blocks Competency Model



In 2007 and 2008, Arapahoe/Douglas Works! participated in the National Business Learning Partnership with the purpose of surveying the state and content of internal staff training throughout the nation's workforce development service delivery system. A national survey was done in partnership with workforce centers in Portland, OR and Vancouver, WA. The survey results were superimposed on the approved [DOLETA Industry Competency Model](#) in order to identify any training gaps, and to create an internal staff development model that addresses personal effectiveness, academic, workplace, industry-wide, industry-sector, occupation specific, and management/supervisory skills in a systematic, meaningful way.

This model has been updated each year and at this point, all staff training, including the cross-functional training specified in TEGL 16-16, is tracked on an internal training recordkeeping system owned by Arapahoe County Government.

This proactive approach to staff development, including the annual addressing by team and cross

functional team of any training gaps, has been incorporated into the Arapahoe/Douglas Workforce Development Board's certification criteria.

Section VI: Summary of Action Items to Address

The Arapahoe/Douglas Workforce Development Board assigned staff have no action items, but recommends that Arapahoe/Douglas Works! continues to realize the vision of the Workforce Innovation and Opportunity Act of 2014 by strengthening partnership integration, expanding leverage funding and increasing funding diversification of the local workforce development system.

Section VII: Recommendation to Board

It is recommended that the Arapahoe/Douglas Workforce Development Board move to certify the one-stop system overall and each individual site.