

Economic Impact *of* Workforce Center Operations

July 1, 2020 - June 30, 2021




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

\$9.3 million
invested by ADW!

12,205
unique customers served

\$761.18
cost per customer served

11,572
customers successfully
placed in
employment

\$3,405
difference in
earnings

\$46,587
average annualized earnings
of all new hires in the region

\$49,992
average annualized
earnings of customers
successfully placed in
employment

\$39.4 million
value added by A/D WDB
to the local economy

\$4.24
earnings returned
to local economy
for every public
dollar spent

December 2, 2021

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

This report has been compiled 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 and throughout metro Denver.

Significant findings show that as a result of Arapahoe/Douglas Works! operations during the program year ending June 30, 2021 (PY20), the increase in regional economic activity from new worker earnings attributable to the value added by Arapahoe/Douglas Works! is \$39.4 million. For each public dollar spent, new worker earnings increased by \$4.24.

The Arapahoe/Douglas Workforce Development Board played a vital role in the region's economic infrastructure during the pandemic, providing necessary assistance to both local businesses and job seekers. Now, in the tight labor market as the economy recovers, the Board is participating in Recovery Taskforces in both Arapahoe and Douglas counties, and has been instrumental in providing the data and solutions necessary to assist local businesses in ensuring an ongoing supply of skilled labor.

The following pages illustrate the tremendous positive impact the Board, and its service provider, Arapahoe/Douglas Works!, has had on the region, its people and its businesses.

Sincerely,



Peter Hancock
Workforce Development Board Chair
Professional Employment Group



Lynn Myers
Workforce Development Board Vice Chair
Lynn Myers Real Estate



Kelly Folks
Division Manager
Arapahoe/Douglas Works!
Workforce Center



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

Overview

The Arapahoe/Douglas Workforce Development Board is dedicated to identifying and promoting workforce development strategies that positively impact the economic wellbeing of Arapahoe and Douglas Counties.

OUR VISION is sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry and our communities.

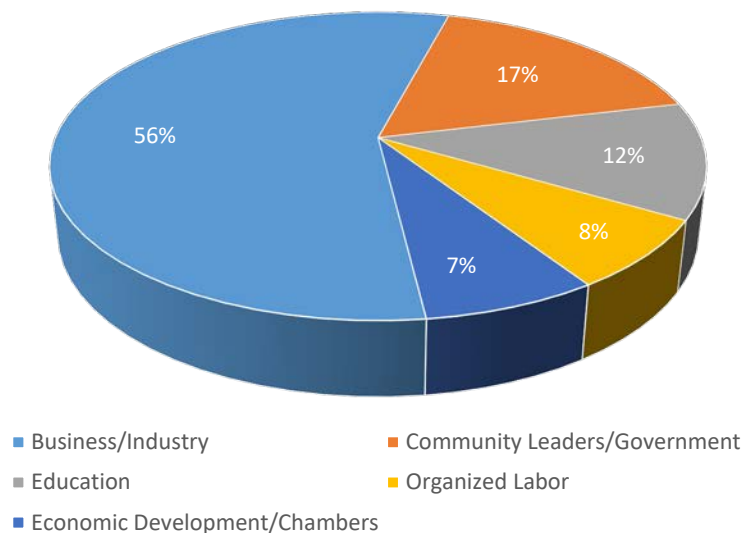
OUR MISSION is to create a best in class regional system that is responsive to business/industry that results in a skilled workforce, equipped with a work ethic, academic proficiency, and occupational- specific talent that rivals our competition.

The Board and its operator, Arapahoe/Douglas Works! are strategic leaders in Colorado's workforce development system, and are nationally known for innovative approaches, sophisticated use of data, and partnerships that contribute to a strong, vibrant regional economy where businesses thrive, and people want to live and work.

Through strong partnerships with economic developers, business and industry associations, chambers of commerce, key industry sector leaders, workforce development professionals, education providers, and other stakeholders, the Board creates the synergy to ensure the availability of skilled labor supply as the regional economy grows.

The Board uses varied strategies, including the use of taskforces; member participation and leadership in statewide, and national workforce and economic development groups; convening and/or supporting groups to resolve workforce related issues not requiring Board leadership; and, instituting system-wide best practices including expanded use of virtual technologies and social media to increase the scope and reach of the regional workforce development system, and to elicit a wider range of input from the public at-large.

Workforce Development Board Membership Representation



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The Board fosters sector-based, regional, and “cross-discipline” coordination and capitalizes on the increased flexibility under the Workforce Innovation and Opportunity Act (WIOA) to engage business as a customer through provision of business services; as a partner in sector strategies, apprenticeships, and work-based learning. Businesses and sector groups are willing to invest in the workforce development system when they understand how it can help them grow their business and ensure a steady supply of candidates with the right skills.

The Board has used these partnerships to develop additional services uniquely designed to meet the needs of key regional industry sectors. The Board uses its position as one of the nation’s premier workforce delivery systems to help Colorado increase capital to invest in a competitive workforce. The Board also leverages public investment with commitments from industry, labor, public and community partners to braid funding to implement new innovative ideas and strategies.



Pandemic and Recovery

The Board is dedicated to identifying and promoting workforce development strategies that positively impact the economic wellbeing of Arapahoe and Douglas counties. It seeks to contribute to the economic vitality in the region through strategic, data-driven investments in human capital. One of its strategic priorities is to enhance responsive data-driven products and services in collaboration with local, regional, and national partners.

In response to the pandemic, Board Staff have created a monthly labor supply and demand report that is published to Board members, staff, and partners throughout the region. This report is posted on Slack and LinkedIn to ensure a wide distribution of the data to leaders and decision makers within Arapahoe and Douglas Counties.



The Denver South Business Resource group, which is made up of municipal, county and regional economic developers, chambers of commerce, postsecondary educators, the Small Business Development Center serving the region, and Manufacturer's Edge, which is a consulting firm that uses resources from the National Institute of Standards & Technology and Rocky Mountain Performance Excellence (RMPex) resources to assist local businesses in process improvements.

The Board has also created two additional taskforces for Arapahoe and Douglas Counties around business recovery. The Arapahoe County Business Recovery Taskforce was awarded funding through the Arapahoe County CARES Act to assist local businesses during the COVID-19 pandemic. The Board and Business Services staff were instrumental during the pandemic, in the release of over \$17.6 million in business-relief to 869 small businesses in the region. Through the Douglas County Taskforce, the Business Services team at Arapahoe/Douglas Works! assisted with over 700 business grant applications, that awarded approximately \$20 million in CARES small business grant assistance to businesses in Douglas County.

Hybrid Service Delivery Model

In response to the public health concerns that arose during the pandemic, the Arapahoe/Douglas Works! offices had to be physically closed starting on March 18, 2020, and remained closed through April and part of May 2020, although services provided over the phone and other virtual platforms never stopped. Leaders at Arapahoe/Douglas Works! purchased the virtual technology necessary to allow Arapahoe/Douglas Works! to provide virtual services at full capacity.

As soon as possible after the office closure, Workforce Specialists were given laptops to connect with Arapahoe/Douglas Works! and their customers through a secure Virtual Private Network (VPN), and virtual platforms such as Zoom, Microsoft Teams, and Jabber were added so that contact with customers could be maintained.

In the meantime, Arapahoe/Douglas Works! purchased personal protective equipment and reconfigured its offices around social distancing, customer and staff safety that would be needed when reopening was possible.

As time went by, it became clear that customer behavior had changed, perhaps permanently. People were less willing to go somewhere in person, and some remained fearful of the pandemic or were less able to reenter the workforce due to a variety of issues, including hybrid school operations, childcare availability, or dependence on public transportation.

In response to changes in job seeker and business customer behavior, Arapahoe/Douglas Works! adopted a hybrid service delivery model designed to reduce barriers such as transportation and child care that traditionally prevented some individuals from being able to access services at Arapahoe/Douglas Works! career centers, while still providing needed services to individuals and businesses requiring in-person services.



Staff members in the various programs may work from home two or three days per week, and work in the office the remaining days, which not only reflects changes in customer expectations around virtual service delivery, but also contributes to work-life balance, and decreases the Arapahoe/Douglas Works! carbon footprint in terms of employee commute.

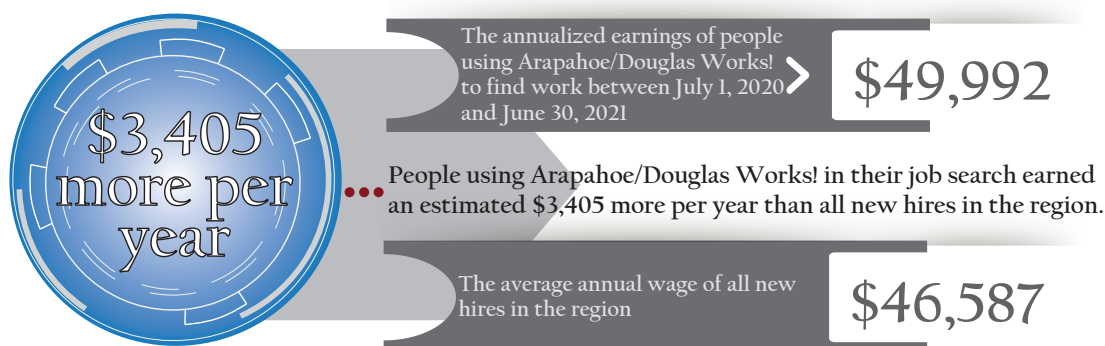
Measuring Economic Impact

In Program Year 2020 (PY20), which began July 1, 2020 and ended June 30, 2021, Arapahoe/Douglas Works! invested \$9.3 million in public funds to serve 12,205 job seekers, both virtually and in person, at a cost of \$761.81 per customer served. Of these, 11,572 were successfully placed in employment at an estimated average annual wage of \$49,992.

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 PY20, this difference was \$3,405 per year.

This means that the total value Arapahoe/Douglas Works! added to the regional economy was just under \$39.4 million. This number is how many customers were still working after six months (11,572) times the difference in annual earnings between those using Arapahoe/Douglas Works! and those not using workforce centers in their job search (\$3,405). For every one public dollar spent, Arapahoe/Douglas Works! returned \$4.24 to the region in value-add earnings.

