

Strategic Plan

Priorities and Vision, Mission, Values

Program Years 2018-2020

Arapahoe/Douglas Workforce
Development Board


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

 National Association
of Workforce Boards

Strategic Priorities

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.

OUR VALUES: Members of the Arapahoe/Douglas Workforce Development Board honor the following Core Values:

- ▲ Visionary Leadership that advocates human capital development;
- ▲ Service Excellence grounded in professionalism and respect;
- ▲ Innovative responses to workforce needs, that drive economic vitality;
- ▲ Stewardship of assets and resources focused on local and regional community priorities;
- ▲ Collaboration with regional workforce, education and economic development partners;
- ▲ Dedication to building and sustaining a strong regional economy, and the well-being of our business/industry base;
- ▲ Results that are best-in-class and provide the highest rate of return on public investment



Strategic Priorities

The Arapahoe/Douglas Workforce Development Board (The Board) conducted their bi-annual strategic planning session in a public meeting of the board on December 7, 2017. During that session the Board continued to embrace its new role under the Workforce Innovation and Opportunity Act of 2014 (WIOA), re-evaluated their mission, vision, values and strategic priorities and the Executive Committee of the Board presented a new structure to ensure that the Board and the service provider, Arapahoe/Douglas Works! Workforce Center, is aligned purposefully with the new statutory requirements under WIOA.

The Board serves as strategic leader and convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation, programmatic synchronization, and alignment of required One-Stop partner investments at the state, regional and local level. The Board, cognizant of the powerful role ascribed to them in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the state, region and/or local area. With a solid role as change agent, the Board leads the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

The Board has long been a statewide, regional and national leader in using data in innovative ways to drive strategic planning and operational efficiency; decisions are data-driven to ensure that workforce investment, educational and economic development strategies are based on accurate assessments of regional labor markets. The Board works together with other local boards and the State Council to maintain a data collection system and conduct analyses as appropriate, to identify employer needs for talent, as well as which industries anticipate growth, and determine to what extent the talent pool meets employer requirements. Decisions about talent development approaches, including which training programs to fund, are based on these analyses. Good workforce intelligence is critical to periodic evaluations of the workforce system as a whole which is the basis for continuous improvement opportunities. The Board uses data from multiple sources, including economic development agencies.

The Board is collaborative and consensus-driven and builds public will to increase civic engagement around key issues. Under WIOA, Local Boards are conveners, collaborators and are charged with hosting community conversations to better align workforce resources and better understand the complexity of their regional markets. The Board uses a wide range of conventions in this effort: expanding the use of standing committees, and "ex officio" members; establishing taskforces to address ongoing issues; convening groups to resolve workforce related issues that don't require Board leadership; and instituting practices, taking advantage of technology, including social media, to elicit a wide range of input from the public at large.

The Board incentivizes and rewards sector-based, regional, and "cross-discipline" coordination and exploits the increased flexibility under WIOA to engage business as (a) a customer through provision of business services; (b) a partner in sector strategies, apprenticeships, work-based learning, and (c) a funder. Business is willing to invest in the workforce development system, particularly when they understand the relationship between growing their business and the provision of world-class workforce development

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services. Local Boards are willing to develop additional services uniquely designed to meet the needs of Board-designated industries.

The Board leverages their position in the community as the premier workforce delivery system to bring in more capital to invest in Colorado's workforce, cognizant that no single organization has the resources to align workforce supply with the demands of employers. The Board leverages public investment with commitments from industry, labor, public and community partners to create a "venture" fund to implement new ideas and strategies. Risk taking is incentivized and rewarded.

The new Arapahoe/Douglas Workforce Development Board structure outlines three areas of focus. These areas include **Partnerships**, **Job Seekers** and **Business Engagement**. The new Board structure also outlines both taskforces and standing committees.

The taskforces are defined as a group of Board members utilizing their expertise to analyze, investigate and solve specific issues gaps and needs of the population which Arapahoe/Douglas Works! is working with. The taskforces may include both community members and Board members and does not have to have a voting Board member chair the group.

The taskforces that were determined include the Opportunity Works taskforce, which has a concentration on working with low-income individuals with barriers; the veteran taskforce, which has a concentration on working with veterans and Veteran spouses; and the Abilities taskforce, which has a concentration on working with people with disabilities.

