



**Arapahoe/Douglas
Local Area Plan
2024-2027**

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Preface:

As outlined in the Colorado Workforce Development Council's (CWDC) PY24-27 WIOA State Plan, Colorado's vision for its workforce development system is that every Colorado employer has access to a skilled workforce and every Coloradan has the opportunity for meaningful employment, resulting in individual and statewide economic prosperity.

The Governor's administration is focused on four key issues that affect all aspects of talent development in Colorado: **quality, equity, access** and **affordability**. As a state, we are working to enhance each of these domains in relation to all programs that connect Coloradans to in-demand careers and pathways to prosperity. The north star focus is that every learner can attain the skills and knowledge needed to find a job that supports themselves and their family.

The Colorado Workforce Development Council (CWDC) is charged with aligning the efforts of economic development, education, workforce development, government, and business stakeholders at the local, regional, and state levels. The CWDC ensures the strategic vision for the workforce system remains relevant by convening partners, leveraging resources, and working to remove communication and regulatory barriers in order to help businesses create jobs, retain jobs, and access a highly competitive workforce.

During the next four years, Colorado's talent development network will focus on enhancing quality, equity, access, and affordability of all programs that connect Coloradans to in-demand careers and pathways to prosperity. Through the leadership of the Governor's office, we will create a Colorado where every learner can attain the skills and knowledge needed to find a job that supports themselves and their family. Investments under WIOA will be directed to meet our state's unique workforce needs and include the flexibility for local areas to enhance wrap-around services to solve for challenges including transportation and childcare. Investments will also focus on meeting regional needs and expanding business-led strategies for enhancing our state's talent pipeline.

The Colorado Workforce Development Ecosystem is diversified and localized to economies throughout the state to provide services to both job seekers and business/industry. Throughout the state of Colorado, these customers receive services based on their unique need through a variety of programs. One consistent funding stream for all Federally recognized Workforce Development Areas (10) and Planning Regions (3) is the Workforce Innovation and Opportunity Act (WIOA) of 2014. Starting in Program Year (PY16) State, Regional, and Local Plans have been developed to act as a backbone document to show the impacts of the system, while also looking to ensure that each area is addressing local needs while being fiscally responsible.

As noted in the PY24-27 WIOA State plan, written by the Colorado Workforce Development Council, “Colorado has a well-coordinated workforce system” that is not only anchored at the state level by Governor Polis, but at local levels through elected officials to ensure that the workforce system can achieve the bold goals not only set forth by the administration, but also by the United States Department of Labor – Employment and Training Agency (USDOL-ETA).

Colorado’s workforce system has worked with other organizations to ensure that there is a focus on cross-agency collaboration and coordination. Additionally, Colorado has adopted a mindset that includes community-based organizations, education partners, libraries, and other institutions as key stakeholders that contribute to the success of the Workforce Development Ecosystem.

Colorado and local workforce development boards have embraced enhancing the use of evidence and data to inform workforce development strategies and to influence the design and execution of initiatives.

This work does not follow single-program lines. The Colorado Workforce Ecosystem has close collaborations with partners at the State and Local levels to ensure customers have opportunity to find employment within any sector and businesses have a pool of talent that ensures success.

Sector Partnerships have grown over the last 10 years to more than 50 statewide recognized groups covering many of the largest sectors. While informed at the local level, this model ensures that stakeholders including workforce, education, chambers, economic development, and others can identify and address pinch points in a timely manner.

On behalf of the Arapahoe/Douglas Workforce Region and the Colorado Central Planning Region, we welcome all to the Colorado Workforce Ecosystem.

The **2024-2027 WIOA Combined State Plan** is posted on the Colorado Workforce Development Council (CWDC) website at <https://cwdc.colorado.gov/wioa/colorado-state-plan>.

Planning Region: Colorado Central Planning Region – Regional Plan is posted on the Colorado Workforce Development Council (CWDC) website at <https://cwdc.colorado.gov/wioa/regional-and-local-plans>.

Local Areas Included in the Colorado Central Planning Region: Adams, Arapahoe/Douglas, Boulder, Broomfield, Denver, Jefferson (Tri-County), Larimer, and Pikes Peak (Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, El Paso, Gilpin, Jefferson, Larimer, and Teller counties)

OVERVIEW

The Arapahoe/Douglas Workforce Development Board (ADWDB) is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of Arapahoe County, Douglas County and the Metro Denver region.

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 ADWDB 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 ADWDB, 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 ADWDB leads the development of strong, vibrant regional economies where businesses thrive and people want to live and work. The ADWDB mission, vision, values, and strategies are in alignment with and consider the four key issues that affect all aspects of talent development in Colorado: **quality, equity, access and affordability.**

The ADWDB uses data in new and more effective 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 ADWDB works together with other local boards and the State Council to maintain a data collection system and conduct analyses 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 ADWDB uses data from multiple sources, including economic development agencies.

