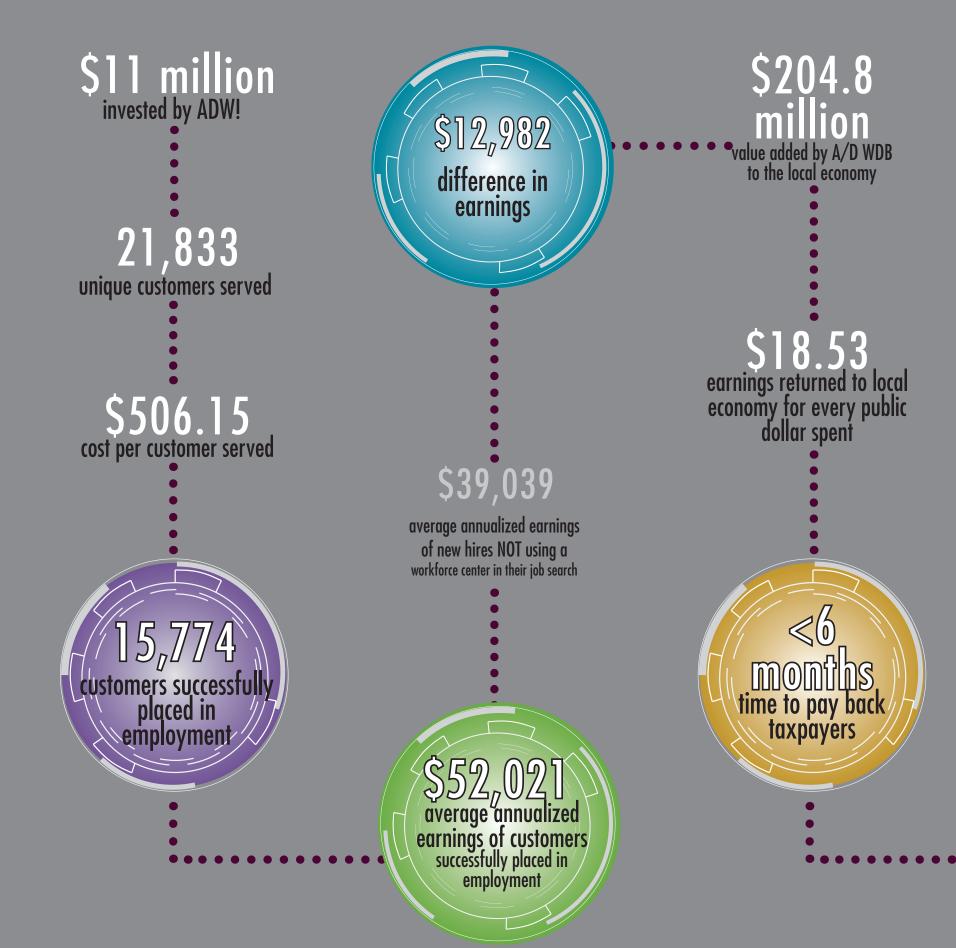


# Economic Impact *of* Workforce Center Operations

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

July 1, 2016 - June 30, 2017



February 1, 2018

The Arapahoe/Douglas Workforce Development Board is proud to share this ninth annual report on economic impact and return on taxpayer investment for workforce development services conducted in Arapahoe and Douglas counties, which make up the southeastern portion of the Denver metropolitan area in the state of Colorado.

This report is compiled each year at the request of the Board by its service provider, Arapahoe/Douglas Works!, which provides federally funded workforce development services in the two-county region.

Significant findings show that as a result of Arapahoe/Douglas Works! operation during the year ending June 30, 2017, the increase in regional economic activity from worker earnings attributable to the value added by Arapahoe/Douglas Works! is just over \$204.8 million, with taxpayers public investment paid back in just under six months. For each public dollar spent, worker earnings increased by \$18.53.

Publicly funded workforce centers are a vital part of a region's infrastructure, particularly in the current tight labor market, because of their work in preparing job seekers for business-relevant employment outcomes. Customers served in PY16 generally had more barriers to success in the labor market than customers in prior years.

Along with P-12, postsecondary educators, economic developers, chambers of commerce and other community organizations, workforce development helps key industries in the region stay competitive by ensuring an ongoing adequate supply of skilled labor.

The following pages illustrate the tremendous positive impact these federal job training programs have on a region, its people and its businesses.

Regards,

Andrew Bercich Workforce Development Board Chair IBM

Felg 70

Kelly Folks Division Manager Arapahoe/Douglas Works! Workforce Center

P D.