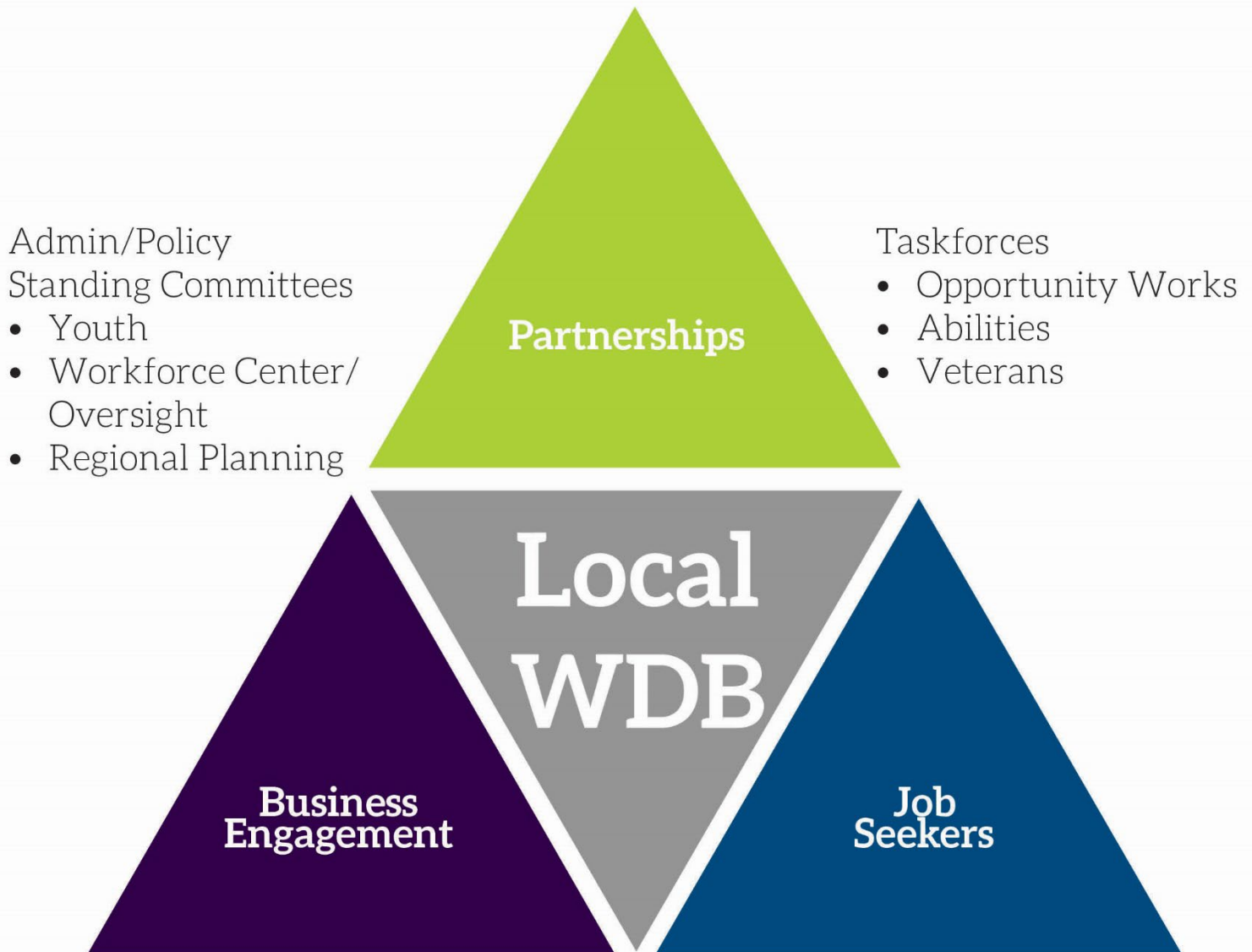
The standing committees are defined as the secondary committees that have been appointed by the Board. The standing committees will work to ensure governance of Arapahoe/Douglas Works! in conjunction with the Board. The Board standing committees will provide information and assist in carrying out activities within the WIOA law. Standing committees will be chaired by a member of the Board; will include other members of the Board; and include other individuals appointed by the Board who are not members of the Board and who the Board determines has appropriate experience and expertise. The standing committees that were determined include a youth standing committee, which has a concentration on working with the youth customer base ages 14-24; a One-Stop/Oversight standing committee, which has a concentration on approving the policies, financials and guidelines; and a Regional Planning standing committee, which has a concentration on making sure that the Workforce Development Board and Arapahoe/Douglas Works! work regionally with the Colorado Central Planning region, which includes the Arapahoe/Douglas Workforce Development Area.