The Difference in Earnings



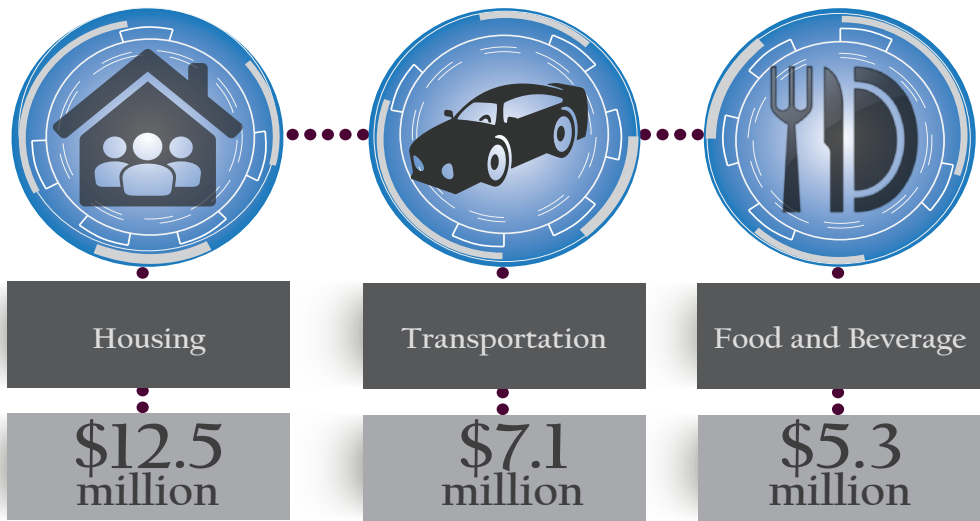
Sources: Colorado Department of Labor and Employment &
U.S. Census Bureau Quarterly Workforce Indicators

Impact of the Difference in Earning on Consumer Spending

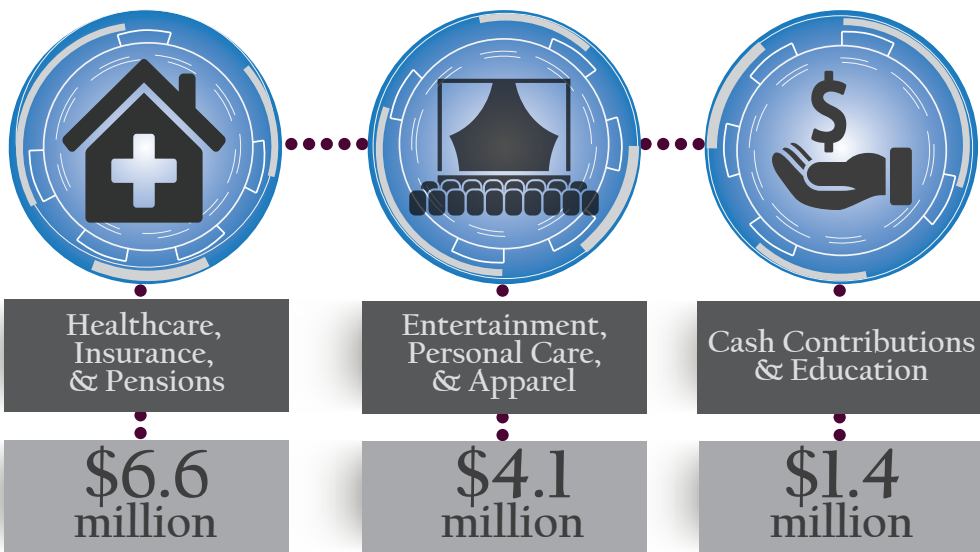
Those who used Arapahoe/Douglas Works! in their job search earned \$3,405 more per year than the average earnings of all new hires in the region. This added \$39.4 million in new worker earnings attributable to the value of Arapahoe/Douglas Works! services to the regional economy.

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 Board uses the latest consumer expenditure data to estimate the tremendous effect these value-add worker earnings have on the regional economy. The diagram shows local business leaders the increased economic activity attributable to Arapahoe/Douglas Works! in PY20.

How the Value-Add Worker Earnings are Spent



How the Individual Value-Add Workers Earnings are Spent



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

Shaping a
Skilled
Workforce



Career Services

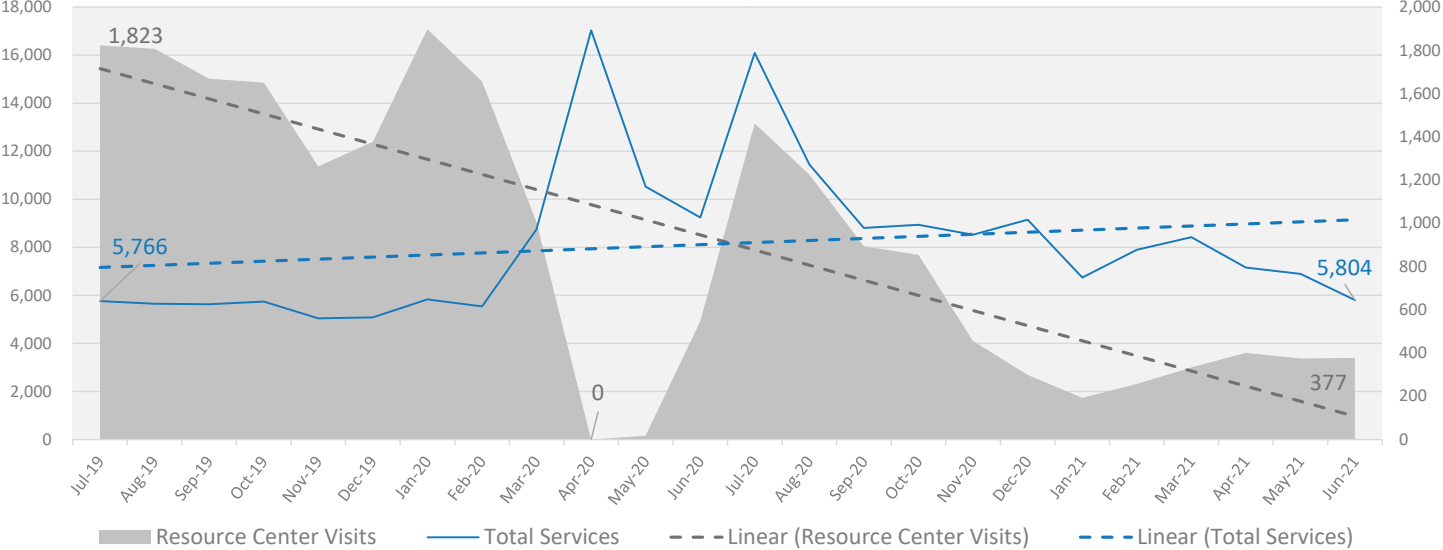
Under the Wagner-Peyser Act of 1935, and Title III of the Workforce Innovation and Opportunity Act of 2014, Arapahoe/Douglas Works! operates a labor exchange program which assists the general public in job search, and local employers in finding qualified candidates for open positions.

When the pandemic hit, in-person services at Arapahoe/Douglas Works! offices dramatically decreased during a two month period when the offices were closed. However, at this same time, customer demand spiked due to layoffs.

This graph shows the volume of job seeker visits has trended down during the pandemic, but the number of services demanded by those same job seekers is trending upward. Virtual service delivery has increased the pulse points at which we can meet customers, regardless of their concerns or barriers.

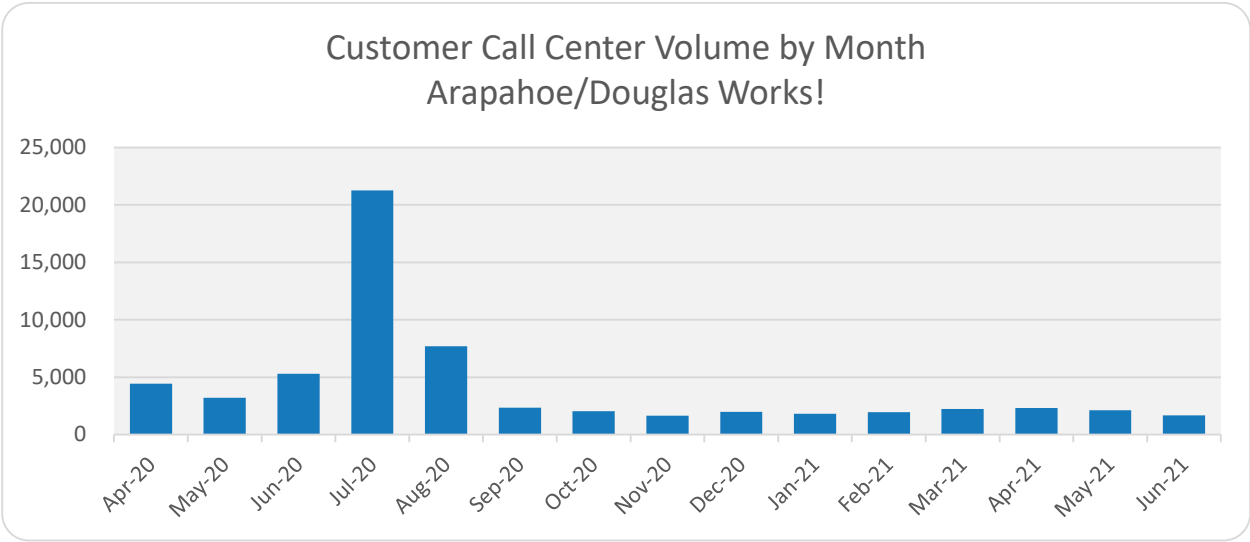
Workforce Center Visits and Service Levels
Arapahoe/Douglas Works!

Source: Connecting Colorado



CALL CENTER

The unemployment rate in Arapahoe and Douglas counties peaked at 11.7% in April 2020, and the estimated number of unemployed peaked at 64,517 in June 2020. In addition to regular unemployment benefits, the Pandemic Unemployment Assistance (PUA) and Pandemic Emergency Unemployment Compensation (PEUC) programs were both established through the CARES Act in early 2020.



With the massive influx of new unemployment claimants, the state Unemployment Insurance (UI) division was overwhelmed with calls. To assist these new claimants in the best way possible, Arapahoe/Douglas Works! staffed a call center, where customers who could not get through to the state Unemployment office could call and get information on unemployment insurance, additional pandemic related information, and assistance in job search.

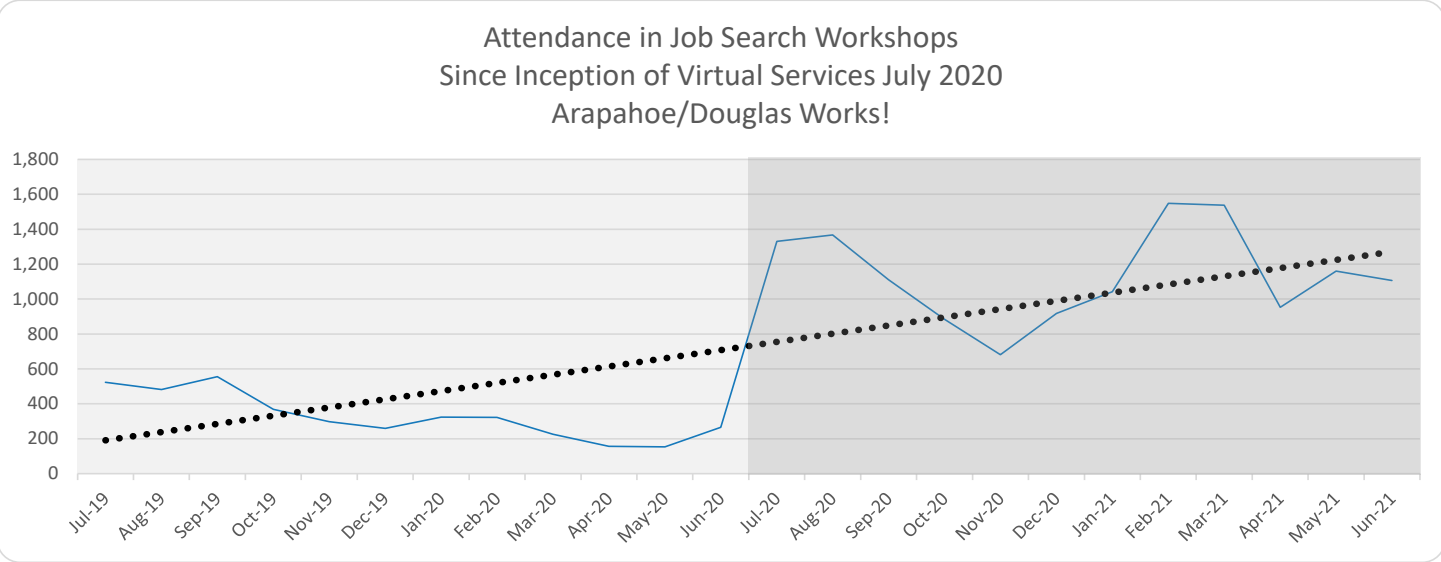
Increased Levels of Pandemic and Arapahoe/Douglas Works!		
Period	Covid (CV) Services	UI Services
1st Quarter 2020 (March only)	320	442
2nd Quarter 2020	3,598	3,379
3rd Quarter 2020	5,264	4,603
4th Quarter 2020	2,136	2,370
1st Quarter 2021	1,972	1,850
2nd Quarter 2021	2,076	2,087

Source: Connecting Colorado

This table shows the volume of COVID and UI related services given to job seekers who contacted the Arapahoe/Douglas Works! call center during the pandemic and through the end of PY20. Call center staff also provided job seekers with information on job openings, the local labor market, access to other programming offered by the workforce center such as services under WIOA.