The ADWDB's strategic priorities that continue to be developed and explored for 2024 – 2027, acting as a framework for agility to meet the needs driven by dynamic economic conditions and a rapidly evolving labor market are as follows:

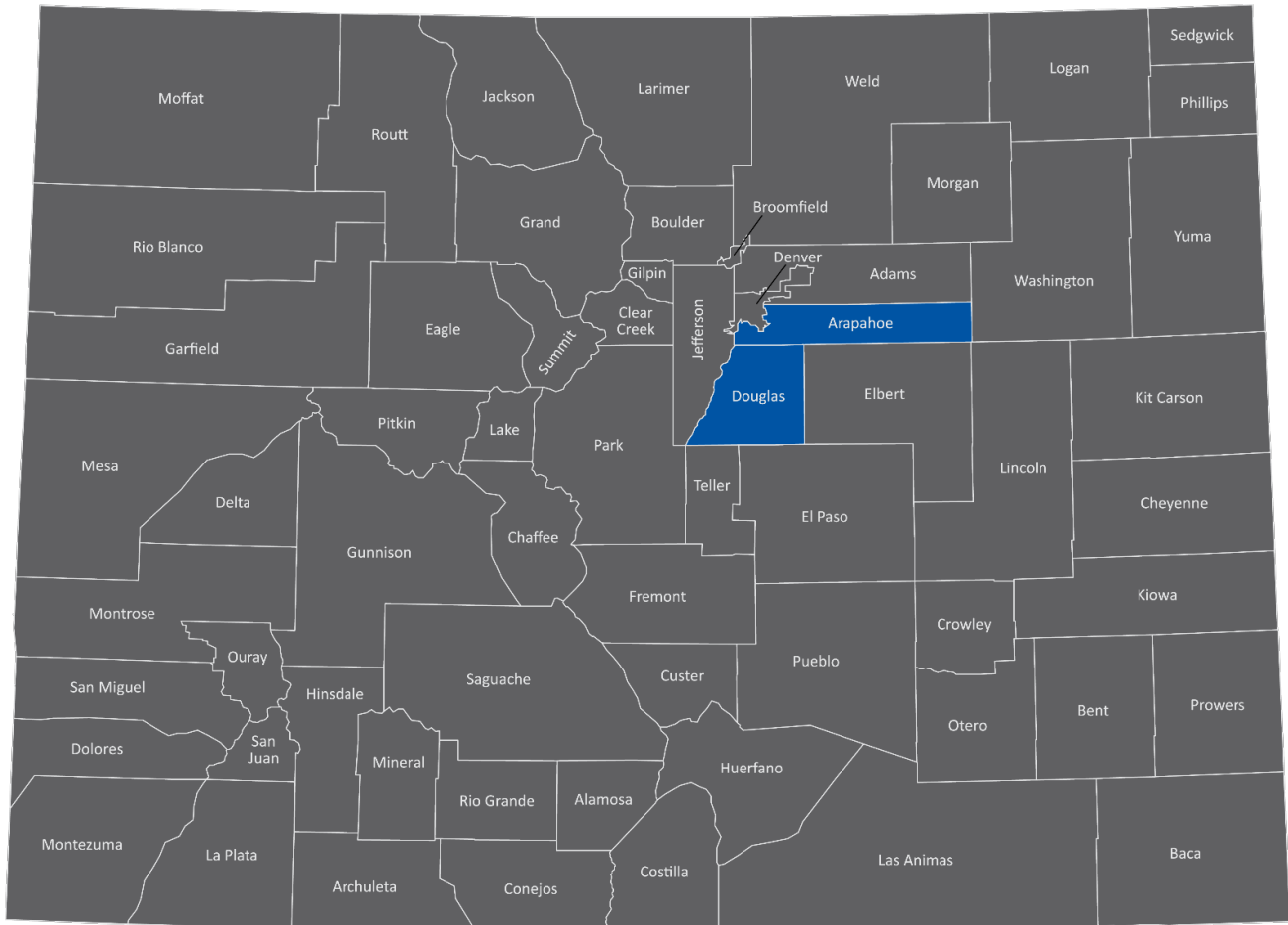
1. Expand connection to the workforce development system: promote awareness of services through strategic outreach and by building on community partnerships in ways that foster economic vitality for businesses and economic mobility and self-sufficiency for job seekers.
2. Increase equitable access to quality jobs within sustainable career pathways and affordable training through workforce development services and system collaboration for the benefit of the local workforce.
3. Act to maximize the workforce development system's capacity to provide innovation and agility in addressing the rapidly changing opportunities and challenges of the future

of work to ensure a skilled workforce and economic vitality in the region.

4. Advance partnerships throughout the workforce development ecosystem to further collaborative work that holistically meets the needs of job seekers in mitigating barriers to employment and provides the skilled talent for businesses to thrive.

The ADWDB serves the workforce needs of Arapahoe and Douglas Counties, which together make up the southeastern portion of Colorado’s Denver Aurora Metro Area. This infrastructure of the region includes the Arapahoe/Douglas Workforce Development Board, the Arapahoe/Douglas Works! Workforce Center, economic developers, real estate developers, local governments, public transit, utilities, and P-20 education. It is this public-private partnership which has made the Denver Metro Area one of the most diversified economies in the United States; a magnet for young families and young adults due to world-class business parks, public transportation, infrastructure, international passenger and commercial air transportation, ample recreation opportunities, clean air and water, and a vibrant, expanding economy that grows jobs. The economy is diverse, vibrant and growing due to the region’s high quality of life, which has attracted a skilled labor force that has allowed the region to become a hub for several advanced high-tech sectors.