The Workforce Development Board and staff identified and solidified key elements of their strategic priorities in order to continue addressing workforce development needs within the community, as well as providing Arapahoe/Douglas Works! with the directional guidance needed to continue to ensure that sustainable employment is obtained through strategic

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human capital investments that produce positive economic returns for our business/industry and our communities.

Local Workforce Development Board Structure



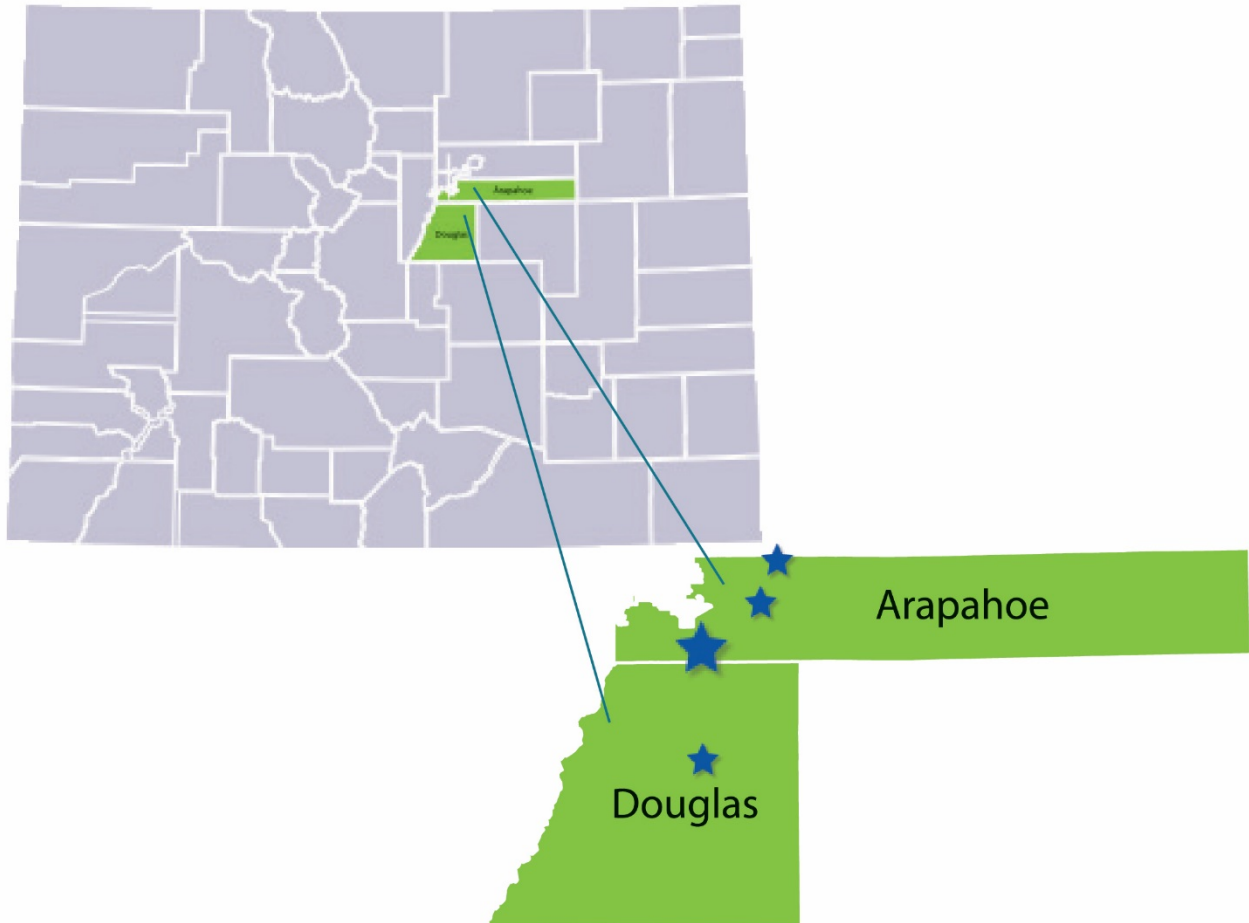
Arapahoe/Douglas Works! Workforce Center

- Results
- Operations/Customer Center Design
- Compliance

Strategic Priorities

After completion of the strategic planning, the Arapahoe/Douglas Workforce Development Board was able to define the strategic priorities for the next two years (WIOA Program Years 2019-2020). **These priorities are as follows:**

1. **Creating and fostering business partnerships that bring the best return on investment back to the Colorado Central Planning Region, which includes Arapahoe and Douglas Counties.**
2. **Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the Arapahoe/Douglas region.**
3. **Creating an efficient and effective platform for servicing job seekers and the hardest-to-serve populations.**
4. **Strengthen long-term sustainability of the workforce development system by strategizing alternative funding options and enhancing communication locally, regionally and nationally.**



Strategic Priorities

Strategic Priority One:

Creating and fostering business partnerships that bring the best return on investment back to the Colorado Central Planning Region, which includes Arapahoe and Douglas Counties.