**Evan Abbott** Workforce Development Board Vice Chair Employers Council

Patrick J. Holwell, M.A. Workforce Economist Arapahoe/Douglas Works! Workforce Center

### Overview

Workforce boards focus on strategy. The Arapahoe/Douglas Workforce Development Board works within Colorado's Central Workforce Development Planning Region, which includes Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson and Larimer counties, to facilitate public-private partnerships; support sector strategies and career pathways that advance opportunities for all workers and jobseekers, including low-skilled adults, youth, and individuals with disabilities; foster innovation; and ensure streamlined operations and service delivery excellence.

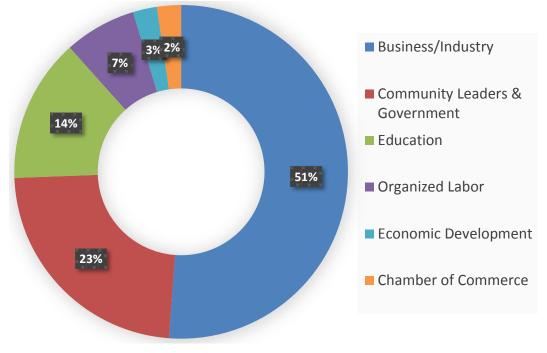
The Arapahoe/Douglas Workforce Development Board has close relationships with economic developers in greater metro Denver, and is very much a partner in regional economic development strategies. The Board shares a common vision with leaders throughout greater metro Denver and Colorado's northern Front Range to create unified workforce development strategies that integrate education, training, support services, and other workforce services across the core programs; align workforce policies and services with regional economies; and support services tailored to business and economic development needs.

The Arapahoe/Douglas Workforce Development Board is proud to be part of a comprehensive regional system that

seamlessly provides integrated services that are accessible to all jobseekers, workers and businesses. The Arapahoe/ Douglas Workforce Development Board has representation from state and local government, labor, educators, economic developers, chambers of commerce, the AARP Foundation, and executives from key industries which include advanced manufacturing, finance and insurance, information technology, healthcare, hospitality, call centers, construction, and retail.

# Workforce development and a vital economy

Meeting workforce needs is critical to economic growth. The Arapahoe/



Douglas Workforce Development Board—in partnership with other workforce, economic development, education and social service organizations at the state, regional and local levels—helps to align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

### Workforce Investment Board Membership Representation

### Return on Public Investment

It is this public-private partnership which has made the Denver metro area one of the most diversified economies in the United States; a magnet for young families because of 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. In this tight labor market, workforce centers such as Arapahoe/Douglas Works! are needed more than ever because of their role in helping prepare people for business-relevant employment outcomes.

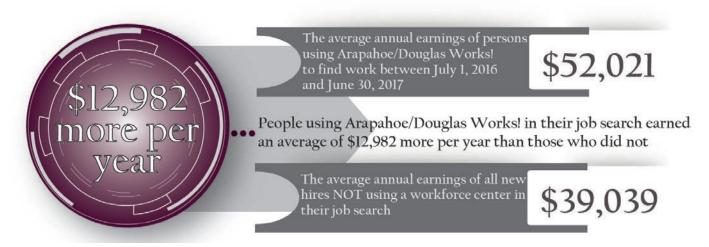
### Measuring Economic Impact

In Program Year 2016, which began July 1, 2016 and ended June 30, 2017, Arapahoe/Douglas Works! invested \$11.05 million in public funds to serve 21,833, a cost of \$506.15 per customer served. Of these, 15,774 were successfully placed in employment at an average annual wage of \$52,021:

Arapahoe/Douglas Works! measures its impact each year by looking at the difference in average annual wages between its customers and all new hires during the same time period. In Program Year 2016, this difference was \$12,982 per year. This means that the total value Arapahoe/Douglas Works! added to the regional economy was \$204.8 million. This number is simply the number of customers still working after six months (15,774) times the difference in annual earnings between those using Arapahoe/Douglas Works! and those not using workforce centers in their job search (\$12,982).

For each public dollar spent, Arapahoe/Douglas Works! returned \$18.53 to the region in value-add earnings. These results paid taxpayers back in just under 6 months.

### The Difference in Earnings



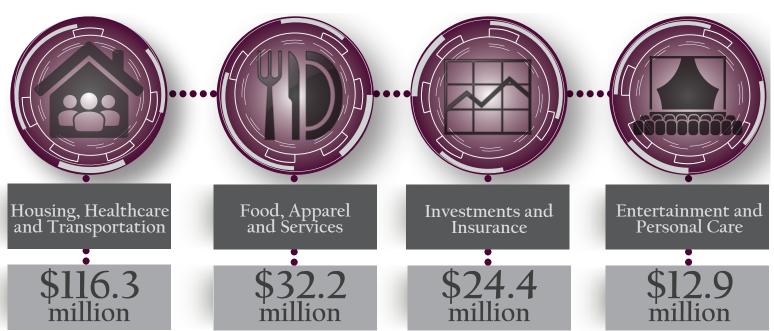
Sources: Colorado Department of Labor and Employment & U.S. Census Bureau Quarterly Workforce Indicators

### Impact of the Difference in Earning on Consumer Spending

Because of the value of services offered, those who used Arapahoe/Douglas Works! in their job search earned nearly \$13,000 more per year than the average of all new hires in the region. This added almost \$204.8 million to the regional economy. Each year, the U.S. Bureau of Labor Statistics conducts a Consumer Expenditure Survey (CEX). Data from this survey is used by many businesses to predict demand for goods and services.