Arapahoe/Douglas Workforce Region Map



INSTRUCTIONS:

Planning Regions and Local Areas must update all segments of their plan narrative for alignment with the PY24-27 state plan vision and goals that were posted for public comment on November 2, 2023. The questions found in this template are consistent with federal guidance for local plans and have not been modified for this planning cycle. All information provided in response to these questions must be updated to reflect current data and activities.

Local Plan Questions/Responses

- 1. Provide an analysis of the workforce development activities (including education and training) in the local area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the local area.**

Arapahoe/Douglas Works! employs a no-wrong-door, human-centered approach throughout the provision of workforce development services to ensure the dynamic needs of customers and the labor market are addressed and supported. Arapahoe/Douglas Works! has an economic impact of \$52.7 million dollars, and for every \$1.00 public dollar invested, \$9.22 is put back into the economy. This return on investment is achieved through the programs and service provision as outlined in this plan.

Arapahoe/Douglas Works! operates and administers Title III Wagner-Peyser career services, business services, Workforce Innovation and Opportunity Act (WIOA) Title I programs, Employment First (SNAP), Colorado Works (TANF) and other discretionary grant and special initiative programming. Arapahoe/Douglas Works! supports hundreds of participants in educational, credential-based training, and work-based learning activities annually, focusing on locally defined, in-demand industries. Career navigation is customer-centered and data and labor-market-driven. Participants are frequently co-enrolled in one or more grant programs to increase access to broader support and leverage braided funding for training

and supportive services, which assists with affordability for participants to access programs that offer valuable certifications for the local labor market. This holistic, wrap-around service delivery model ensures participants' barriers are mitigated and they have access to growing and in-demand career pathways. Arapahoe/Douglas Works! has been recognized for having a national best practice employing this service delivery model. Additionally, thousands of individuals receive career services annually, which include, but are not limited to, resume preparation, interview assistance, networking opportunities, financial literacy and budgeting resources, digital literacy tools, soft and hard skill acquisition, and data-informed career exploration activities.

Arapahoe/Douglas Works! strives to ensure accessibility to all customers. This includes providing in-person and virtual services to reach a broader customer base regardless of geographic location. Arapahoe/Douglas Works! is also co-located in multiple community partner locations, in addition to the main one-stop and satellite offices. As it pertains to business services, Arapahoe/Douglas Works! serves businesses and industry in building talent pipelines and expanding capacity through strategies for a scarce labor market, including work-based learning options and automation strategies, business education, consultive support, and partnerships to foster economic development throughout the local area.

As a leader in scaling and fostering apprenticeship career pathways in Colorado, Arapahoe/Douglas Works! serves as the fiscal agent and convener of the Colorado Apprenticeship Hub. The Colorado Apprenticeship Hub is a foundational resource statewide in development, implementation, and access to apprenticeships. The Apprenticeship Hub team provides statewide training on various topics related to apprenticeships and how staff can support businesses and job seekers interested in apprenticeships as a training solution. The Apprenticeship Hub team provides ongoing training resources that are accessible to the public as an ongoing resource so that partners will have access to a wealth of knowledge and practical tools regarding apprenticeships and tangible practices for local workforce areas to support access to apprenticeship programs directly.

In support of access to training opportunities, Arapahoe/Douglas Works! collaborates with community colleges and training providers to upskill the local workforce with in-demand industry-recognized credentials to meet the regional economy's needs.

Arapahoe/Douglas Works! staff sit on various advisory boards to ensure that the training curriculum is labor market data-informed and driven by business needs.

Arapahoe/Douglas Works! is intensely focused on ensuring resources and educational opportunities are available to address the technology and digital literacy gap that has dramatically increased due to the pandemic, paired with the rapid advancement of technology across industries. For example, Arapahoe/Douglas Works! offers digital literacy upskilling with North Star Digital Literacy online classes and through a Virtual Work Readiness Program in partnership with Arapahoe Community College.

Additionally, Arapahoe/Douglas Works! is partnering with Arapahoe Libraries to bring Basic Computer, Microsoft Word, and Microsoft Excel classes onsite. These classes are open to all customers but are highly promoted in the Generations@Work! program for mature job seekers due a high need for digital literacy upskilling among this population. Arapahoe/Douglas Works! will continue to partner with State and local organizations to ensure tools and training are accessible to those in need. Arapahoe/Douglas Works! stands ready to meet the credentialing and digital upskilling needs of the local workforce.

Arapahoe/Douglas Works! continually fosters new and enhances existing relationships with nonprofit organizations that primarily serve underserved populations to ensure continuity of service delivery. This includes being co-located at community partner sites to reduce barriers, provide wrap-around services, and meet individuals where they are already accessing resources.

Arapahoe/Douglas Works! utilizes data analytics to monitor and better understand labor market information (LMI), which includes skill gaps, employment trends, and program effectiveness. The following is an LMI analysis of the local area.

