

Strategic Plan

Priorities and Vision, Mission, Values

Program Years 2021 - 2024

Arapahoe/Douglas Workforce
Development Board


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

 National Association
of Workforce Boards

OVERVIEW

The Arapahoe/Douglas Workforce Development Board (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.

The Arapahoe/Douglas Workforce Development Board (Board) is a strategic leader in Colorado's workforce development system, and is nationally known for its 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 its leadership economic developers, business and industry associations, chambers of commerce, key industry sector leaders, workforce development professionals, education providers, and other stakeholders create the synergy to ensure the availability of skilled labor supply as the regional economy grows.

The Board has long been a statewide, regional, and national leader in using data in innovative ways to drive strategic planning and operational efficiency in the workforce development system. 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 uses data from multiple sources, including federal government repositories such as the US Bureau of Labor Statistics and the Census, state sources such as LMI Gateway, and powerful labor force data analytical tools like EMSI Developer.

This data is then used by the Board to inform discussions with local businesses to find the most effective ways to target public training funds. Board staff also routinely work with economic developers on labor force availability for key sectors, and with higher

education and key industry partners on strengthening the training pipeline to ensure both traditional and work-based training outcomes meet evolving skill needs in key sector career pathways.

This level of civic engagement allows the Board to convene stakeholders, and other local Workforce Boards, around key workforce development issues; these collaborative conversations serve to better align workforce resources within the greater metropolitan Denver area, as well as Colorado's urban Front Range to address the complexities in this regional market.

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.

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; and, as a co-funder. Businesses and sector groups are 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 services. 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 leverages public investment with commitments from industry, labor, public and community partners to braid funding to implement new innovative ideas and strategies.

STRATEGIC PLAN

The Arapahoe/Douglas Workforce Development Board conducted its biennial strategic planning session in a public meeting of the Board on March 11, 2020, immediately prior to the onset of the COVID-19 pandemic. The Board and staff identified and solidified key elements of their strategic priorities 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 capital investments that produce positive economic returns for our business, industry, and our communities.

Subsequently, the Board followed strategies set forth, as well as worked to develop new tactics as needs evolved during the pandemic. To this end, it assumed a strategic leadership role within community efforts toward recovery. Correspondingly, the One-stop service provider, Arapahoe/Douglas Works!, implemented virtual service delivery during the initial shut-down, and then adopted a hybrid service model encompassing both in-

person and virtual service delivery, whereby significantly increasing both reach and scope of workforce development services for job seekers and businesses.

In 2020, the Board partnered with economic developers, chambers of commerce, educators, businesses, and industry sector partnerships to ensure that the most relevant and current data was available. This effort assisted with informing conversations and collaborative efforts pertaining to recovery strategies. These partnerships were instrumental in the administration and rapid distribution of over \$15.3 million in CARES Act funding through Arapahoe/Douglas Works! to support local businesses and job seekers.

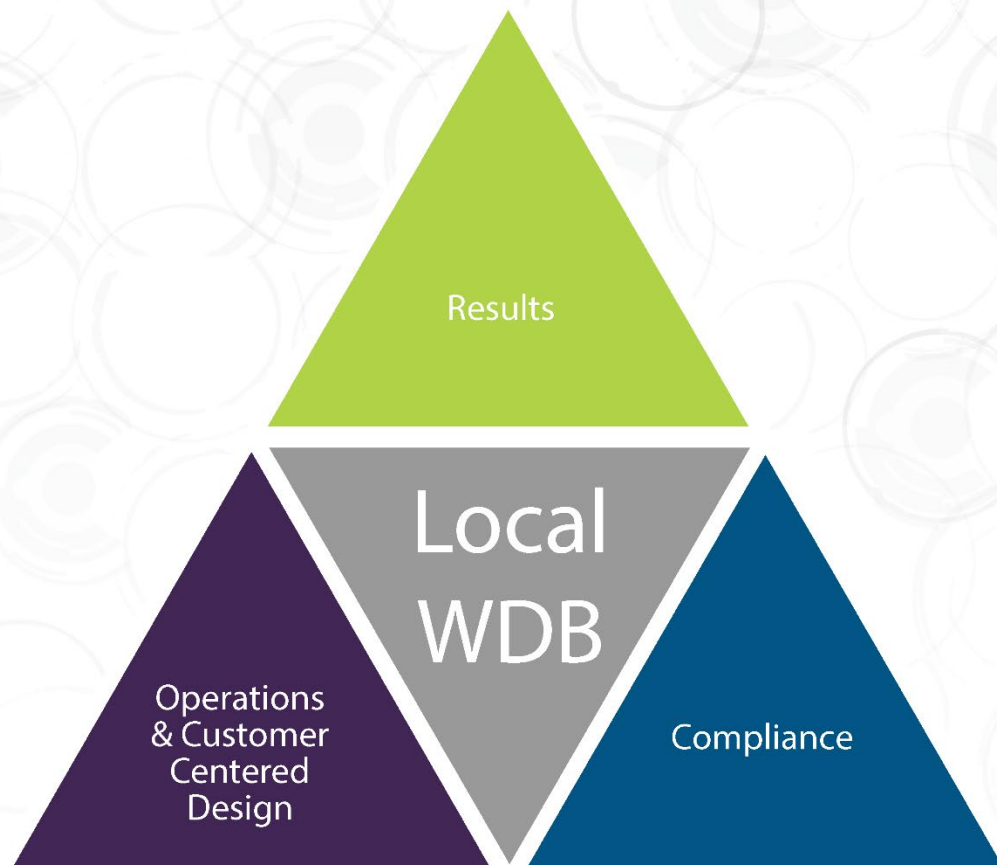
Because the pandemic had such far-reaching effects on the Board and its operations during 2020, the Board Executive Committee reviewed and revised the strategic planning materials and new goals in a special session on March 30, 2021. The revisions and an updated 2021-2024 Strategic Plan was then approved during the June 3, 2021, Workforce Development Board Meeting.