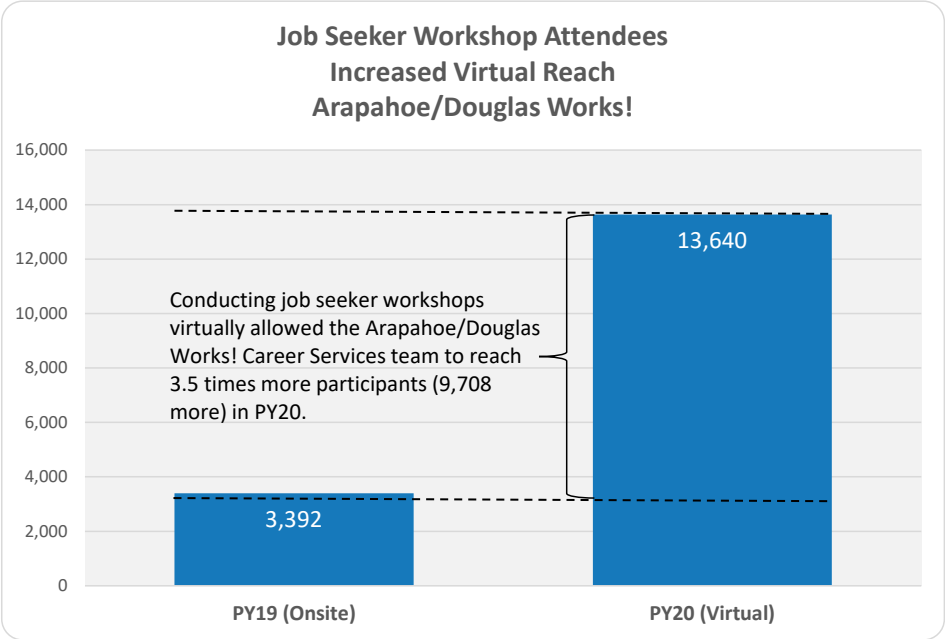
VIRTUAL WORKSHOPS

During PY19, which ran from July 1, 2019 through June 30, 2020, the Arapahoe/Douglas Works! Career Services team reached 3,932 job seekers through onsite workshops. During the last quarter of PY19 (April-June 2020), the team worked to adapt their workshop delivery to virtual platforms.



During PY20, which began July 1, 2020 and ended June 30, 2021, job seeker workshops were delivered virtually to 13,640 customers. Virtual technology increased the 'reach' of this vital workforce development service by a factor of 3.5 times.

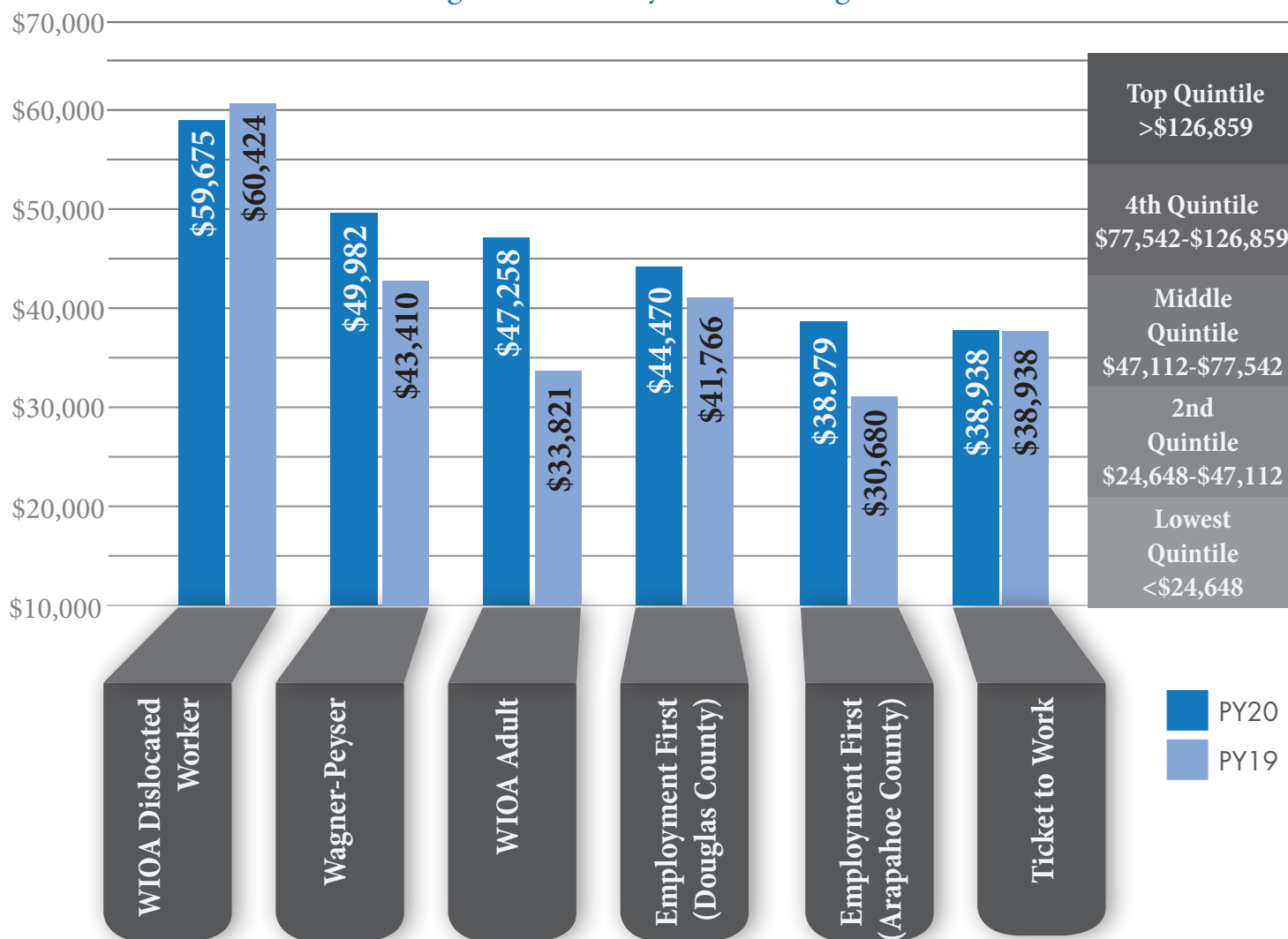
Job search workshops are now delivered both virtually and onsite to maximize customer convenience and agency reach, and to address a variety of customer learning styles and preferences.



Quintiles

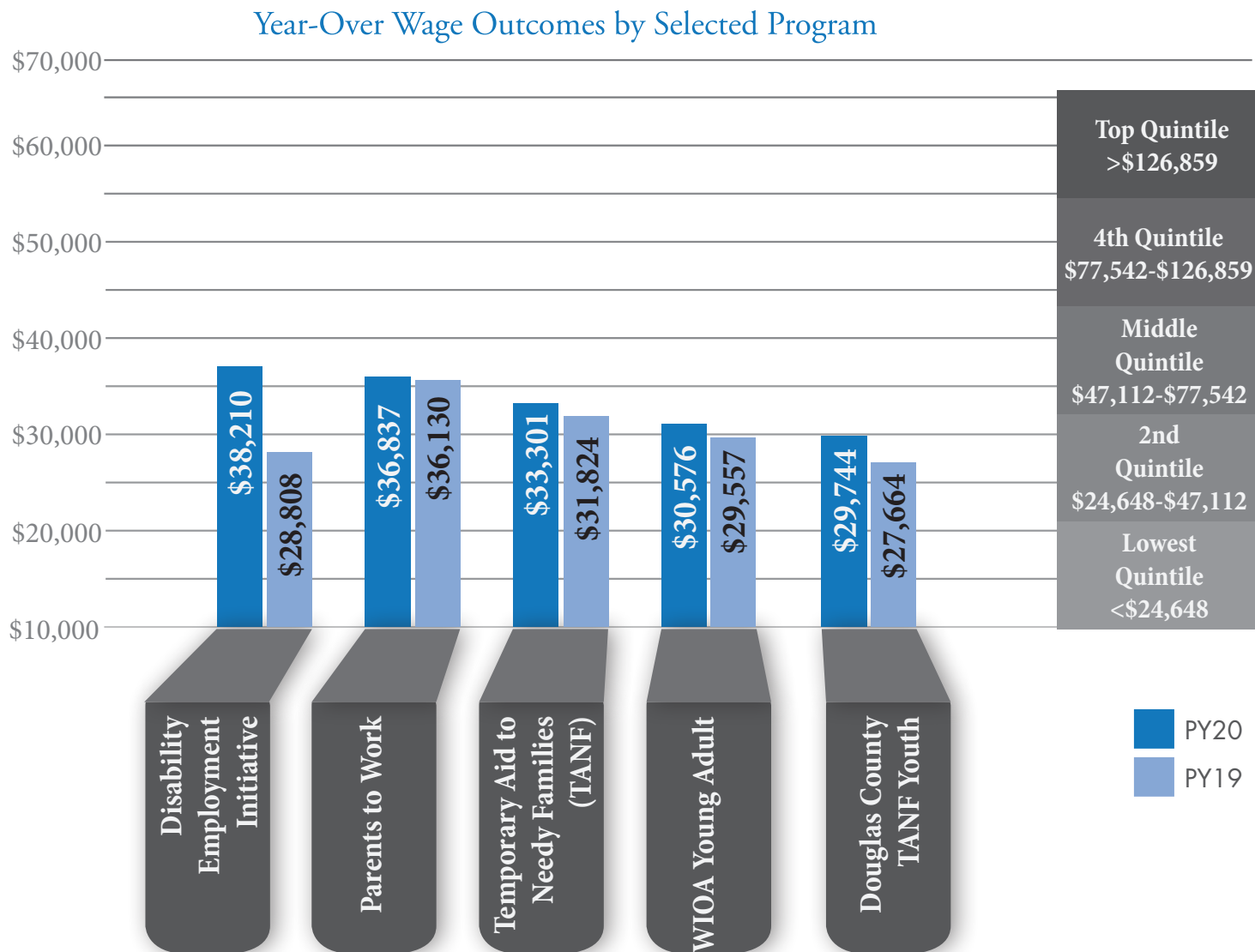
The Board is working with Arapahoe/Douglas Works! to improve wage outcomes each year, particularly for those customers with barriers to successful employment. This is measured by income quintile. In the United States, both households and families are divided by income into five quintiles; a quintile represents 20% of the population. The graph shows placement wage by quintile from selected programs operated by Arapahoe/Douglas Works! Note that wage outcomes for WIOA Dislocated Worker, Wagner-Peyser (Career Services) and WIOA Adult programs rose to the middle quintile in PY20.

Year-Over Wage Outcomes by Selected Program



Quintiles

The graphs show placement wage by quintile from selected programs operated by Arapahoe/Douglas Works!
Note that wage outcomes for WIOA Dislocated Worker, Wagner-Peyser (Career Services) and WIOA Adult programs rose to the middle quintile in PY20.