Ongoing Actions:

- ▲ Educate the workforce development board on the one-stop center's business outreach plan and encourage the board to be active in educating regional businesses on what resources are available to them through the workforce development system.
- ▲ Continue researching and educating ourselves and the workforce development system on skills-based hiring and promote these efforts to businesses and the community.

Short-Term Tactics:

- ▲ Build local buzz; present at civic, trade organizations, industry associations and chambers advocating Arapahoe/Douglas Works! to business/industry for human capital management services and products
- ▲ Publish our proficiency; send letters to the editor and distribute press releases to our own network using testimonials at every opportunity
- ▲ Value-add message is clear, concise and data-driven
- ▲ Develop elected official awareness: Conduct phone conversations with elected officials – have lunch with elected officials – invite elected officials to businesses and demonstrate the workforce development agenda of the Arapahoe/Douglas Workforce Development Board and the outcomes of services provided by Arapahoe/Douglas Works!

Mid-Term Tactics:

- ▲ Deliverables that have industry impact not just individual employer motivated
- ▲ Clarify message for dual (supply/demand) customer segments
- ▲ Increase Arapahoe/Douglas Works! market share of local businesses posting jobs
- ▲ Be the driving force merging workforce and economic development, to build a pipeline of skilled workers in the region to strengthen Colorado's economy

Long-Term Tactics:

- ▲ Align business partnerships that bring the best return on investment back to Arapahoe and Douglas Counties.
- ▲ Ensure that all training investments are aligned to regional civic and economic growth strategies
- ▲ Warrant that all job seekers and business can access pathways to prosperity
- ▲ Blend key stakeholders visions of economic growth and human capital to produce results that matter

Strategic Priority Two:

Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the Arapahoe/Douglas area.

Ongoing Actions:

- ▲ Bridge efforts between partners through the one-stop-operator to improve efficiencies.
- ▲ Encourage regional sector partnerships based on emerging trends.

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Short Term Tactics

- ▲ Communication with businesses – partnerships with education – representation from key stakeholder groups – overall communication with our community
- ▲ Connecting business/industry to workers and workers to jobs: quality matches between both job seekers and business/industry
- ▲ Develop short-term, data-driven, industry focused and led trainings that build stackable credentials through a career pathway model
- ▲ Evaluate approaches and aligning performance accountability and data systems that support program management, facilitate common case management systems and inform policy

Mid Term Tactics:

- ▲ Influence and advocate for local, state and national workforce policy and resources
- ▲ Value-add message is clear, concise and data-driven
- ▲ Develop elected official awareness outcomes of services provided by Arapahoe/Douglas Works!
- ▲ Arapahoe/Douglas Works! is sought out and recognized as the Workforce Center of choice by job seekers and business/industry
- ▲ We build and develop long term relationships with business/industry and education to enhance career pathways and sector partnerships

Long Term Tactics:

- ▲ Demonstrate our workforce knowledge and expertise: provide the forum for discussion for business leaders, industry and political candidates on issues related to workforce development, education and economic development
- ▲ Business/industry are our partners in human capital to make sure we develop solutions both in theory and with leveraged resources
- ▲ Improved alignment of federal and state agencies around a common goal of increasing economic competitiveness and community prosperity

Strategic Priority Three:

Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations.

Ongoing Actions:

- ▲ Ensure businesses and partners are educated on the benefits of hiring and training individuals with barriers.
- ▲ Explore different pathway tools and share credible tools that lead job seekers with barriers to employment at a self-sustaining wage.
- ▲ Oversee that services across programs are strengthened to ensure all customers have access to consistent services and resources throughout the workforce system.