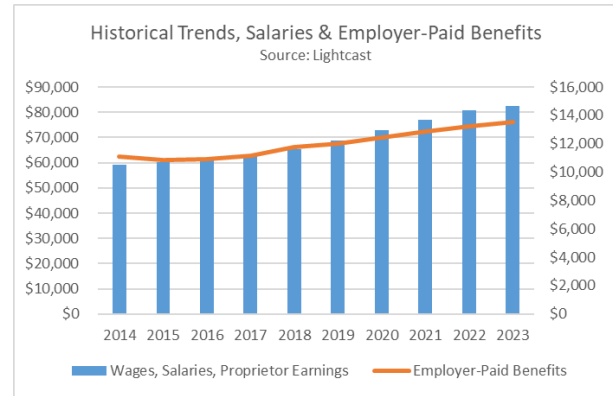
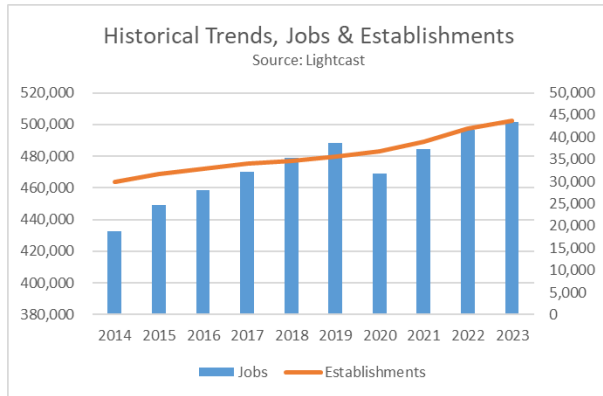
Labor Market Analysis: Arapahoe/Douglas Workforce Region (Arapahoe and Douglas Counties)

Economic Overview

Area	Population (2023)	Labor Force (Sep 2023)	Jobs (2023)	Cost of Living	GRP	Imports	Exports
Arapahoe/Douglas	1,042,056	588,651	539,975	114.8	\$91,956,906,956	\$77,289,814,511	\$74,744,618,980
Colorado	5,874,618	3,253,072	3,249,917	111.1	\$481,875,096,107	\$332,993,689,800	\$406,493,555,598
Percent	17.7%	18.1%	16.6%	103.3%	19.1%	23.2%	18.4%

Source: Lightcast

Historical Trends



Description	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Annual Growth Rate
Jobs	432,551	449,142	458,580	469,898	479,113	488,380	469,089	484,475	496,666	501,420	1.5%
Establishments	29,969	31,764	32,963	33,960	34,675	35,597	36,827	38,974	41,968	43,707	3.8%
Wages, Salaries, Proprietor Earnings	\$59,197	\$60,249	\$60,977	\$63,452	\$65,247	\$68,754	\$73,001	\$77,084	\$80,872	\$82,515	3.4%
Employer-Paid Benefits	\$11,094	\$10,845	\$10,904	\$11,177	\$11,764	\$12,038	\$12,427	\$12,860	\$13,231	\$13,505	2.0%

Source: Lightcast

Projected Growth by Sector

NAICS	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Payrolled Business Locations	Employment Concentration
62	Health Care and Social Assistance	65,522	71,329	5,807	9%	4,109	0.96
54	Professional, Scientific, and Technical Services	59,299	64,868	5,568	9%	10,532	1.70
90	Government	57,294	59,441	2,148	4%	247	0.74
72	Accommodation and Food Services	41,578	43,287	1,709	4%	2,114	0.94
23	Construction	36,745	38,211	1,467	4%	3,483	1.43
52	Finance and Insurance	39,577	40,954	1,377	3%	3,331	1.84
61	Educational Services	10,775	11,954	1,179	11%	807	0.87
55	Management of Companies and Enterprises	13,294	14,324	1,029	8%	978	1.62
71	Arts, Entertainment, and Recreation	9,830	10,784	954	10%	579	1.24
48	Transportation and Warehousing	8,257	9,025	769	9%	768	0.38
81	Other Services (except Public Administration)	21,206	21,969	763	4%	3,302	0.98
31	Manufacturing	11,841	12,549	708	6%	674	0.29
42	Wholesale Trade	21,059	21,648	589	3%	3,092	1.09
53	Real Estate and Rental and Leasing	9,922	10,379	457	5%	2,647	1.25
99	Unclassified Industry	510	722	212	42%	186	0.44
44	Retail Trade	50,199	50,361	162	0%	2,725	1.02
11	Agriculture, Forestry, Fishing and Hunting	539	574	35	6%	75	0.11
22	Utilities	468	501	33	7%	27	0.26
21	Mining, Quarrying, and Oil and Gas Extraction	561	453	(108)	(19%)	136	0.30
51	Information	21,998	21,882	(116)	(1%)	1,224	2.23
56	Administrative and Support and Waste Management and Remediation Services	30,854	30,590	(264)	(1%)	2,674	1.01
	Totals	511,328	535,804	24,476	5%	43,707	