LONGITUDINAL WAGE OUTCOMES

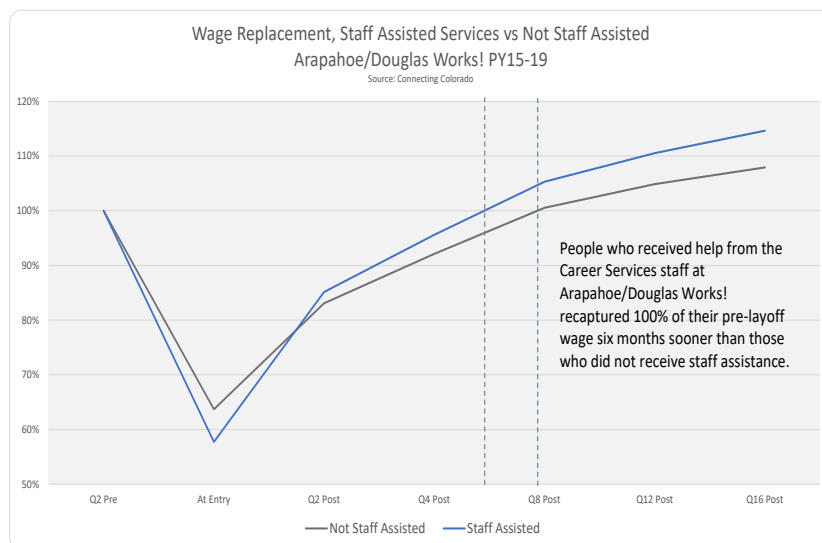
In 2018, the Colorado Urban Workforce Alliance (CUWA), local workforce directors, and the statewide Workforce Intelligence Data Expert (WIDE) group worked closely with the Programs and UI Divisions of the Colorado Department of Labor and Employment (CDLE) to provide comprehensive wage outcomes for each of the federally funded workforce development programs operated in the state. Through this cooperative effort, workforce centers, workforce boards, policymakers and other stakeholders throughout Colorado can measure both the effectiveness and the benefit to the regional economy of these federally funded job training and labor exchange programs using real wage data.

Now, Arapahoe/Douglas Works! and the Board staff are able to retrieve the following wage outcome data for any program exit cohort:

- Second quarter prior to enrollment.
- Quarter of enrollment
- Second quarter after exit
- Fourth quarter after exit
- Eighth quarter (2 years) after exit
- Twelfth quarter (3 years) after exit
- Sixteenth quarter (4 years) after exit

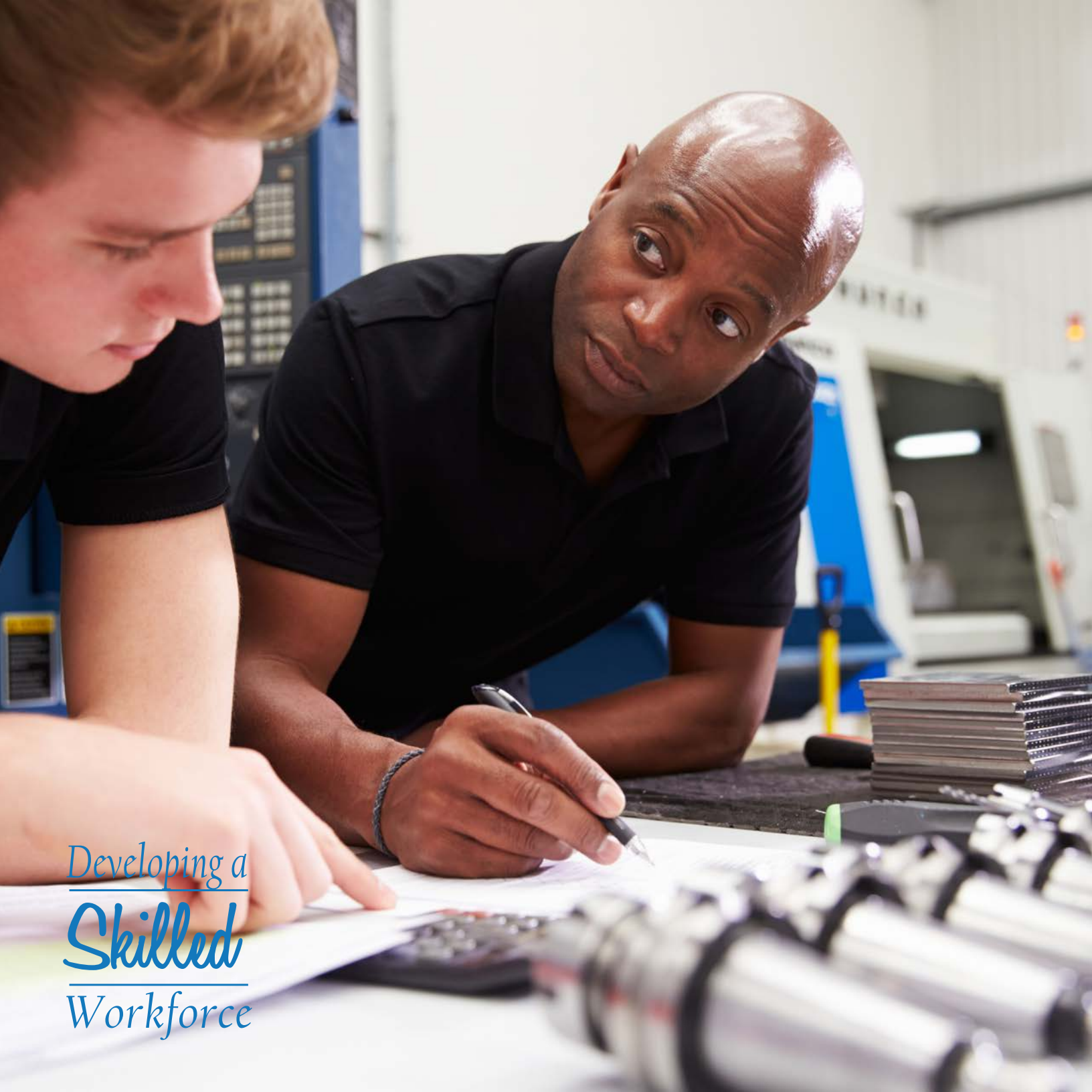
LONGITUDINAL CAREER SERVICES WAGE OUTCOMES

To show program effectiveness over multiple years, longitudinal wage outcomes were tracked for 34,489 people who received assistance from the Arapahoe/Douglas Works! Career Services team, and exited the program between July 1, 2015 and June 30, 2020. These participants recaptured their pre-layoff wage an average of six months sooner than persons who did not receive staff assistance.



This measure shows that, through multiple years of operation, the Career Services team at Arapahoe/Douglas Works! has provided job seekers with valuable services as measured by higher wage growth over time.

Participants used what they learned from Career Services staff to increase their annual wage levels by \$3,281 during the first year after exit, and another \$3,042 during the second year after exit.



Developing a
Skilled
Workforce

Talent Development








Talent Development programs specialize in helping 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:

- 296 Talent Development customers were placed in employment
- Talent Development programs put over \$13.3 million in aggregate new worker earnings

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) PROGRAMS

WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers. Arapahoe/Douglas Works! operated Dislocated Worker, Adult, and Young Adult programming during PY20.

	 Expended	 Served	 Placed	 Hourly Earnings	 Annual Earnings	 Aggregate New Worker Earnings	 Cost/Benefit Ratio
WIOA Adult	\$801,510	424	142	\$22.72	\$47,258	\$6.7 Million	8.37
WIOA Dislocated Worker	\$917,229	276	64	\$28.64	\$59,571	\$3.8 Million	4.16
WIOA Young Adult	\$666,910	241	90	\$14.70	\$30,576	\$2.8 Million	4.13
	▼	▼	▼	▼	▼	▼	▼
Total	\$2,385,649	941	296	\$22.02	\$45,801	\$13.3	6.98

Jorge had been searching for employment for over two years. He came into Arapahoe/Douglas Works! for training assistance as he was struggling to find employment with his lack of marketable skills. Jorge began working with a Workforce Specialist and attended several job search workshops including resume and interviewing. He was referred to the Master's Apprentice pre-apprentice program where he obtained immediate employment upon graduation. Jorge is now working as an Electrician and is thankful for the opportunity the Master's Apprentice Program gave him to increase his skillset and put him on a high wage trajectory through his Registered Apprenticeship

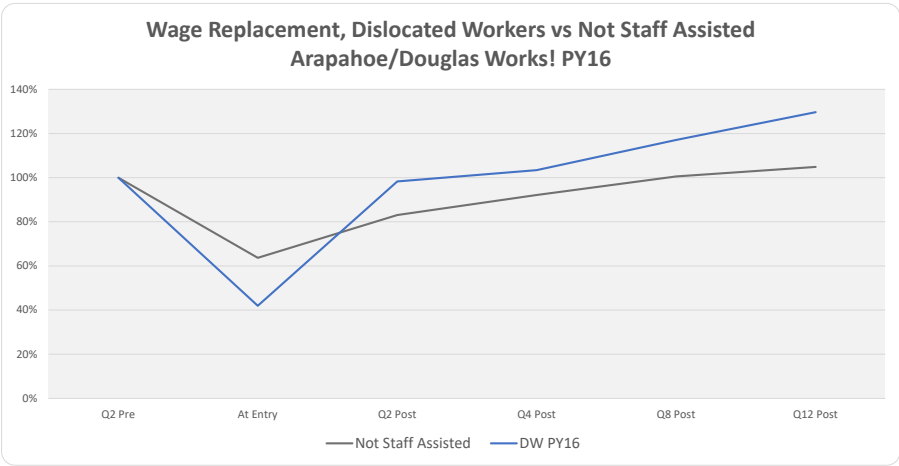
DISLOCATED WORKER

During PY20, Arapahoe/Douglas Works! served 276 Dislocated Workers through WIOA, and placed 64 in employment at an average wage of \$28.64 per hour (\$59,571 annually), which put an aggregate of \$3.8 million in new worker earnings back into the local economy. This is the highest average wage outcome of any program run by Arapahoe/Douglas Works! that year, and the highest number served by any workforce center in the state.

The Dislocated Worker program also had the distinction of enrolling more Dislocated Workers (182) than any other workforce center along Colorado’s Front Range.

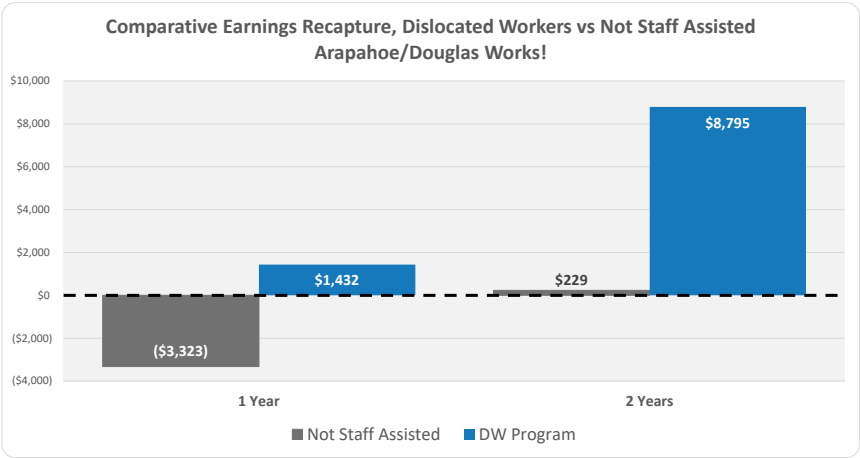
DISLOCATED WORKER WAGE OUTCOMES

Longitudinal wage data was tracked for 886 individuals who exited the Arapahoe/Douglas Works! Dislocated Worker program between July 1, 2015 and June 30, 2020.



The value of the Dislocated Worker program can be measured by the wage-recapture rate. Persons who received assistance through the Dislocated Worker program were back to what they were earning prior to layoff over a year and three months earlier than their counterparts who did not receive staff assistance through any program.

By two years post-exit, persons who had been served through the Dislocated Worker program at Arapahoe/Douglas Works! were earning more than \$8,500 more annually than they were earning prior to losing their old job.