The revised plan included a new structure to ensure that the Board, and its One-Stop service provider, Arapahoe/Douglas Works!, is aligned purposefully with the Workforce Innovation and Opportunity Act, and the ever evolving economic and workforce landscape.

This new structure addresses three areas of focus for the Board: results; operations and customer centered design; and, compliance. Expertise will be leveraged to engage in additional efforts in the community in support of special populations and businesses. Updates on these special initiatives and taskforces will be communicated to the Board to ensure the efforts of these collaborations and initiatives are congruent with the overall workforce development strategy in the region and in the local area.



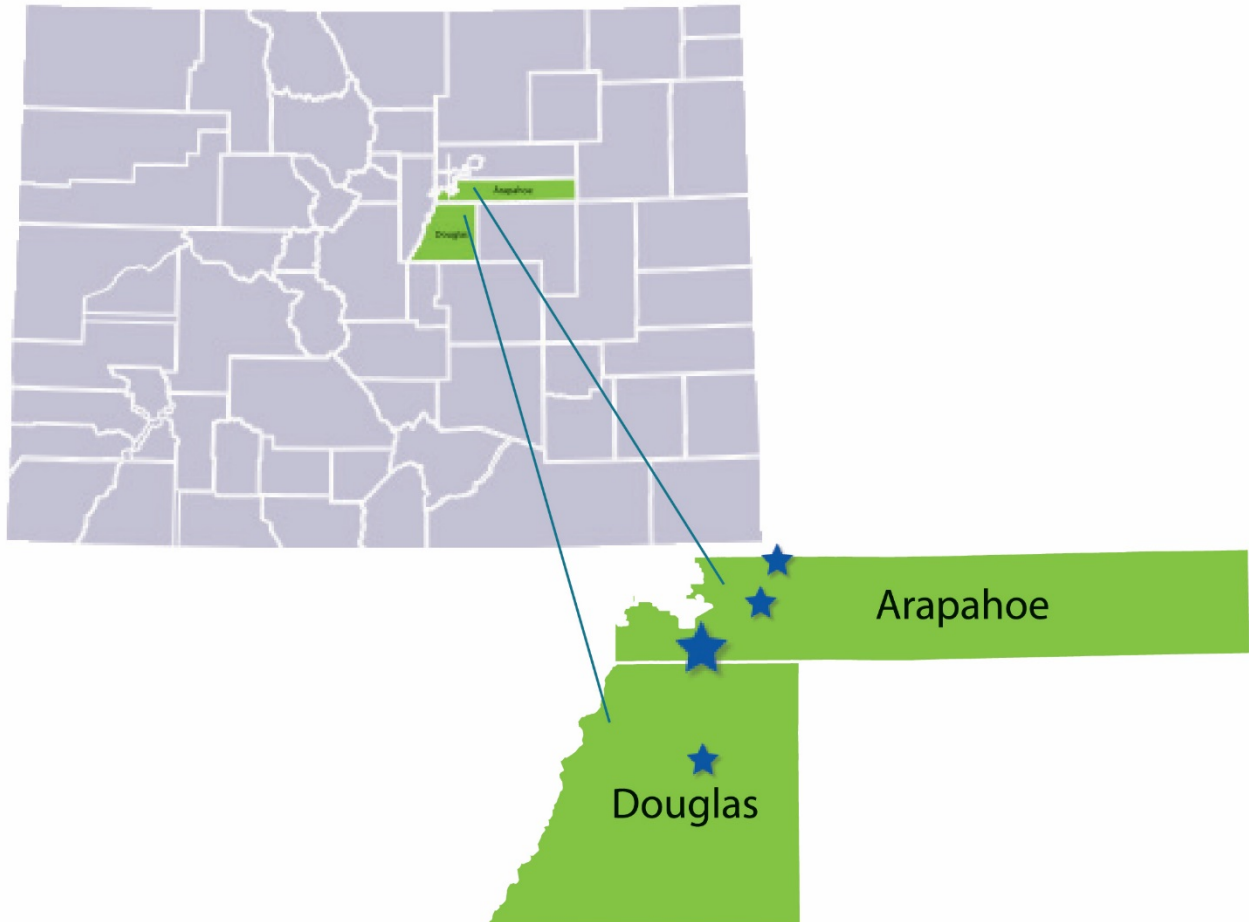
Local Workforce Development Board Structure