When people are employed, they buy things they need and want, and they pay taxes. The Arapahoe/Douglas Workforce Development Board uses the latest consumer expenditure data to estimate the tremendous effect these value-add worker earnings have on the regional economy. The diagram below gives the business audience a good idea of the true value of services provided by Arapahoe/Douglas Works! in PY16.

Joe, a 50-year-old job seeker, was laid off and came to Arapahoe/Douglas Works! looking for job search assistance. Through the WIOA Dislocated Worker program, Joe was able to obtain his PMP Certification and find employment as a project manager for a telecommunications company earning \$48/hour!



### How the Difference in Earnings Was Spent

Source: U.S. Bureau Labor Statistics, Consumer Expenditure Survey

## Quintiles

The Arapahoe/Douglas Workforce Board's Opportunity Works Taskforce is working with Arapahoe/Douglas Works! to improve wage outcomes, particularly for those customers with barriers to successful employment. This is measured by income quintile. In the United States, both households and families are divided.

5<sup>th</sup> Quintile by income into five quintiles; a quintile represents 20% of the population. >\$57.51/hr 4<sup>th</sup> Quintile The graph shows year-over-year results in placement wage by quintile from selected programs \$36.76-\$57.50/hr operated by Arapahoe/Douglas Works! 3rd Average Program Wages Improving by Quintile Quintile \$30.00 \$23.52-\$27.84 \$27.40 \$36.75/hr \$25.00 2<sup>nd</sup> Quintile \$20.00 \$19.01 \$19.01\$19.71 \$18.61 \$12.62-\$23.51/hr \$15.00 \$13.75 \$13.43 \$13.32 \$13.33 \$13.10 \$13.101 st \$10.00 Ouintile <\$12.61/hr \$5.00 \$0 PY16 TANF VIOA Dislocated PTW/CO-PEP Worker Employment First Wagner-Peyser WIOA Adult PY15

### **Business Development**

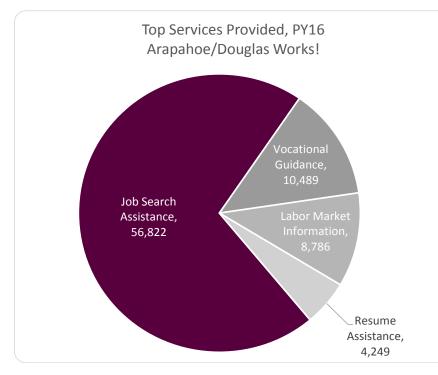
Arapahoe/Douglas Works! provides a wide variety of no-cost services to help employers meet their recruitment goals and ensure access to a quality workforce. In PY16, ADVV! listed 139,603 openings for 2,148 employers; hosted 95 hiring events with 2,749 candidates in attendance. Over 640 veterans attended focused hiring events during the year.

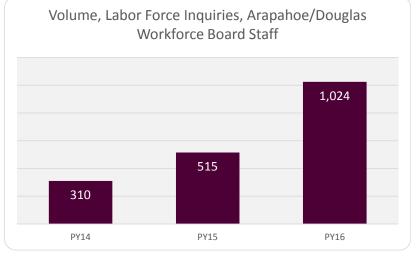
Arapahoe/Douglas Works! has become a go-to resource for labor force data and analysis. As measured by volume, inquiries went from 310 in PY14 to 1,024 in PY16, a 230% increase over the two-year period.

The types of inquiries vary from comparative and comprehensive analyses on the strength and quality of the region's labor force, to analysis of workforce and economic trends, shortfalls and surpluses in the regional training pipeline, and other types of inquiries. Inquiries made in PY16 include those from:

- Economic developers and site selectors.
- Businesses, chambers and sector partnerships.
- Postsecondary and K-2 educators.
- Workforce development professionals.

### Career Services





The Career Services staff provide a variety of services to job seekers and employers. Each customer coming through the door is assessed by knowledgeable staff to determine the service or program mix that best fits their needs. This process may include routing a customer to a specific program or partner, and/or referral to other services in the community, such as emergency food, shelters, and veterans' programs.

Visitors to Arapahoe/Douglas Works! during PY16 were those who felt they needed some additional assistance in finding work. For example, a customer may have outdated skills, a gap in employment history, some barrier to success in employment or simply be rusty at job search.