ADULT

During PY20, Arapahoe/Douglas Works! served 424 Adult participants through WIOA, and placed 142 in employment at an average wage of \$22.72 per hour (\$47,258 annually), including 67 placed in work-based-learning activities leading to employment. This exceeds the average annual wage for all new hires in the region by \$670.60.

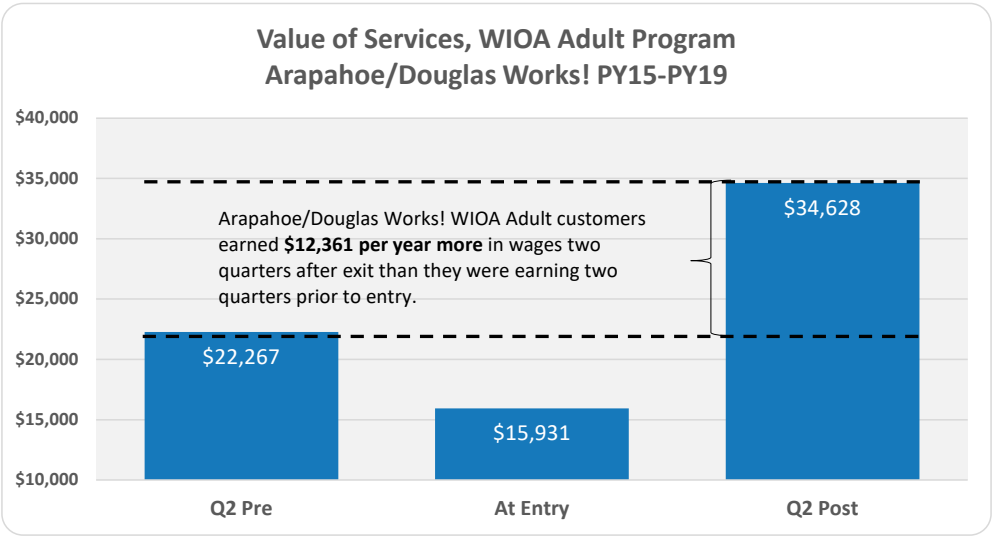
Since 142 Adult participants entered employment, the program put \$6.7 million in new worker earnings into the regional economy, of which \$95,225 is directly attributable to the services provided by WIOA Adult staff.

The Adult program also had the distinction of enrolling more WIOA Adult participants (302) than any other workforce center along Colorado’s Front Range.

ADULT WAGE OUTCOMES

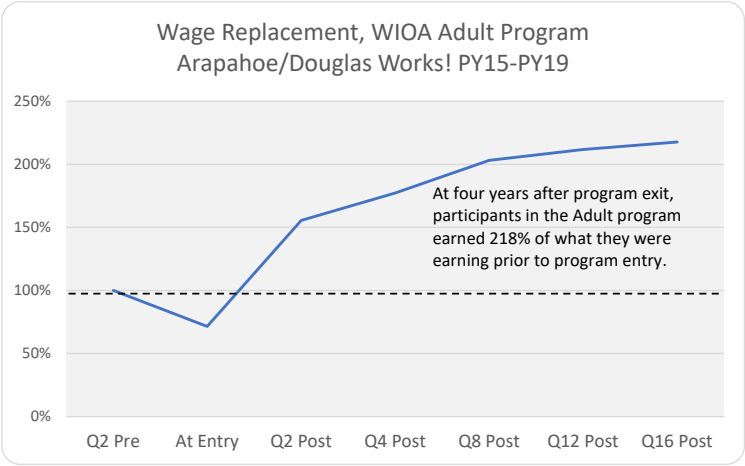
Longitudinal wage data was tracked for 1,327 individuals who exited the Arapahoe/Douglas Works! Adult program between July 1, 2015 and June 30, 2020.

The value of the Adult program can be measured by the difference between earnings 2 quarters prior to program entry and 2 quarters post-exit.



A person who enrolled in, and received services through the Arapahoe/Douglas Works! WIOA Adult program earned an average of \$12,361 more per year than they were earning two quarters before enrolling in the program.

This line graph shows the upward trajectory of wages as successful Adult program participants navigate career pathways they learned about through program staff and activities. Four years after program exit, 314 Adult program participants were earning over double (218%) what they were earning two quarters prior to enrolling with Arapahoe/Douglas Works!



YOUTH/YOUNG ADULT (FUTURE U)

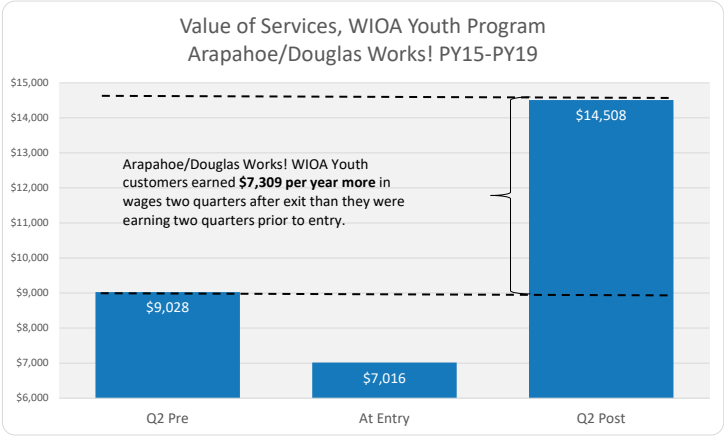
The Arapahoe/Douglas Works! Young Adult (Future U) Program is designed to provide young adults with exposure to career pathway through a set of virtual, classroom and hands-on activities that illustrate options and lead them to training on-ramps to successful careers.

In PY20, the Future U Program served 241 participants between the ages of 16 and 24. It placed 90 in employment at an average wage of \$14.70 per hour. Activities included 15 pre-apprenticeships, and 24 work-based-learning activities such as paid internships (work experience) and on-the-job training.

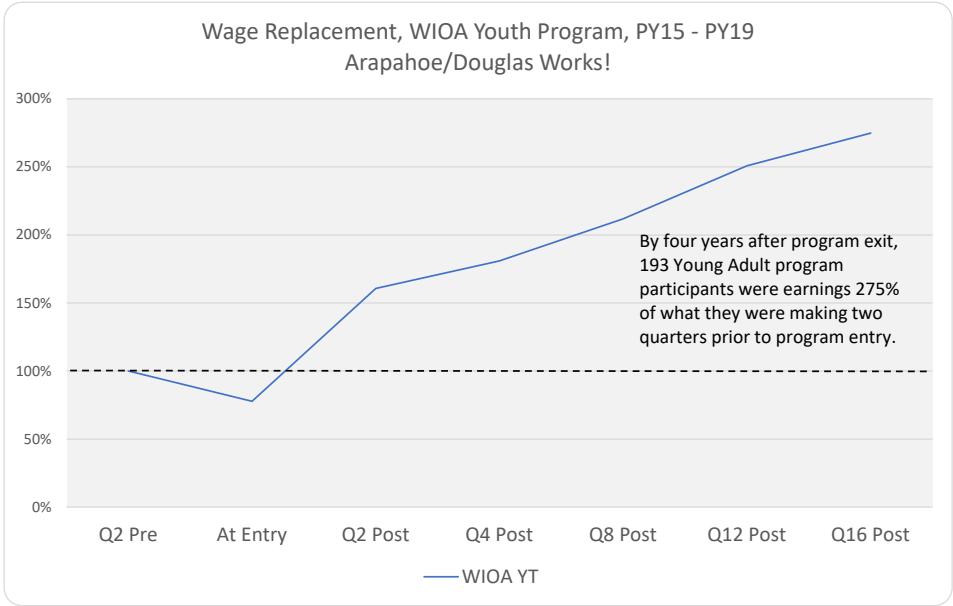
YOUTH WAGE OUTCOMES

Longitudinal wage data was tracked for 630 individuals who exited the Arapahoe/Douglas Works! Young Adult program between July 1, 2015 and June 30, 2020.

One way that the value of the Future U program can be measured is by the difference between earnings 2 quarters prior to program entry and 2 quarters post-exit.



The Future U program is designed to work with young people aged 16 – 24, helping them establish an understanding of their skills and areas of interest, and expose them to entry level positions that lead to lucrative career pathways in key regional industries.




This line graph reflects the success of the Arapahoe/Douglas Works! Future U program in this endeavor.

SKILL GAINS AND CREDENTIAL ATTAINMENT

Two ways in which the success of the workforce development system is measured is through skill gains and credential attainment. A credential is an award in recognition of an individual’s attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation, and a skill gain is documentation of the incremental progress toward the attainment of a credential.

Credentials and Skill Gains			
Measure	Adult	Dislocated Worker	Young Adult
Attained Credential	111	88	60
Had Measurable Skill Gain	166	69	91

Source: Connecting Colorado

A close-up photograph of a female scientist with dark hair, wearing a white lab coat and blue nitrile gloves. She is focused on her work, using a blue and white pipette to transfer a red liquid from a small vial. The background is a blurred laboratory setting with shelves and equipment. The text 'Shaping a Skilled Workforce' is overlaid in the top right corner in a blue, serif font.







*Shaping a
Skilled
Workforce*

Talent Enhancement

Talent Enhancement programs generally work to help people who are receiving public assistance obtain employment at a self-sufficiency wage. They braid funding with a variety of resources to promote long-term self-sufficiency and independence by preparing recipients for meaningful employment through work-related education and training activities. These programs include Temporary Aid to Needy Families (TANF) Colorado Works, the Supplemental Nutritional Assistance Program (SNAP) Employment and Training program – known in Colorado as Employment First, and the Parents to Work Program, which helps non-custodial parents who are behind on child support find work so they can meet their financial obligations to their children.

Some highlights from the table:

- Arapahoe/Douglas Works! helped 2,900 individuals receiving public assistance find jobs
- This put over \$22 million in aggregate earnings into the regional economy and saved taxpayers over \$2.3 million

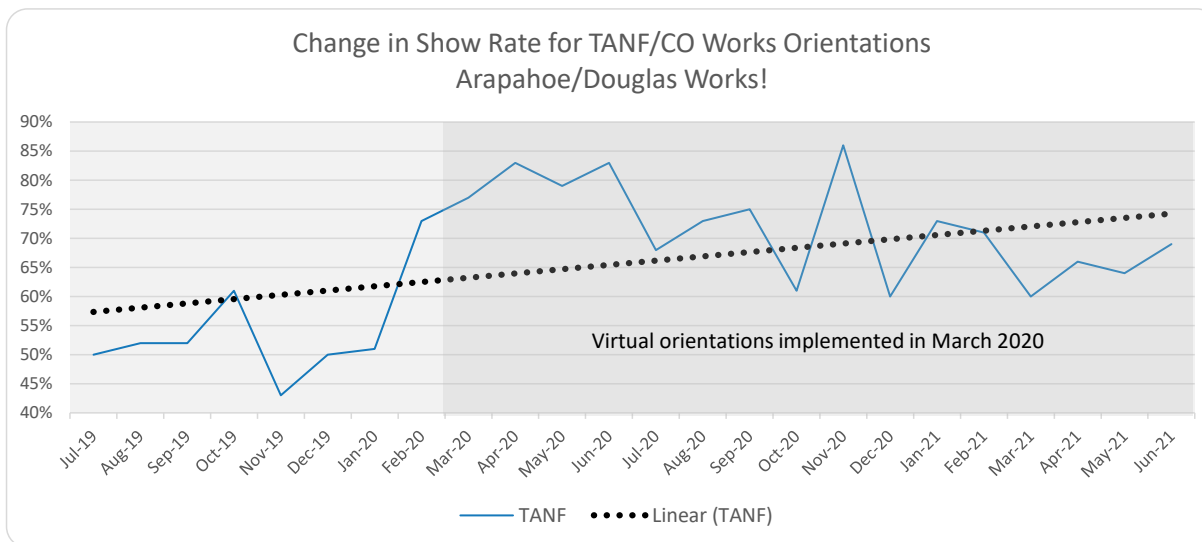
	 Served	 Placed	 Annual Earnings	 Aggregate Earnings	 Estimated Annual Taxpayer Savings	 Cost/Benefit Ratio
Employment First	1,217	188	\$40,872	\$7,683,936	\$286,512	11.21
TANF/ Colorado Works	1,486	343	\$33,301	\$11,422,174	\$2,090,928	5.60
Parents to Work!	197	81	\$36,837	\$2,983,797	N/A	7.02
	▼	▼	▼	▼	▼	▼
Total	2,900	612	\$111,010	\$22,089,907	\$2,377,440	6.89

Aaron had been searching for employment for over nine months after being released from the Department of Corrections. He came into Arapahoe/Douglas Works! for job search and training assistance through the Employment First Program (EF). While in the EF Program he was able to obtain training assistance and earned his commercial driver's license. Aaron is thrilled to have a job where he is making almost \$30/hour. He credits his time in the EF program with helping him get job ready and certified.