PRIORITIES

After completing the strategic planning, the Arapahoe/Douglas Workforce Development Board was able to define the strategic priorities for the next four years (WIOA Program Years 2021-2024). These priorities are as follows:

1. Strengthen the long-term vitality of the workforce development system by creating and building on sustainable partnerships and alternative funding solutions.
2. Building a sound economic infrastructure through development of skills-based learning endeavors, registered apprenticeships, and long-term learning to meet the demands of business/industry and job seekers within the region.
3. Enhance responsive data-driven products and services in collaboration with local, regional, and national partners.



Strategic Priority One:

Strengthen the long-term vitality of the workforce development system by creating and building on sustainable partnerships and alternative funding solutions.

Ongoing Actions:

- ▲ Continue education and promotion of business services to assist with outreach, screening, candidate referral, and options for work-based learning opportunities and apprenticeships.
- ▲ Continue education regarding the One-stop's business outreach plan, and enhance the Board's role in engaging regional businesses and communicating resources available through the workforce development system.
- ▲ Continue education and collaboration with local employers regarding skills-based hiring, and promote these efforts within business and industry.
- ▲ Increase Board representation in local, statewide, and national workforce development, economic development, and business/industry organizations and associations.

Short-Term Tactics:

- ▲ Continue to build and enhance a strong virtual presence to increase scope and reach of workforce development services within the community.
- ▲ Increase marketing and information about One-stop services and accomplishments. Ensure the value-add message is clear, concise, and data-driven.
- ▲ Publish our proficiency to strategic audiences such as business and industry groups, economic developers, elected officials, and the community at-large. Initiatives may include, but may not be limited to, press and media releases, regular reports on labor supply and demand, industry and regional profiles, and yearly assessments of the economic impact of workforce center operations. In addition, increase dissemination of end-user testimonials from businesses, job seekers, and other stakeholders.

Mid-Term Tactics:

- ▲ Produce deliverables that have impact across key industries.
- ▲ Clarify message for dual supply/demand customer segments.
- ▲ Increase Arapahoe/Douglas Works! market share of local businesses posting jobs.
- ▲ Be the driving force for merging workforce and economic development activities to build a robust pipeline of skilled workers in the region, and to create best practices that strengthen both the statewide and national economy.

Long-Term Tactics:

- ▲ Align business partnerships that bring the best return on investment to Arapahoe and Douglas counties, and the greater metro Denver region.
- ▲ Ensure that all training investments are aligned to regional civic and economic growth strategies.
- ▲ Identify local gaps in workforce development, and create sustainable partnerships to address those gaps so that both job seekers and businesses continue to thrive in the global economy.
- ▲ Blend key stakeholder visions of economic growth and human capital to produce results that have an economic impact locally, regionally, and statewide.

Strategic Priority Two:

Build a sound economic infrastructure through development of skills-based learning endeavors, registered apprenticeships, and long-term learning to meet the demands of business/industry and job seekers within the region.

Ongoing Actions:

- ▲ Continue to house and support the regional efforts of the Colorado Urban Workforce Alliance (CUWA) to ensure the Board is taking a regional approach to workforce development.
- ▲ Continue to leverage apprenticeship, work-based learning, and business services to maximize skill-based training options serving local businesses in key industry sectors.
- ▲ Address gaps in digital literacy, digital skills, and access to high-speed broadband among job seekers served by Arapahoe/Douglas Works! through enhanced partnerships that ensure skills to compete in an increasingly distributed and digital workforce.