Other services provided through Career services include: Basic academic testing:

- Test of Adult Basic Education
- GED pre-test

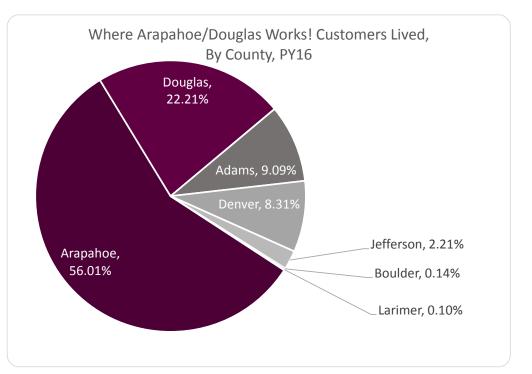
Career Interest Assessments:

- Career Choices
- True Colors

In addition, local employers had Arapahoe/ Douglas Works! administer 2,415 Prove It assessments for candidates. Prove It tests competency in certain job-specific skills, such as Microsoft Excel or Oracle.

Just over 78% of Arapahoe/Douglas Works! reside in Arapahoe and Douglas counties. Of the remaining 22%, most come from other counties in greater metro Denver. Arapahoe/Douglas Works! customers may obtain services specific to their job search needs. The most utilized service in PY16 was job search assistance, where staff provide customized assistance in job search based on the needs of a customer.

In addition, specialized staff provide instruction in group settings on the latest and most effective job search techniques. The bar graph shows attendance in selected workshops during PY16. Other program group services, such as job clubs and 'rapid attachment to employment' workshops to customers receiving public assistance.



## Talent Development

Talent Development programs either help people market themselves successfully with the skills they already have, or retool their skills through training, so they are marketable.

Some highlights from the table:

- 489 adult and dislocated worker customers were placed in employment in PY16.
- Their average annual earnings were \$8,726 more than those of all new hires within the region.
- Talent Development programs put over \$4.2 million in value-add worker earnings into the regional economy.
- Talent development programming also serves young adults, who obtain services and then may be placed either in unsubsidized employment or in postsecondary training.
  - o In PY16, the WIOA Young Adult program served 302 individuals and placed 157.
  - o Of the 157 placed, those placed in employment earned an average of \$11.81/hour

	<b>S</b> Expended	Served	Placed	Hourly Earnings	Average Annual Earnings	Earnings Differential	Aggregate Value-Add Earnings	Cost/Benefit Ratio
WIOA Adult	\$2,363,072	627	290	\$19.92	\$41,434	\$2,395	\$694,434	0.29
WIOA Dislocated Worker	\$1,007,893	413	199	\$27.40	\$56,992	\$17,953	\$3,572,647	3.54
	~	~	~	~	~	$\sim$	~	~
Total	\$3,370,966	1,040	489	\$22.96	\$47,765	\$8,726	\$4,267,081	1.27

Henri was laid off from his position and came to Arapahoe/Douglas Works! for job search assistance. He was assigned a workforce specialist and worked on a plan to revise his resume, continue his Project Management Professional (PMP) certification and improve his networking skills. Henri completed his PMP certification and utilized the resources that were available to him at the workforce center. Shortly after, Henri was offered a position making \$80,000 per year!





Developing a **Skilled** Workforce





### Talent Enhancement

The Talent Enhancement programs operated by Arapahoe/Douglas Works! 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 places as workers and taxpayers contributing to the region's ongoing economic vitality.

Some highlights from the table:

- Arapahoe/Douglas Works! helped 5,446 people receiving public assistance find jobs.
- This put \$148.8 million in worker earnings into the regional economy and saved taxpayers over \$16.9 million.

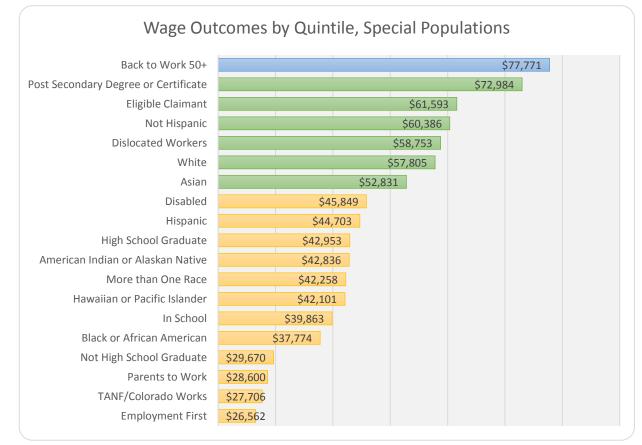
	Served	Placed	Annual Earnings	Aggregate Earnings	Estimated Annual Taxpayer Savings	Cost/Benefit Ratio
Employment First	17,731	4,948	\$27,248	\$134,846,629	\$15,539,922	178.2
TANF/ Colorado Works	1,072	330	\$27,726	\$9,142,848	\$1,397,880	6.8
Parents to Work	392	168	\$25,646	\$4,804,800	N/A	13.1
	V	V	V	~	~	$\checkmark$
Total	19,195	5,446	\$80,621	\$148,794,277	\$16,937,802	60.1

Philip began working with the Employment First Program after a year of unemployment. He was struggling to make ends meet and wasn't sure where he was going wrong in the job search process. After attending the RATE workshop at Arapahoe/Douglas Works!, Philip was able to target his resume and completed a mock interview with his workforce specialist. Philip obtained full-time employment as a Lead Engineer making \$65/hr. He's very happy to be employed and is thrilled to be back to work in this field.