Short-Term Tactics:

- ▲ Community college and business partner development to create industry recognized certifications and stackable credentials

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- ▲ Partnership with CUWA to ensure regional planning efforts, regional sector partnerships, and career pathways growth and development
- ▲ Accessibility of the One-Stop Centers and enhancement of participant wrap around services
- ▲ Guarantee opportunities and career pathway development in trade apprenticeships

Mid-Term Tactics:

- ▲ Build stronger presence from faith based organizations, department of corrections, and higher education
- ▲ Educate business/industry on benefits of hiring the hardest to serve populations
- ▲ Continue strengthening partnerships with non-profits; work to enhance service delivery model with these agencies for hardest to serve populations
- ▲ Enhance service delivery model for small business – entrepreneurial efforts in our region

Long-Term Tactics:

- ▲ Develop stronger involvement of a number of different cities, educational institutions, etc. to create availability throughout the two counties and regionally
- ▲ Engage in strategic planning and find new ways to align core and other key programs, such as Registered Apprenticeship, Job Corps, JVSG, TANF, EF/SNAP
- ▲ Cultivate a philosophy with key stakeholders that encompasses similar priorities to ensure the hardest to serve populations are receiving service delivery that leads to economic growth and prosperity

Strategic Priority Four:

Strengthen long-term sustainability of the workforce development system by strategizing alternative funding options and enhancing communication locally, regionally and nationally.

Ongoing Actions:

- ▲ Encourage to diversify funding that services all customer bases.
- ▲ Educate the community on the value of partnering with the workforce system (such as sector partnerships and young adult academies).
- ▲ Advocate to bring needed partners to the table to fill gaps in the workforce development system.

Short-Term Tactics:

- ▲ Deliverables and results that have industry impact, not just individual employer driven
- ▲ Increase in market share of local businesses utilizing the Arapahoe/Douglas Works! Workforce Centers for all hiring needs
- ▲ Increase in businesses selecting Colorado, to create higher retention and business expansion
- ▲ Business onboarding: knowing what to expect from the Arapahoe/Douglas Works! Workforce Centers and how to access services and connect individuals
- ▲ Partnerships that expand the scope of service delivery and boosts the overall markets that create opportunities of growth and expansion in our region

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Mid-Term Tactics:

- ▲ The One-Stop Center continues to be the center of choice by job seekers and business/industry
- ▲ Repeat customers of employers and retention that leads to increased placement ratios
- ▲ Work regionally to further develop reverse hiring initiatives with business/industry and create more opportunities for the job seekers

Long-Term Tactics:

- ▲ Mobile services lab (RV with computers) to be even more accessible - go to businesses
- ▲ Enhancement of technology efforts– both individuals and businesses need access to cutting-edge technology and have the skills to utilize it
- ▲ Metro-wide integration of common deliverables for the workforce development agenda that is industry/business drive

SUMMARY:

Arapahoe/Douglas Workforce Development Board will continue to serve as the strategic leader for the local area designation of Arapahoe and Douglas Counties. The Board will work in partnership with the Governor, Colorado Workforce Development Council, and local elected officials to facilitate public/private partnerships; support talent development strategies that advance opportunities for all job seekers; to include, but not limited to low-skilled adults, persons needing childcare, youth, veterans, mature workers, low-income households, long-term unemployed, dislocated workers and individuals with disabilities. The Board will work to foster innovation, engage stakeholders, diversify funding, guarantee streamlined operations and service delivery excellence.

The Board will work with Arapahoe/Douglas Works! and local elected officials to ensure that a common vision and design is shared amongst the key stakeholders. The Board will work regionally through creating unified regional and local plans while integrating education, training, support services and other workforce services across the core programs. The Board will ensure that Arapahoe/Douglas Works! aligns their policies and service delivery model with regional economies and support sector strategies tailored to the needs of the community and region.

Arapahoe/Douglas Workforce Development Board will make investments in employment, education and training programs that ensure evidence-based, data-driven and programmatic service delivery that is accountable to participants and taxpayers. Performance accountability and data reporting will be aligned to promote the workforce development system that creates a best in class regional system, responsive to business/industry.

Matching a
Skilled
Workforce

Building a
Skilled
Workforce

Shaping a
Skilled
Workforce

Developing a
Skilled
Workforce

2015-2017 Targeted Industries



AEROSPACE



AVIATION



BIOSCIENCE



BROADBAND



CONSTRUCTION



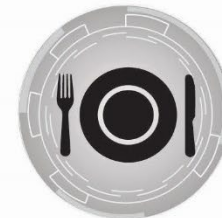
ENGINEERING



FINANCE &
INSURANCE



HEALTHCARE



HOSPITALITY



INFORMATION
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