Source: Lightcast

Projected Growth by Occupation Family

Projected Growth by Occupation Family, Arapahoe and Douglas Counties										
SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turnover Rate
15	Computer and Mathematical	30,613	33,327	2,714	8.9%	\$38.61	\$51.72	12,871	11,103	37.5%
13	Business and Financial Operations	53,789	56,478	2,689	5.0%	\$29.28	\$38.81	28,647	28,727	54.5%
31	Healthcare Support	20,224	22,667	2,443	12.1%	\$15.34	\$17.59	21,454	18,467	95.4%
11	Management	31,990	34,262	2,272	7.1%	\$49.55	\$66.47	17,028	15,369	49.4%
29	Healthcare Practitioners and Technical	27,626	29,754	2,128	7.7%	\$30.72	\$39.70	13,561	10,186	37.9%
35	Food Preparation and Serving Related	42,883	44,820	1,937	4.5%	\$13.60	\$15.38	63,259	60,339	143.6%
53	Transportation and Material Moving	28,671	30,145	1,474	5.1%	\$17.10	\$19.49	31,959	30,241	107.7%
25	Educational Instruction and Library	26,295	27,463	1,168	4.4%	\$19.61	\$24.67	12,195	12,072	46.7%
47	Construction and Extraction	24,984	26,072	1,088	4.4%	\$21.72	\$26.67	17,666	17,328	70.7%
39	Personal Care and Service	13,640	14,573	932	6.8%	\$14.82	\$17.30	17,627	16,621	125.3%
41	Sales and Related	58,753	59,631	878	1.5%	\$15.69	\$20.89	50,981	49,040	84.0%
49	Installation, Maintenance, and Repair	18,181	18,946	765	4.2%	\$21.61	\$27.49	11,338	10,740	60.1%
17	Architecture and Engineering	13,974	14,711	737	5.3%	\$35.46	\$45.79	4,915	4,933	36.1%
37	Building and Grounds Cleaning and Maintenance	14,207	14,855	647	4.6%	\$15.61	\$17.82	16,846	15,673	112.4%
21	Community and Social Service	8,651	9,238	587	6.8%	\$21.28	\$26.70	4,818	4,282	50.7%
43	Office and Administrative Support	56,775	57,224	448	0.8%	\$18.24	\$22.02	45,214	46,752	83.0%
51	Production	10,738	11,130	392	3.6%	\$17.56	\$21.10	9,265	9,177	86.9%
19	Life, Physical, and Social Science	4,639	4,945	306	6.6%	\$28.81	\$39.32	2,542	2,454	54.3%
33	Protective Service	9,480	9,775	296	3.1%	\$16.74	\$21.93	8,069	8,089	86.4%
27	Arts, Design, Entertainment, Sports, and Media	7,500	7,740	240	3.2%	\$21.68	\$29.93	5,081	4,803	64.9%
23	Legal	4,546	4,755	209	4.6%	\$33.32	\$48.54	1,574	1,709	38.2%
45	Farming, Fishing, and Forestry	652	677	25	3.8%	\$13.11	\$16.25	857	926	144.2%
	Totals	508,811	533,187	24,376	4.8%			397,768	379,031	76.0%

Source: Lightcast

Occupations Projected to add the Most Jobs, Arapahoe and Douglas Counties										
SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turnover Rate
31-1128	Home Health and Personal Care Aides	9,567	11,100	1,533	16.0%	\$14.38	\$15.38	9,441	8,399	93.0%
15-1252	Software Developers	9,404	10,594	1,190	12.7%	\$47.83	\$60.39	4,013	2,887	32.1%
11-1021	General and Operations Managers	9,186	9,764	578	6.3%	\$43.24	\$62.20	5,543	4,974	55.6%
35-3023	Fast Food and Counter Workers	13,515	14,082	567	4.2%	\$13.59	\$14.37	22,623	21,930	165.6%
29-1141	Registered Nurses	8,482	9,006	524	6.2%	\$36.48	\$39.08	4,229	2,931	35.4%
35-2014	Cooks, Restaurant	5,475	5,995	520	9.5%	\$16.07	\$16.65	7,085	6,137	115.9%
13-1161	Market Research Analysts and Marketing Specialists	5,854	6,248	394	6.7%	\$25.92	\$36.66	3,659	3,496	61.3%
13-2052	Personal Financial Advisors	2,749	3,101	352	12.8%	\$27.21	\$43.12	785	663	25.4%
13-2011	Accountants and Auditors	7,120	7,457	337	4.7%	\$29.46	\$37.23	3,938	4,041	57.9%
31-1131	Nursing Assistants	3,932	4,267	335	8.5%	\$17.29	\$18.21	4,327	3,692	96.8%
53-7065	Stockers and Order Fillers	8,727	9,059	331	3.8%	\$15.20	\$17.68	10,305	9,551	110.9%
13-1082	Project Management Specialists	6,065	6,362	296	4.9%	\$36.65	\$47.51	2,937	2,956	49.8%
13-1111	Management Analysts	2,747	3,027	280	10.2%	\$35.14	\$46.48	1,629	1,348	51.2%
11-3031	Financial Managers	3,112	3,390	278	8.9%	\$61.44	\$77.57	1,484	1,299	43.1%
13-1199	Business Operations Specialists, All Other	8,312	8,583	271	3.3%	\$29.30	\$38.15	4,705	4,977	60.7%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,691	5,959	269	4.7%	\$14.77	\$16.62	6,551	6,150	110.1%
11-3021	Computer and Information Systems Managers	2,806	3,074	268	9.6%	\$63.79	\$79.32	1,236	1,062	39.2%
47-2111	Electricians	3,365	3,621	256	7.0%	\$21.16	\$27.39	2,433	2,155	65.9%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	4,188	4,421	233	5.6%	\$16.73	\$20.85	4,607	4,352	106.4%
15-1232	Computer User Support Specialists	3,484	3,716	232	6.7%	\$24.54	\$29.95	1,615	1,499	44.2%