### Special Populations/Programs

In 2014, Arapahoe/Douglas Works! began a concerted effort to improve services to drive earnings outcomes for various populations into higher earnings quintiles. A quintile represents 20% of households, and earnings quintiles show low, median (midpoint) and high incomes for each respective quintile of the households. These levels are shown in this table.

Earning outcomes for special populations are shown in the bar graph. Orange bars represent the second quintile, green the third and the blue bar falls near the bottom of the fourth quintile.



In PY16, 726 people who were not high school graduates were served by Arapahoe/Douglas Works! and placed at an average annual wage of \$29,670, while 9,619 high school graduates were served and placed at an average annual wage of \$42,953. This is \$13,283 higher, and would significantly lessen the economic fragility of this group. Focus Points Family Resource Center has joined Adult Learning Source as an on-site Adult Education partner, which will allow greater access for English language learners, and those in need of a high school diploma or equivalency.

The Veterans Service to Career Pilot (VSCP) grant served 48 veterans whose needs were extensive and included housing, transportation assistance, clothing, toiletries and other personal supplies, and training. The VSCP grant is unique because it allows Disabled Veterans Outreach Program (DVOP) personnel to provide additional services

not funded through traditional programming. For example, 28 of the participants received \$50 gift cards, which could be used for gas, food and other immediate needs. Twenty-three of the 48 participants were given backpack survival kits, which include toiletries, snacks, water and other items necessary to daily living while in job search or training. The average cost per veteran served through the VSCP grant was \$2,032.94.

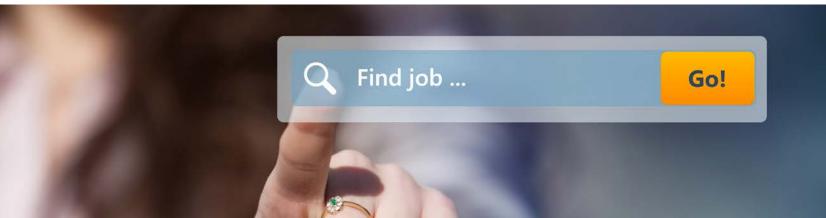
Arapahoe/Douglas Works! served 3,135 veterans, of which 1,387 were successfully placed in employment at an average annual wage of \$59,199, which is \$20,160 over the average wage of all new hires in the region. Thus, veterans programming at Arapahoe/Douglas Works! had an aggregate value-add economic impact of \$27.96 million in PY16.

For many years, the Arapahoe/Douglas Workforce Development Board has recognized that, of the people it serves, the TANF/Colorado Works population is most in need of training assistance, yet the structure of the program provides neither the funding nor the opportunity for most participants to get the training they need to achieve economic self-sufficiency.

Beginning in Program Year 2013, Arapahoe/Douglas Works! began enhancing services to TANF/Colorado Works participants in an effort to propel wage outcomes into the second quintile of earnings. While this was achieved two years later, in Program Year 2015, these wage outcomes are still below the second quintile midpoint.

To further improve outcomes, the Arapahoe/Douglas Workforce Development Board teamed with three other workforce development areas along Colorado's Front Range to acquire funds through the new Colorado Works Trade and Export Promotion (STEP) Grant. This grant is designed to provide TANF/Colorado Works participants with work-based training opportunities designed to propel them to economic self-sufficiency.

In addition, Arapahoe/Douglas Works! is working with its partners to develop a triage process designed to help incoming customers have access to the ideal set of programming and wrap-around supportive services they need for higher wage outcomes.



### Partners

A number of valued partners offer access to services through Arapahoe/Douglas Works!

Both Focus Points Family Resource Center and Adult Learning Source provided Adult Basic Education and English Language Proficiency programming in partnership with Arapahoe/Douglas Works! during PY16.

Many studies have been done that show very close correlations between educational attainment and earnings. This is certainly true for English Language Proficiency (ELP) and High School Equivalency. As the table shows, when someone moves from ELP level 1-2 to level 3-4, average annual earnings increase over \$4,700. Between levels 3-4 and level 5-6, the change in earnings is even more significant – an average increase of nearly \$10,800 per year. Each GED earned represents an average of nearly \$10,000 in additional earnings.