TANF/COLORADO WORKS

In PY20, the TANF/Colorado Works program performed at a very high level. Due to heavy job losses, the number of people receiving TANF benefits grew, and the number of Colorado Works customers also grew.

As a result of the pandemic, to ensure the safety of all concerned, the TANF/Colorado Works team began using virtual technology to reach customers. This resulted in the orientation show rate increased by an average of 18 percentage points (from an average of 54% pre-pandemic, which was in-person, to 72% after implementation of virtual orientation during and post-pandemic). This line graph shows the trend.

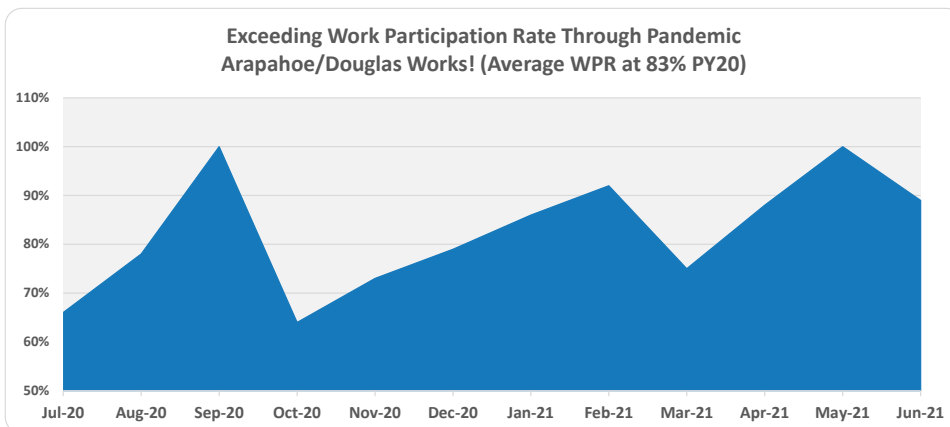


CONTINUED HIGH PERFORMANCE

During PY20, the Arapahoe/Douglas Works! TANF/Colorado Works team continued to turn in high performance.

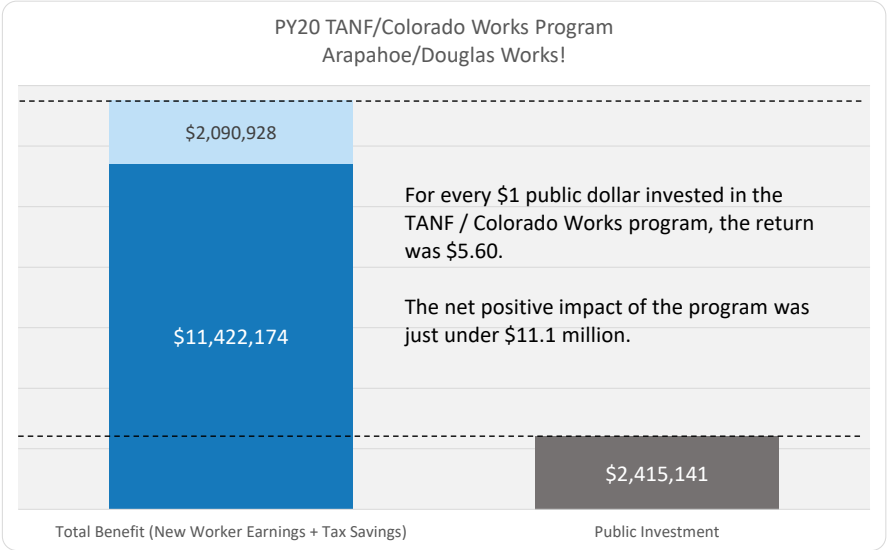
PY20 TANF/Colorado Works Program Results:

- Served 1,486 participants
- Placed 343 at an average of \$16.01 per hour
- Average time to placement: 135 days
- Exceeded work participation rate goal by 66% on average



TANF/COLORADO WORKS RETURN ON PUBLIC INVESTMENT

This bar graph shows both the aggregate new worker earnings added to the local economy, as well as the estimated tax savings from the 343 placements.

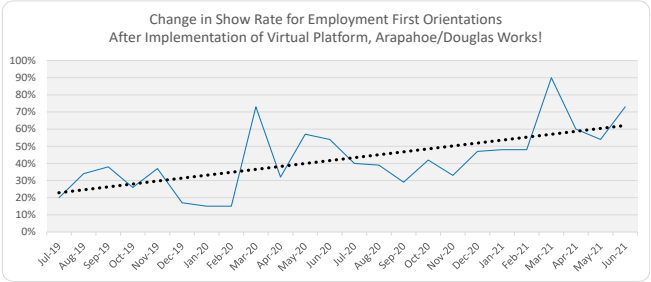


EMPLOYMENT FIRST

In Colorado, the Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) program, known as Employment First (EF), promotes long-term self-sufficiency and independence through work-related activities to prepare for meaningful employment.

In PY20, the EF programs in Arapahoe and Douglas counties placed a total of 188 people at an average wage of \$19.65 per hour. This added an aggregate \$7.7 million in new worker earnings to the local economy, and saved an estimated \$286,512 in tax dollars. For every \$1 public dollar invested, the EF programs in the two-county area returned \$11.21.

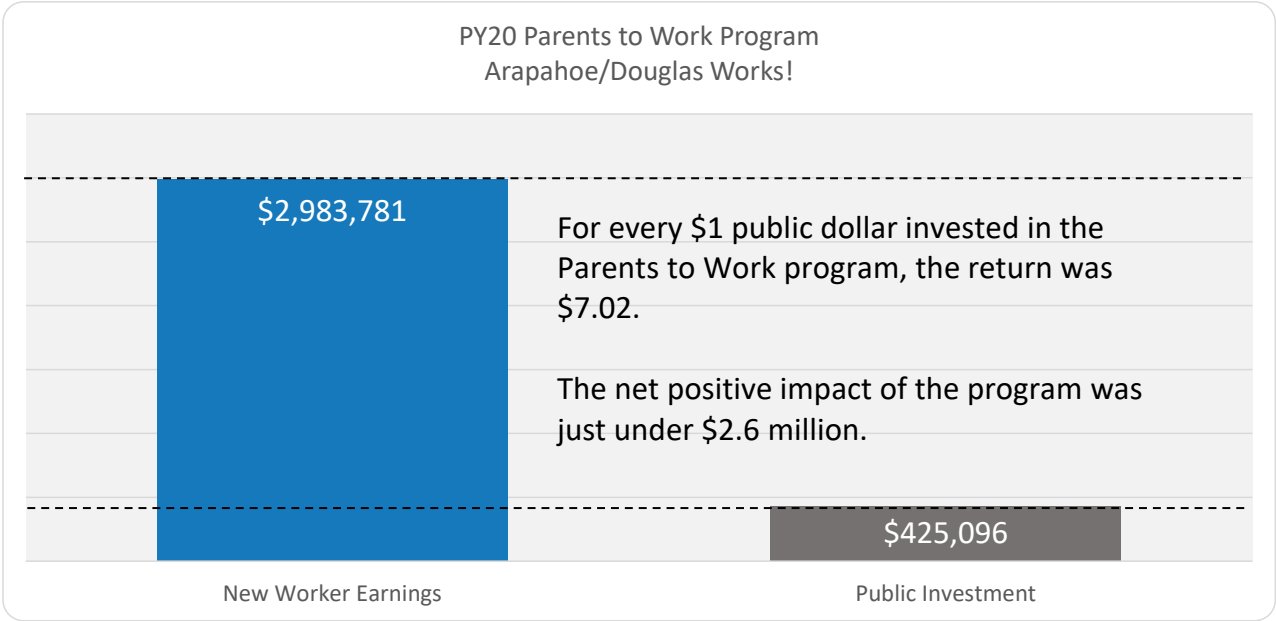
As a result of the pandemic, to ensure the safety of all concerned, the Arapahoe/Douglas Works! EF team began using virtual technology to reach customers. The orientation show rate increased by an average of 26 percentage points, from an average of 25% pre-pandemic, which was in-person, to 51% after implementation of virtual orientation during and post-pandemic. This line graph shows the trend.



PARENTS TO WORK

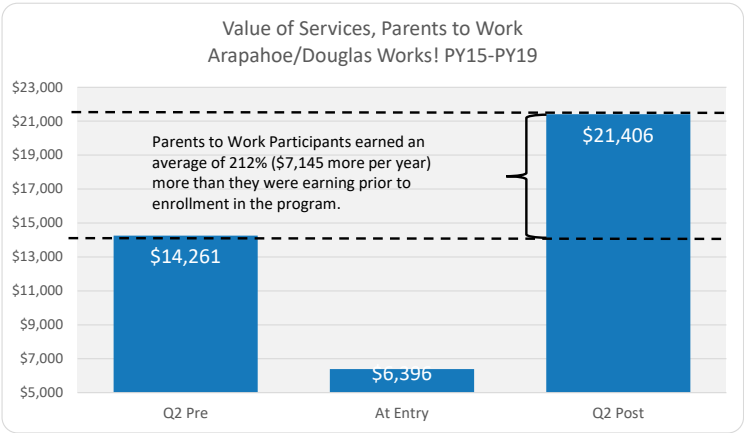
The Parents to Work Program helps non-custodial parents become employed, self-sufficient and meet their child support obligations. Parents to Work is offered through Arapahoe/Douglas Works! in partnership with the Arapahoe County Child Support Support Enforcement Division and the 18th Judicial District.

In PY20, the Parents to Work program served 197 parents, and placed 81 in employment at an average wage of \$17.71 per hour. The average time to placement was 71 days.



HISTORIC PARENTS TO WORK WAGE OUTCOMES

Longitudinal wage data was tracked for 402 Parents to Work participants served between July 1, 2015 and June 30, 2020. Over this timeframe, participants saw significant salary gains as a result of program participation, and in a program evaluation conducted by the Center for Policy Research, participating parents paid 5.7 child support payments in a 12-month period, compared to only 4 payments for non-participants.





Shaping a
Skilled
Workforce

Business Services

The Wagner-Peyser Act of 1933 established a nationwide no-cost labor exchange system, where employers could list open positions, and qualified job seekers could access those listings through self- or staff referral. Title III of WIOA requires the labor exchange to be co-located with other WIOA and partner services so that the public can have one-stop access to workforce development services. In most states, this labor exchange is operated by state employees, but in Colorado, due to a federal waiver, staff in local workforce centers can provide both career and business services.

The Arapahoe/Douglas Works! Business Services team turned in superior performance in PY20. In large part due to their efforts, Arapahoe/Douglas Works! was recognized for its work between July 1, 2020 and June 30, 2021, with the Economic Development Council of Colorado's *Partnership of the Year Award*.

"This year's winners represent the forefront of economic development achievement and premier talent that contribute to the overall health and vibrancy of our Colorado's communities," said 2021 EDCC Board Chair and Executive Director, Laura Lewis Marchino.