Source: Lightcast

Key Takeaways (Lightcast)

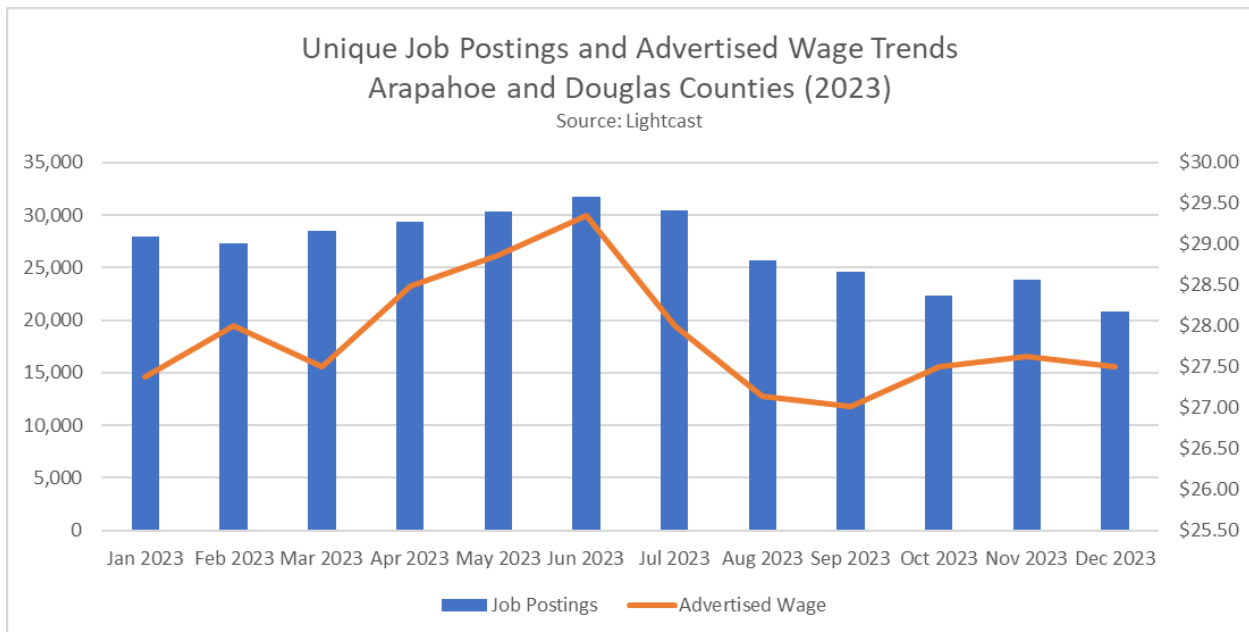
- As of 2023, the region's population increased by 4.6% since 2018, growing by 45,881. Population is expected to increase by 4.5% between 2023 and 2028, adding 47,216.
- From 2018 to 2023, jobs increased by 4.8% in the Arapahoe/Douglas Region from 515,252 to 539,975. This change outpaced the national growth rate of 3.6% by 1.2%. As the number of jobs increased, the labor force participation rate decreased from 71.2% to 70.8% between 2018 and 2023.
- Concerning educational attainment, 31.8% of the selected regions' residents possess a bachelor's degree (10.7% above the national average), and 8.0% hold an

associate degree (0.9% below the national average).

- The top three industries in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Computer Systems Design and Related Services.
- The Arapahoe/Douglas region has 226,691 millennials (ages 25-39). The national average for an area this size is 209,801.
- Retirement risk is low in the Arapahoe/Douglas region. The national average for an area this size is 309,211 people 55 or older, while there are 271,206 here.
- Racial diversity is low in the Arapahoe/Douglas region. The national average for an area this size is 424,317 racially diverse people, while there are 358,278 here.
- The Arapahoe/Douglas region has 57,471 Veterans. The national average for an area this size is 53,884.
- The Arapahoe/Douglas region has 5.28 violent crimes per 1,000 people. The national rate is 2.41 per 1,000 people.
- The Arapahoe/Douglas region has 31 property crimes per 1,000 people. The national rate is 12.12 per 1,000 people.

Employment, Knowledge, and Skills Overview

In calendar 2023, employers in Arapahoe and Douglas counties posted an average of 12,522 unique jobs per month. The average posted wage through 2023 was \$26.05 per hour.



This table shows the education and experience requirements of unique jobs posted in the Arapahoe/Douglas region in calendar year 2023. The structurally scarce labor market has encouraged skill-based rather than education-based hiring, as can be seen in the top portion of the table. However, over 39% of the jobs posted required a bachelor’s degree or higher.