Partne Educational Attainment Advance	Focus Points Focus Points Family Resource Center	t Basic Education Adult Learning Source	Arapahoe/ Douglas	Value-Add Annual Earnings	Aggregate Impact
English Language Proficiency Level 1/2 to Level 3/4	67	28	0	\$4,754	\$451,630
English Language Proficiency Level 3/4 to Level 5/6	29	65	0	\$10,784	\$1,013,696
Earned HS Diploma or Equivalency	4	2	94	\$9,844	\$984,400
Totals	100	95	94	\$8,477	\$2,449,726
Source: U.S. Census, Focus Points, Adult Learning Source					



### Our Partners

AARP Foundation works to ensure that low-income vulnerable older Americans have nutritious food, affordable housing, a steady income, and strong and sustaining social bonds.

Arapahoe Community College provides innovative and responsive educational and economic opportunities in an accessible, inclusive environment that promotes success for students, employees and the community.

Arapahoe County Department of Human Services provides financial assistance and protective services to children, families and elderly and disabled adults in our community.

Arapahoe County Judicial Services Division administers programs that provide alternative sentencing programs for the 18th Judicial District and Arapahoe County courts. These alternative sentencing options help to reduce the costs of correctional facilities and help offenders to reintegrate into society and build productive ties

The **Chafee** Foster Care Independence Program (CFCIP) was created to assist youth in successfully emancipating from the foster care system, and to provide ongoing support to young adults as they overcome the hurdles of living independently.

The **Community College of Aurora** serves our diverse community by providing high quality instruction and support services to prepare students for transfer and employment.

The Colorado Department of Labor & Employment connects job seekers with great jobs, provides an up-to-date and accurate picture of the economy to help decision making, assists workers who have been injured on the job, ensures fair labor practices, helps those who have lost their jobs by providing temporary wage replacement through unemployment benefits, and protects the workplace - and Colorado communities - with a variety of consumer protection and safety programs.

The **Colorado Workforce Development Council** facilitates the creation and sustainability of a business-led Colorado talent development system that appropriately integrates the work of economic development, education, training, and workforce development to meet the needs of businesses, workers, job seekers, and students.

CU South Denver strives to be an innovative collaborator for business, industries and community leaders to develop talent for workforce success.

The Colorado Division of Vocational Rehabilitation assists people with disabilities to succeed at work and live independently.

The **Douglas County Community Justice Services Division** is currently composed of five programs: Community Service, Electronic In-home Detention, Pretrial Intake, Pretrial Release Supervision and the Multiple Offender Program.

The **Douglas County Department of Human Services** provides financial assistance and protective services to children, families and elderly and disabled adults in our community.

The **Family Resource Pavilion** is a community partnership that promotes the well-being of young people and their families through coordinated access to a comprehensive network of support services. The facility is open 24 hours a day to youth and families.

Focus Points Family Resource Center is a non-profit organization committed to serving low-income families in the greater northeast Denver area.

Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 to 24 improve the quality of their lives through career technical and academic training.

The Latino Coalition for Community Leadership finds, funds, forms, and features nonprofits in marginalized communities meeting the needs of individuals and families.

**Pickens Technical College** offers nearly 50 certificate programs to adults and high school students as part of the Aurora Public Schools & the Colorado Community College System.

**Ser-Jobs for Progress National** is a national network of Community Based Organizations that formulates and advocates initiatives resulting in the increased development and utilization of America's human resources, with special emphasis on the needs of Hispanics, in the areas of education, training, employment, business and economic opportunity.

The Learning Source connects students with the resources they need to better their life and opportunities and is focused on helping their students further their potential in the workplace or in school.



### Sector Initiatives

Arapahoe/Douglas Works! continues to work with the various sector partnerships in the region. The value of these sector partnerships is that workforce centers from around the region are collaborating in support of the sector partnerships to support business competitiveness.

- CAMA Metro Manufacturing Partnership
- Denver Metro Construction Sector Partnership
- Denver Technology Partnership
- Greater Denver Tree Care (Arborist)
- Greater Metro Denver Healthcare Partnership (GMDHP)
- Metro Denver Retail Sector Partnership

"The program makes a huge difference in many people's lives, including my own. Just by completing this program and passing the boards, I will nearly double my pay and will also be achieving my dream – working in a career where I can use science to help people." - Erin Moeloa, Mother, Scientist, MLS student, Greater Metro Denver Healthcare Partnership Participant