While the entire agency participated in this effort it was led by the Business Services team, whose many accomplishments in PY20 included:

- Initiated a Business Recovery Taskforce for both Arapahoe and Douglas Counties in 2020, encouraging collaborative discussions with economic development, workforce, and local government partners in the Denver South region for business support and recovery efforts related to the pandemic. Both taskforces have continued to meet into PY21.
- Led efforts for both Arapahoe and Douglas Counties in the execution and distribution of CARES Act

funds and is playing a pivotal role to strategically utilize American Rescue Plan (ARPA) funds. The Arapahoe County Business Recovery Taskforce was awarded funding through the Arapahoe County CARES Act to assist local businesses during the COVID-19 pandemic. The Board and the Arapahoe/Douglas Works! Business Services staff was instrumental in the release of over \$20 million in business-relief to small businesses in the region during the pandemic.

- Additionally, through the Douglas County Business Recovery Taskforce, the Business Services team at Arapahoe/Douglas Works! assisted with over 700 business grant applications, that awarded approximately \$20 million in CARES small business grant assistance to businesses in Douglas County.
- All Arapahoe/Douglas Works! teams are passionate partners in the Denver South region and play an integral role in how Economic Development Organizations retain and grow primary employers. Arapahoe/Douglas Works! advocates for and ensures businesses have access to talent, while continuing to explore innovative programs to improve the talent pipeline for businesses in the Denver South region.
- Arapahoe/Douglas Works! has partnered with the Colorado Department of Labor and Employment to support a new innovative apprenticeship program. A workforce professional apprenticeship has allowed the placement of business service liaison's within the Aurora Chamber of Commerce, and the Castle Rock Chamber of Commerce. This program is targeted at taking workforce resources directly to the small business community, and create a conduit to get feedback from the small business community back to the workforce system.

In addition to these accomplishments, the Arapahoe/Douglas Business Services team works with both local employers and internal program teams to find and prepare qualified candidates to fill job openings.

THE COST OF AN UNFILLED JOB

The best way to assess the economic impact of the Business Services team is to apply the current equation used by the Society of Human Resources Management (SHRM). This equation allows us to calculate the cost of an unfilled position for any given company, or make a reasonable regional estimate using the following equation: To apply this equation to greater metro Denver as a region, we can use data from EMSI-Burning Glass to divide the total 2020 revenue of all industries in the region by the total number of jobs, and determine the daily cost of an unfilled position in the region by dividing the quotient by the standard number of working days in a year, which is 220.

$$\frac{\text{Annual Revenue}}{\text{Number of Employees}} / \text{Working Days in Year} = \text{Daily Cost}$$

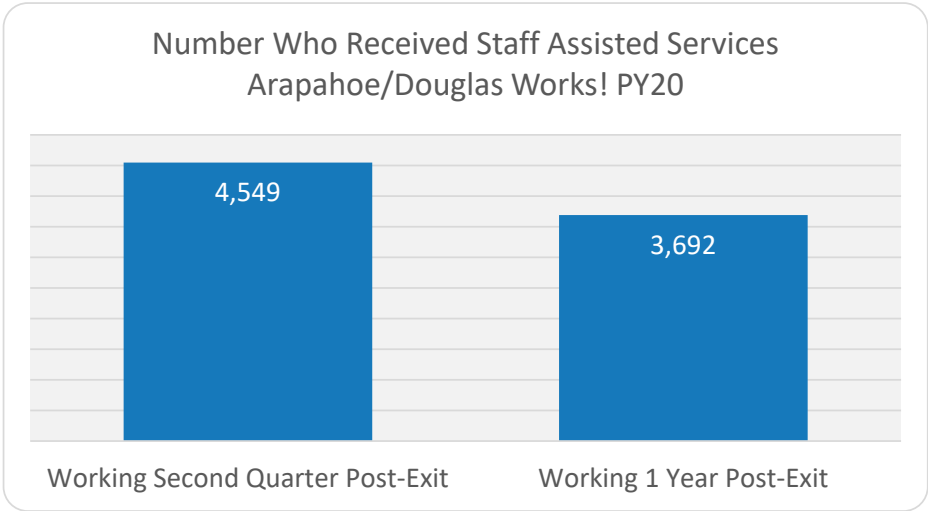
The result is:

$$(\$465,406,903,225 \text{ [2020 revenue]} / 1,618,213 \text{ [2020 jobs]}) / 220 \text{ days} = \$1,307 \text{ per day or } \$23,961.66 \text{ per month}$$

In greater metro Denver, we saw an average of 26,242 unfilled jobs per month. We can reasonably estimate, then, according to the SHRM equation, these vacant jobs cost regional businesses an aggregate of \$629 million every month in lost revenue and long-term competitiveness.

ECONOMIC IMPACT OF BUSINESS SERVICES TEAM

Business Services supports all programming at Arapahoe/Douglas Works! with job referrals, job development, and hiring events. This bar chart, sourced from Connecting Colorado, shows the number of persons who had earnings at the 2nd and 4th quarters after exit in PY20. The fourth quarter figure is used below to provide a more conservative estimate of impact.



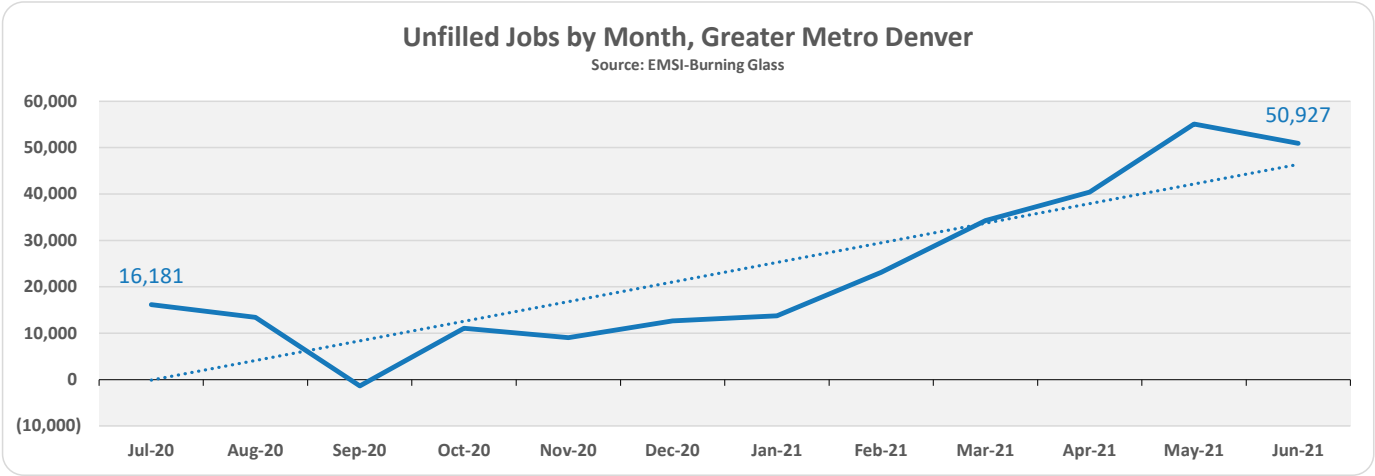
Using the SHRM equation above, we can reasonably estimate the Arapahoe/Douglas Works! Business Services team’s economic impact regional businesses in PY20 as follows:

- An average of 298.25 people exited per month (3,579/12).
- $298.25 \times \$23,961.66$ gives us an estimated impact of the business services team of \$7,146,567 in recaptured revenue.

The estimated impact of the Business Services Team in PY20 was \$7.15 million

APPRENTICESHIP

According to the U.S. Chamber of Commerce, as of June of 2021, 91% percent of state and local chambers of commerce say worker shortages are holding back their economies and 83% of industry association economists say employers are finding it more difficult to fill jobs than they were five years ago.



Due to these chronic and growing labor shortages, many employers are rethinking the need for academic degrees, and are instead developing registered apprenticeship programs that can help them rapidly upskill people in critical occupations.

Many occupations are apprenticeable, but traditionally most apprenticeships have been in construction, installation, maintenance, repair, production and transportation occupations.

Over the last several years, Colorado has expanded the scope and number of apprenticeships, and these now include apprenticeships in a variety of other occupation groups, including management, business and financial, computer and mathematical, and several other groups that have not traditionally been thought of as options for registered apprenticeship programs.

Colorado was recently awarded \$10 million for the Innovation, Diversity, and Equity in Apprenticeship (IDEA) Grant, which calls for the development of 1,250 new registered apprenticeships throughout the state between 2022 and 2024. Arapahoe/Douglas Works! is the fiscal agent for this effort, which is being operated under the auspices of CUWA, which is housed at Arapahoe/Douglas Works!

This table shows the occupational groupings of the 78 active apprenticeships through Arapahoe/Douglas Works! in PY20. Arapahoe/Douglas Works! is working with the Colorado Office of Future Work, which

oversees the state’s apprenticeship programming, as well as CUWA, to ensure that enough apprenticeship data is entered in Connecting Colorado to be able to report longitudinal wage outcomes in subsequent economic impact reports. Since the longitudinal wage data for program exiters lags four quarters, data for these will be available in future reports.

Apprenticeships, PY20 Arapahoe/Douglas Works	
Occupational Family	Number
Construction & Extraction	50
Healthcare Support	12
Healthcare Professional/Technical	6
Architecture & Engineering	3
Production	3
Farming, Fishing & Forestry	2
Education, Training & Library	1
Personal Service	1
Total Number Apprenticeships	78

Source: Connecting Colorado Client Query

CONCLUSION

Arapahoe/Douglas Works! takes pride in its results, and is an integral part of the local economy. Strong public-private partnerships have 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 and increasingly distributed labor market, workforce centers such as Arapahoe/Douglas Works! are needed more than ever because they fulfill a vital role in maintaining a growing and competitive local economy, and a strong local labor force.



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, 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

Asian Pacific Development Center's Integrated System of Care focuses on a holistic approach to bringing compassionate care and culturally congruent services to the communities they serve.

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-Campus Partnership (CCP)** fosters, promotes and supports mutually beneficial collaborations between the Anschutz Medical Campus and the surrounding Aurora community neighborhoods to improve the health and economic well-being of the Aurora community.

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

Continuum of Colorado offers a full suite of services including, among others, in-house Behavioral Services, Residential Services, Day and Seniors' Choice activities, Family Caregiver, Supported Employment, Home and Community Support, and Pre-Vocational 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.

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

Developmental Pathways is a 501(c)(3) nonprofit agency serving individuals with developmental disabilities/delays and their families.

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 **Juvenile Assessment Center (JAC)** provides a coordinated site which contributes to the safety of youth, families, and the community through early intervention, comprehensive assessment and improved access to appropriate services in Arapahoe, Douglas, Elbert and Lincoln counties in Colorado.

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

Manna Connect is a personal development program that provides participants with faith-based community, coaching, and career skill advancement as they identify and overcome barriers to self-sufficiency and wholeness.

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.

Shiloh House is committed to partnering with Colorado families and Human Service agencies in a way that promotes family stability, helps families achieve their goals, and ensures continued access to community resources once Shiloh House services have been successfully completed.

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.