Education and Experience Breakdown, Arapahoe and Douglas Counties		
Education Level	Unique Postings	Percent
No Education Listed	90,621	44.9%
High school or GED	46,471	23.0%
Associate degree	14,675	7.3%
Bachelor's degree	59,909	29.7%
Master's degree	14,932	7.4%
Ph.D. or professional degree	4,850	2.4%
Minimum Experience	Unique Postings	Percent
No Experience Listed	102,601	50.8%
0 - 1 Years	34,403	17.0%
2 - 3 Years	38,924	19.3%
4 - 6 Years	17,411	8.6%
7 - 9 Years	4,528	2.2%
10+ Years	4,155	2.1%

Source: Lightcast

Top Jobs Posted

Top Posted Occupations Arapahoe and Douglas Counties			
Occupation (SOC)	Total Postings (Jan 2023 - Dec 2023)	Unique Postings (Jan 2023 - Dec 2023)	Median Posting Duration
Registered Nurses	99,852	19,111	28 days
Retail Salespersons	21,774	6,128	29 days
Software Developers	14,008	4,928	29 days
First-Line Supervisors of Retail Sales Workers	16,012	4,823	30 days
Customer Service Representatives	16,405	3,724	28 days
Sales Representatives, Wholesale and Manufacturing	10,960	3,574	29 days
Medical and Health Services Managers	12,277	3,302	28 days
Computer Occupations, All Other	10,414	3,268	29 days
Fast Food and Counter Workers	11,678	2,931	31 days
Managers, All Other	8,005	2,910	29 days
Maintenance and Repair Workers, General	9,151	2,699	29 days
Laborers and Freight, Stock, and Material Movers, Hand	10,011	2,412	26 days
Heavy and Tractor-Trailer Truck Drivers	12,010	2,328	29 days
Food Service Managers	7,289	2,158	31 days
Health Technologists and Technicians, All Other	8,271	2,042	29 days
Home Health and Personal Care Aides	7,004	2,034	30 days
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5,623	1,942	26 days
Nursing Assistants	7,379	1,880	29 days
General and Operations Managers	6,072	1,796	29 days
Automotive Service Technicians and Mechanics	9,798	1,766	29 days

Source: Lightcast

Job Postings: Skills Breakdown, Credentials in Demand

Top Specialized Skills Posted in Arapahoe and Douglas Counties, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Nursing	20,233	10.0%	4,069	1.0%	20.1%	Growing
Life Support	10,471	5.2%	0	0.0%	12.7%	Growing
Cardiopulmonary Resuscitation (CPR)	10,253	5.1%	1,325	0.3%	14.8%	Growing
Project Management	10,058	5.0%	35,447	8.8%	19.8%	Growing
Merchandising	9,806	4.9%	7,059	1.8%	15.0%	Growing
Marketing	8,856	4.4%	32,732	8.1%	23.0%	Rapidly Growing
Direct Patient Care	8,249	4.1%	481	0.1%	16.6%	Growing
Accounting	7,908	3.9%	15,231	3.8%	24.0%	Rapidly Growing
Auditing	7,764	3.8%	11,544	2.9%	21.8%	Rapidly Growing
Care Coordination	7,616	3.8%	793	0.2%	15.6%	Growing
Warehousing	7,316	3.6%	4,867	1.2%	13.0%	Growing
Finance	6,356	3.1%	11,392	2.8%	27.3%	Rapidly Growing
Selling Techniques	6,225	3.1%	8,852	2.2%	(1.2%)	Lagging
Patient/Family Education	6,210	3.1%	0	0.0%	9.8%	Growing
Patient Transfer	5,949	2.9%	0	0.0%	10.5%	Growing
Restaurant Operation	5,942	2.9%	3,733	0.9%	28.0%	Rapidly Growing
Health Assessment	5,897	2.9%	0	0.0%	14.7%	Growing
Nursing Process	5,622	2.8%	0	0.0%	24.2%	Rapidly Growing
Medical Records	5,566	2.8%	3,092	0.8%	12.5%	Growing
Computer Science	5,144	2.5%	886	0.2%	26.8%	Rapidly Growing

Source: Lightcast

Top Common Skills Posted in Arapahoe and Douglas Counties, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Communication	57,711	28.6%	26,764	6.6%	3.6%	Lagging
Customer Service	51,463	25.5%	69,324	17.2%	5.2%	Stable
Management	39,668	19.6%	56,733	14.1%	5.3%	Stable
Operations	29,564	14.6%	35,101	8.7%	8.1%	Stable
Sales	28,838	14.3%	62,137	15.4%	7.8%	Stable
Leadership	28,157	13.9%	45,861	11.4%	8.5%	Stable
Detail Oriented	18,438	9.1%	2,514	0.6%	7.1%	Stable
Problem Solving	17,807	8.8%	8,150	2.0%	11.3%	Growing
Planning	16,815	8.3%	14,474	3.6%	10.9%	Growing
Writing	16,338	8.1%	7,404	1.8%	11.8%	Growing
Critical Thinking	15,994	7.9%	2,615	0.6%	23.4%	Rapidly Growing
Coordinating	15,226	7.5%	8,709	2.2%	14.7%	Growing
Scheduling	12,543	6.2%	9,710	2.4%	16.4%	Growing
Decisiveness	12,087	6.0%	139	0.0%	6.2%	Stable
Research	12,014	5.9%	27,958	6.9%	17.2%	Growing
Interpersonal Communications	11,925	5.9%	2,233	0.6%	12.5%	Growing
Microsoft Office	11,629	5.8%	36,330	9.0%	18.5%	Growing
Microsoft Excel	11,553	5.7%	29,462	7.3%	17.7%	Growing
Lifting Ability	11,403	5.6%	100	0.0%	10.6%	Growing
Multitasking	10,964	5.4%	2,375	0.6%	18.4%	Growing