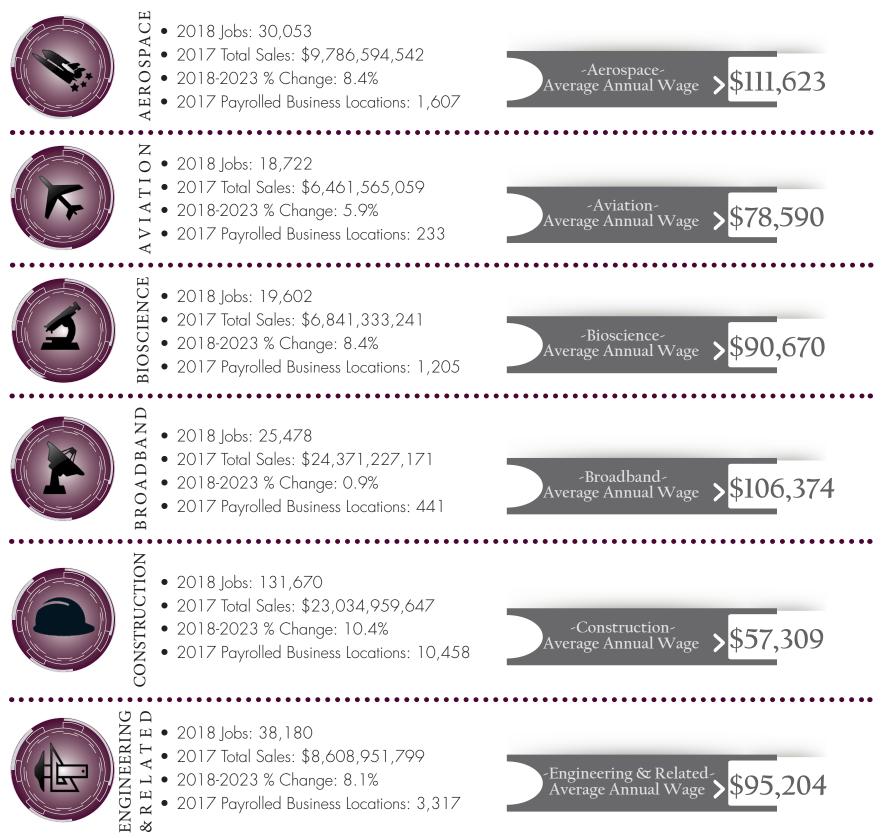
### Other Grants

- Technology Employment in Colorado Partnerships (TEC-P) serving employers in IT and advanced manufacturing.
- National Emergency Grant (NEG) focuses on reengaging long-term unemployed individuals in employment within key industry sectors.
- Colorado Veterans Service to Career focusing on enhanced supportive services to special category veterans.
- Disability Employment Initiative (DEI) to enhance service delivery for individuals with disabilities.
- Colorado Work's Subsidized Training and Employment Program (STEP) grant initiative, which will create work-based learning opportunities to help recipients of Temporary Aid for Needy Families (TANF) achieve self-sufficiency and develop business-relevant skills.
- American Association of Retired Persons (AARP) Foundation grant, designed to help mature workers find new career direction.

Mitch was laid off in March 2016 and was struggling in his job search. in August 2016, he saw an ad for the AARP BTW 50+ program in the newspaper, attended the informational session and signed up for the coaching program. While working with his coach, Mitch was enrolled into the Sector NEG program where he was able to obtain funds for training in Cyber Security. Mitch successfully obtained his Security+, Certified Ethical Hacking and Computer Hacking Forensics Investigators Certifications. In February 2017, Mitch was offered a full-time Information Security Analyst position earning \$62.50 per hour!



## Arapahoe/Douglas Targeted Industries





### Workforce Development Board Membership



### Workforce Center Locations

#### **Centennial - Regional Workforce Center**

Lima Plaza Campus 6974 S. Lima Street Centennial, CO 80112 Ph: 303.636.1160 Fax: 303.636.1250 TTY: 303.636.1207

#### **CentrePoint - Aurora Workforce Center**

Customers of Arapahoe County Parents to Work! Program only CentrePoint Plaza 14980 East Alameda Drive Aurora, CO 80012

Aurora Workforce Center Altura Plaza 15400 E. 14th Place, Ground Level Aurora, CO 80011 Ph: 303.636.2014



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### Glossary of Terms

#### Aggregate Earnings Differential

The average annual earnings of people who used Arapahoe/Douglas Works! minus the average annual earnings of people who did not use a workforce center times the number of people placed in jobs and still working six months later. Also called Economic Impact

#### Career Pathway

The career pathway tool helps job seekers advance in their careers through a combination of training options. Using the tool, job seekers can plot a course of advancement in key regional industries.

#### Cost/Benefit Ratio

Aggregate earnings differential divided by total public monies spent by Arapahoe/Douglas Works!

#### Economic Impact

The average annual earnings of people who used Arapahoe/Douglas Works! minus the average annual earnings of people who did not use a workforce center times the number of people placed in jobs and still working six months later. Also may be called Aggregate Earnings Differential.