Short Term Tactics

- ▲ Engage businesses and industry sector partnerships to create career pathways that allow job seekers to upskill through access to entry-level training on-ramps that lead to career pathways in in-demand occupational groups and continued marketability in growing industries.
- ▲ Communicate with businesses and create enhanced partnerships with educators and other key stakeholder groups to create and sustain a growing training pipeline, in conjunction with classroom training, allowing job seekers entry into lucrative career fields.
- ▲ Develop short-term, data-driven, industry focused and led trainings that build stackable credentials through a career pathway model.
- ▲ Continue to build the Registered Apprenticeship infrastructure in the region and the state.

Mid Term Tactics:

- ▲ Influence and advocate for local, state, and national workforce policies and economic resources to support a training pipeline that meets business/industry demand.
- ▲ Work with businesses who have been successful using work-based and apprenticeship opportunities to create a compelling value proposition around this type of training approach for other businesses and industries in the region.
- ▲ Create quality customer-centered programming that ensures Arapahoe/Douglas Works! is sought out and recognized as the workforce center of choice by job seekers and business/industry.

Long Term Tactics:

- ▲ Continue to convene business and industry leaders, economic developers, chambers, educators, and other stakeholders, including elected officials, and ensure they have both the necessary business intelligence to inform discussions, and a forum to develop and sustain unique, innovative, and powerful skills-based

approaches to ensure the continued competitiveness of local and regional businesses.

- ▲ Leverage a variety of resources to fund work-based and apprenticeship opportunities to decrease reliance on federal funding.

Strategic Priority Three:

Enhance responsive data-driven products and services in collaboration with local, regional, and national partners.

Ongoing Actions:

- ▲ Improve and upgrade existing data products as improved technology becomes available.
- ▲ Publish current data products regularly, and develop new reports as necessary to support the Board's mission, vision, and values.
- ▲ Solicit regular input from customers on regularly published data products, as well as new needs as they evolve.

Short-Term Tactics:

- ▲ Expose Board members to regularly published data products through presentations and reports in meetings and in electronic communication.
- ▲ Regularly provide analysis of data to inform workforce-related discussions among board members, job seekers, businesses, and other stakeholders.

Mid-Term Tactics:

- ▲ Obtain regular input from Board members, Arapahoe/Douglas Works! staff, job seekers, businesses, and other stakeholders to drive continuous improvements to data products and services.
- ▲ Continue working with national entities on data initiatives, and adopt best practices as appropriate.

Long-Term Tactics:

- ▲ Use data to inform the development and enhancement of registered apprenticeships, work-based learning, and career exploration workshops and resources.
- ▲ Use data to engage businesses around creating training on-ramps leading to well-defined career pathways in high-growth industries, and in high-demand occupation groups.



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, and continue to design services that help our customers reflect the diversity of the regional workforce. The Board will work to foster innovation, engage stakeholders, diversify funding, streamline operations and provide service delivery excellence.

Moreover, 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 its menu of services across all programs. The Board will ensure that Arapahoe/Douglas Works! aligns its policies, and support sector strategies tailored to the needs of the community, region, and state.

Arapahoe/Douglas Workforce Development Board will make investments in employment, education and training programs that are evidence-based, data-driven and accountable to participants and taxpayers. Performance accountability and data reporting will be aligned to promote the workforce development system, and build a best-in-class regional system, responsive to the needs of job seekers, businesses, and other stakeholders throughout Colorado.

Matching a
Skilled
Workforce

Building a
Skilled
Workforce

Shaping a
Skilled
Workforce

Developing a
Skilled
Workforce

2021 Targeted Industries



AEROSPACE



AVIATION



BIOSCIENCE



BROADBAND



CONSTRUCTION



ENGINEERING



FINANCE &
INSURANCE



HEALTHCARE



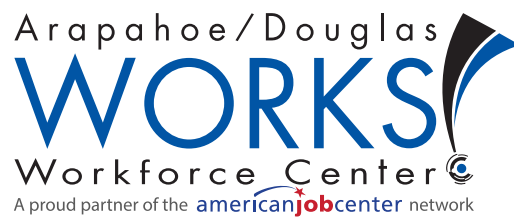
HOSPITALITY



INFORMATION
TECHNOLOGY



MANUFACTURING



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