Workforce Development Board Membership

Board Membership July 1, 2020 - June 30, 2021

Board Chair

Peter Hancock

Professional Employment Group

Board Vice Chair

Lynn Myers

Lynn Myers Real Estate

Andrea Amonick

City of Aurora

William Gilmore

Littleton Public Schools

Michael Rosas

Asian Pacific Development Center

Veronica Arnold

Employers Council

Lacey Golonka

Xcel Energy

Tracy Rushing

*Colorado Division of Vocational
Rehabilitation*

Andrew Bercich

IBM

Joy Griffin

Douglas County School District

Christine Shapard

*Denver South Economic Development
Partnership*

Randy Berner

Adolfson & Peterson Constuction

Kevin Hougen

Aurora Chamber of Commerce

Archie Shinde

Bright Beginnings, LLC

Dr. Mordecai Brownlee

Community College of Aurora

Michelle Jansen

TTM Technologies

Kathy Smith

*Arapahoe County Community
Resources*

Tina Castro

Concessions International

Kirk Jordan

IUOE Local No. 9

Fannie Stokes

Atrium Hospitality

Sergio Cordova

Denver Pipefitter Local Union 208

Deborah Kerrigan

Manufacturer's Edge

Cheryl Ternes

Arapahoe County Human Services

Shelbi Davis

Charles Schwab

Commissioner Abe Laydon

Douglas County Government

Kelsi Little

US Bank

Kim Tranter

Tranter Resources

William Dowling

*Colorado Department of Labor &
Employment*

Heidi McDonald

ACI Learning

Scott Van Ramshorst

American Family Communities, LLC

Eric Dunker

Arapahoe Community College

Sara Mesmer

American Federation of Teachers

Sandra Wagner

AARP

Judith Emery

Colorado Urban Workforce Alliance

Cindy Nowak

Business Excellence Group

Commissioner Carrie Warren-Gully

Arapahoe County Government

Mame Fuhrman

TriCounty Health

Ram Ridler

Castle Rock Chamber of Commerce

Che Yi

*American Fidelity Administrative
Services, LLC*

Arapahoe/Douglas Targeted Industries



AEROSPACE & AVIATION

- 2021 Jobs: 13,695
- 2020 Total Sales: \$6,425,032,635
- 2021-2025 % Change: 11%
- 2020 Payrolled Business Locations: 55

-Aerospace & Aviation-
Average Annual Wage

>\$155,472



AIR TRANSPORTATION

- 2021 Jobs: 20,898
- 2020 Total Sales: \$8,771,759,795
- 2021-2025 % Change: 14%
- 2020 Payrolled Business Locations: 226

-Air Transportation-
Average Annual Wage

>\$89,294



BIOSCIENCE

- 2021 Jobs: 25,518
- 2020 Total Sales: \$9,163,650,461
- 2021-2025 % Change: 8%
- 2020 Payrolled Business Locations: 1,648

-Bioscience-
Average Annual Wage

>\$102,062



BROADBAND

- 2021 Jobs: 26,825
- 2020 Total Sales: \$26,552,005,909
- 2021-2025 % Change: 0%
- 2020 Payrolled Business Locations: 539

-Broadband-
Average Annual Wage

>\$119,865



CONSTRUCTION

- 2021 Jobs: 162,627
- 2020 Total Sales: \$31,459,560,253
- 2021-2025 % Change: 6%
- 2020 Payrolled Business Locations: 13,927

-Construction-
Average Annual Wage

>\$67,573



ENGINEERING & RELATED

- 2021 Jobs: 49,470
- 2020 Total Sales: \$11,173,460,506
- 2021-2025 % Change: 6%
- 2020 Payrolled Business Locations: 4,213

-Engineering & Related-
Average Annual Wage

>\$104,657



FINANCE & INSURANCE

- 2021 Jobs: 111,195
- 2020 Total Sales: \$58,081,386,898
- 2021-2025 % Change: 5%
- 2020 Payrolled Business Locations: 9,498

-Finance & Insurance-
Average Annual Wage

> \$115,867



HEALTHCARE

- 2021 Jobs: 246,267
- 2020 Total Sales: \$38,501,359,696
- 2021-2025 % Change: 10%
- 2020 Payrolled Business Locations: 11,719

-Healthcare-
Average Annual Wage

> \$66,608



HOSPITALITY

- 2021 Jobs: 218,568
- 2020 Total Sales: \$20,979,252,052
- 2021-2025 % Change: 10%
- 2020 Payrolled Business Locations: 12,989

-Hospitality-
Average Annual Wage

> \$29,969



INFORMATION TECHNOLOGY

- 2021 Jobs: 106,827
- 2020 Total Sales: \$32,613,391,642
- 2021-2025 % Change: 13%
- 2020 Payrolled Business Locations: 11,744

-Information Technology-
Average Annual Wage

> \$133,639



MANUFACTURING

- 2021 Jobs: 120,654
- 2020 Total Sales: \$47,927,261,174
- 2021-2025 % Change: 5%
- 2020 Payrolled Business Locations: 4,354

-Manufacturing-
Average Annual Wage

> \$82,175



RETAIL

- 2021 Jobs: 209,674
- 2020 Total Sales: \$25,319,539,040
- 2021-2025 % Change: 2%
- 2020 Payrolled Business Locations: 12,409

-Retail-
Average Annual Wage

> \$38,046

Glossary of Terms

Average Annualized Wage

The average wages reported for exiters is for a time period of two quarters. This is multiplied by two to annualize.

Call Center

A service staffed by Arapahoe/Douglas Works! beginning in April 2020 to handle the influx of telephone calls from customers when the Arapahoe/Douglas Works! offices were shut down, and then post-opening to assist customers calling in the best way possible.

Career Services

Arapahoe/Douglas Works! staff who work directly with job seekers, both from the general public, and those receiving services through the various programs operated by Arapahoe/Douglas Works! to serve specific populations, including young adults, adults, dislocated workers, public cash and food assistance recipients, parents paying child support, and others. Career services generally includes informational services, interest and skill assessments, referrals to openings, hiring events, and workshops to aid in effective job search.

Consumer Spending

Determined by applying ratios derived from the U.S. Bureau of Labor Statistics Consumer Expenditure Survey (CEX) to the value-add earnings from job seekers placed successfully by Arapahoe/Douglas Works! to inform business audiences of how the increase in worker earnings directly attributable to services provided by its workforce center staff is spent on local goods and services.

Cost per Customer Served

The total amount of public monies invested by Arapahoe/Douglas Works! divided by the total number of unique job seeker customers who received staff assisted services, either in-person or virtually. For PY20, total public monies invested excludes CARES Act funding, and is confined to public funds through the U.S. Department of Labor and funding through intergovernmental agreements and/or contracts with the Arapahoe and Douglas

County Departments of Human Services for provision of services to job seekers and to businesses under Title III of the Workforce Innovation and Opportunity Act, the Wagner-Peyser Act, and state Employment Support (ESF) Funds.

Difference in Earnings (also referred to as Value-Add Earnings)

The difference between the average annual earnings of customers exiting Arapahoe/Douglas Works! and the average earnings of all new hires in the region as determined by the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) Quarterly Workforce Indicators (QWI).

Increase in Regional Economic Activity

The amount of new worker earnings directly attributable to the value added from services provided to job seekers by Arapahoe/Douglas Works!

Labor Supply & Demand Report

A monthly report issued by the Arapahoe/Douglas Works! Agency and Board Staff that serves to inform the Arapahoe/Douglas Workforce Development Board, Arapahoe/Douglas Works! staff, local economic developers and chambers of commerce, K-20 educators and other stakeholders of current workforce and economic data and trends.

Hybrid Service Delivery Model

Due to changes in customer behavior, Arapahoe/Douglas Works! has adopted a hybrid service model where its employees work remotely two or three days per week, depending on function, and are in the office in person two or three days per week.

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.

Longitudinal Wage Outcomes

- These are the actual median earnings calculated by the Colorado Department of Labor and Employment Unemployment Insurance Division for each cohort exiting during a specified period of time from the various programs operated by Arapahoe/Douglas Works! and tracked through Connecting Colorado, which is the statewide workforce development database.
- Longitudinal earnings are available for exit cohorts going beginning in July 2010, and continuing through June 30, 2020. These lag approximately five quarters due to the volume of data and difficulty in aggregation.
- For each exit cohort, the median earnings are available 2 quarters prior to enrollment, the quarter of enrollment, two quarters after exit, four quarters after exit, eight, twelve and sixteen quarters after exit. Thus, it is possible to gauge what members of any exit cohort were earning, and their earnings trajectory up to four years after program exit.

New Hires

The U.S. Census Longitudinal Employer-Household Dynamics (LEHD) Quarterly Workforce Indicators (QWI) measures the average monthly wage of all new hires in the two-county Arapahoe/Douglas region. This number is then annualized and compared with the average annualized wage reported for those exiting Arapahoe/Douglas Works! who had earnings six months after exit. By subtracting the average new hire wage from the average annualized wage of Arapahoe/Douglas Works! customers, the difference in earnings directly attributable to the value of services provided by Arapahoe/Douglas Works! is calculated.

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.

Quintile Progression in Wage Outcomes

Arapahoe/Douglas Works! works to improve its wage outcomes for various programs, and measures these wage outcomes according to earnings quintiles, which are published yearly by the U.S. Census Bureau. In the United States, both households

and families are divided by income into five quintiles; a quintile represents 20% of the population.

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-Based

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) Employment & Training Program (Employment First)

Formerly known as food stamps, consists of a stipend given families based on income and family size for the purpose of purchasing food. Employment First is designed to help SNAP Employment and Training participants find work.

Talent Enhancement Programs

Poverty prevention programs designed to reduce social spending by assisting recipients in surmounting barriers to successful participation in the labor force. Barriers may include child care, health care, food assistance, housing, as well as personal items such as work-type clothing and tools. Talent Enhancement Programs include Temporary Aid to Needy Families (TANF)/Colorado Works, Supplemental Nutritional Assistance Program Employment and Training (Employment First), and Parents to Work.

TANF (Temporary Aid for Needy Families)/Colorado Works
Colorado Works is the employment portion of the TANF program. TANF recipients generally must participate in a work related activity to continue to receive benefits.

Successfully Placed in Employment

Those customers who exited from Arapahoe/Douglas Works! with employment and still had earnings six months later.

Unique Customers Assisted

Number of unique job seeker customers who received staff assistance, either in-person, or virtually, from Arapahoe/Douglas Works! staff.

Value Added to Local Economy

The difference in earnings multiplied by the number of job seekers successfully placed by Arapahoe/Douglas Works!

Virtual Workshops and Services

During the pandemic office closures, job seeker customers still needed career services including workshops on job search. Technology was procured and curriculum modified to allow virtual delivery of the job search workshops, as well as a number of hiring events to job seekers working with Arapahoe/Douglas Works! Virtual services include case management services provided to customers in the various programs operated by Arapahoe/Douglas Works!

Wagner-Peyser Act

Federal legislation designed to facilitate a match between open jobs and qualified job seekers; now embedded in Title III of the Workforce Innovation and Opportunity Act of 2014.

Workforce Development Board (WDB)

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 System

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 Innovation and Opportunity Act of 2014. 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 and Opportunity Act (WIOA) of 2014

Supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act of 1998, the Wagner-Peyser 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.

Workforce Center Locations

Centennial - Workforce Center

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

Aurora Workforce Center

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

Castle Rock Workforce Center

On the ACC Sturm Campus
4500 Limelight Avenue
Castle Rock, CO 80109
Ph: 303.636.1160

Oxford Vista - Aurora Satellite Workforce Center

14995 E. Oxford Avenue
Aurora, CO 80014
Ph: 303.636.1412

CentrePoint - Aurora Workforce Center

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



Want more ways to connect...



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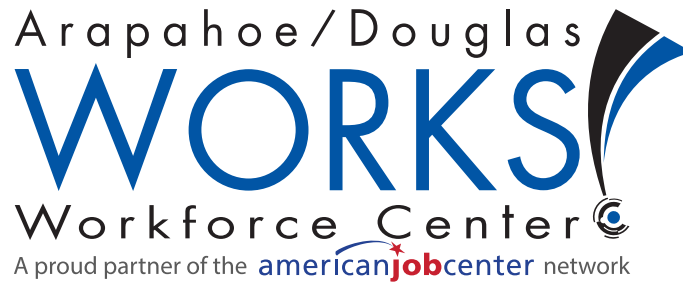
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