#### **Employment First**

Program helping SNAP (formerly food stamp) recipients find employment as rapidly as possible.

#### Labor Market Information

The body of information that deals with the functioning of labor markets and the determination of the demand for and supply of labor. It includes, but is not limited to, such key factors as changes in the level and/or composition of economic activity, the population, employment and unemployment, income and earnings, wage rates, and fringe benefits.

#### Parents to Work

A program that helps non-custodial parents who owe child support payments enter employment and begin paying child support as quickly as possible.

#### Return on Public Investment

The number of months to pay back taxpayers. Return on public investment is calculated against aggregate earnings differential using known average effective U.S. income tax rate for middle quintile earners.

#### Savings to Taxpayers

Estimated amount of social spending outlays saved as a result of a customer finding a job through Arapahoe/Douglas Works! Social spending outlays include Temporary Assistance for Needy Families (TANF), and Supplemental Nutritional Assistance Program (SNAP, formerly known as food stamps).

#### Sector

An industry or group of industries that perform a particular function. For example, the health care sector includes hospitals, ambulatory care centers and nursing centers.

#### Sector Strategy

A group of business leaders who act cooperatively in managing their industry's skilled labor needs. This includes systematic training in critical occupations, and working with post-secondary educational institutions to ensure a steady supply of skilled labor is in the training pipeline to meet projected labor force needs.

#### Supplemental Nutritional Assistance Program (SNAP)

Formerly known as food stamps, consists of a stipend given families based on income and family size for the purpose of purchasing food.

#### Talent Development Programs

These programs are operated under the Workforce Investment Act of 1998, and include services to eligible adults, dislocated workers and youth. Services may include on-the-job training or occupation-related classroom training and intensive job search.

#### Talent Enhancement Programs

Poverty prevention programs designed to reduce social spending by putting recipients to work as quickly as possible.

#### Talent Placement Programs

These programs are generally operated under the Wagner-Peyser Act, and include labor exchange and direct services to employers, also called business outreach. Services to job seekers include workshops, the Generations@Work resource area, the general resources area, direct services from the applicant services team, referral to other programs or resources and veterans services.

#### TANF (Temporary Aid for Needy Families)/Colorado Works

Colorado Works is the job search portion of the TANF program. TANF recipients generally must participate in a work related activity to continue to receive benefits. Arapahoe/Douglas Works! offers the R.A.T.E. Program, which puts participating TANF recipients to work in an average of 56.9 days.

#### Training Pipeline

Public and private educators who offer training in occupations to match industry sector need. Training can be classroom, apprenticeship or on-thejob.

#### Vocational Guidance

The provision of information, suggestions, and advice through discussion with individuals who are considering a geographical or vocational choice or change, relating to their career decision.

#### Wagner-Peyser Act

Federal legislation designed to facilitate a match between open jobs and qualified job seekers; now embedded in the Workforce Investment Act of 1998.

#### Workforce Board

Also known as a Workforce Investment Board, or WIB, is a body of local business and community leaders assembled to guide and oversee federally funded workforce development strategies and operations in a region.

#### Workforce Center

An office of a regional entity that operates public workforce development programming in a federally designated region. Arapahoe/Douglas Works! has one main and three satellite workforce centers that serve clientele throughout Arapahoe and Douglas counties.

#### Workforce Development

Workforce development or workforce development system is the term used to generally refer to the network of One-Stop Career Centers or Workforce Centers funded and operated under the Workforce Investment Act of 1998 (WIA). Workforce development and/or training refers to community efforts to train individuals for specific jobs or industries. Training may cover everything from soft skills (work ethic, attitude, getting to work on time) to basic skills (literacy, numeracy) to specific job skills (carpentry or web site development). Community workforce efforts may also include job placement assistance, resumé writing, interview skills, and retention services such as

legal advice and child care, that help people stay in a job once placed there. The goal of workforce training programs is to improve the quality and skill sets of individuals, to place them in jobs, and help businesses find an employee base in line with their needs. A good workforce training program, therefore, serves two customers: individuals and businesses.

#### Workforce Investment Act (WIA) or 1998

Federal legislation designed to provide universal access to Americans needing job training or other career services designed to lead to employment.

#### Workforce Investment and Opportunity Act (WIOA)

Supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act of 1998, the WagnerPeyser Act of 1933, and the Rehabilitation Act of 1973. WIOA preserves the nation's current program infrastructure allowing continuity in the delivery of federally funded employment services, workforce development, basic education for adults, and vocational rehabilitation activities for people with disabilities.





DOUGLAS COUNTY

@adworks303 in ADW Connections www.adworks.org

Prepared by staff assigned to the Arapahoe/Douglas Workforce Development Board: Patrick Holwell, Workforce Economist Dawn Gardner, Sector Coordinator Tanya Muniz, Workforce Development Board Supervisor