Source: Lightcast

Top Software Skills Posted in Arapahoe and Douglas Counties, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Microsoft Office	11,629	5.8%	36,330	9.0%	18.5%	Growing
Microsoft Excel	11,553	5.7%	29,462	7.3%	17.7%	Growing
Microsoft Outlook	6,951	3.4%	8,142	2.0%	25.0%	Rapidly Growing
Microsoft PowerPoint	5,676	2.8%	18,409	4.6%	26.1%	Rapidly Growing
Python (Programming Language)	4,084	2.0%	3,481	0.9%	24.5%	Rapidly Growing
Microsoft Word	3,701	1.8%	21,456	5.3%	7.2%	Stable
Linux	2,810	1.4%	4,354	1.1%	8.9%	Stable
SQL (Programming Language)	2,609	1.3%	8,375	2.1%	6.4%	Stable
Amazon Web Services	2,591	1.3%	2,099	0.5%	24.0%	Rapidly Growing
Java (Programming Language)	2,532	1.3%	5,131	1.3%	17.4%	Growing
Spreadsheets	2,089	1.0%	2,387	0.6%	22.2%	Rapidly Growing
Operating Systems	2,030	1.0%	2,884	0.7%	22.6%	Rapidly Growing
JIRA	1,803	0.9%	1,654	0.4%	24.1%	Rapidly Growing
C++ (Programming Language)	1,685	0.8%	3,393	0.8%	10.0%	Growing
Kubernetes	1,575	0.8%	510	0.1%	22.0%	Rapidly Growing
JavaScript (Programming Language)	1,571	0.8%	4,099	1.0%	18.6%	Growing
Application Programming Interface (API)	1,506	0.7%	1,936	0.5%	9.5%	Growing
Docker (Software)	1,336	0.7%	599	0.1%	19.9%	Growing
Git (Version Control System)	1,324	0.7%	1,299	0.3%	11.4%	Growing
AutoCAD	1,307	0.6%	3,697	0.9%	16.9%	Growing

Source: Lightcast

Top Qualifications Posted in Arapahoe and Douglas Counties, 2023	
Qualification	Postings with Qualification
Registered Nurse (RN)	23,129
Basic Life Support (BLS) Certification	17,885
Valid Driver's License	16,897
American Red Cross (ARC) Certification	11,598
CPR/AED For The Professional Rescuer	9,955
Security Clearance	4,625
Cardiopulmonary Resuscitation (CPR) Certification	4,597
Advanced Cardiovascular Life Support (ACLS) Certification	4,550
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	4,525
Licensed Practical Nurse (LPN)	2,419
First Aid Certification	2,173
Certified Nursing Assistant (CNA)	1,917
Commercial Driver's License (CDL)	1,618
Pediatric Advanced Life Support (PALS)	1,604
Nurse Practitioner (APRN-CNP)	1,494
Basic Cardiac Life Support	1,298
Secret Clearance	1,284
Board Certified/Board Eligible	1,277
Top Secret Clearance	1,157
CDL Class A License	1,122

Source: Lightcast

Following is an analysis of the workforce in the region, including current labor force employment and unemployment data and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment, New Americans (defined as Coloradans who arrived in the U.S. as immigrants or their children) and Veterans.

Populations With Barriers by County in Arapahoe and Douglas Counties			
Population	Two-County Region	Arapahoe	Douglas
Population in households	1,008,103	648,991	359,112
Total households	382,722	250,751	131,971
Average size of household	5	2.6	2.7
Single parents with children under 18	20,961	15,263	5,698
Civilian veterans	57,225	36,513	20,712
Individuals with a disability	94,825	67,778	27,047
Age 18 - 64	49,102	36,021	13,081
Under 18	8,308	5,715	2,593
65 and Older	37,415	26,042	11,373
Low income households	30,906	24,871	6,035
Supplemental Security Income (SSI)	9,784	7,700	2,084
Cash Public Assistance	7,281	5,894	1,387
SNAP	19,990	17,526	2,464
With Public Healthcare Coverage (Medicaid)	267,600	196,883	70,717
Households spending 35% or more of gross income on rent	47,990	37,060	10,930
Less than High School or GED	40,280	35,157	5,123
Completed 9th grade or less	18,383	16,127	2,256
No broadband subscription	19,570	16,016	3,554
Population over 5 who speak English less than 'very well'	61,546	54,221	7,325
New Americans (entered U.S. 2010 or later)	42,140	33,317	8,823
Individuals 21 and older with criminal records (estimate)*	59,390	38,673	20,717
Homeless individuals (estimate) [†]	1,575	1,014	561

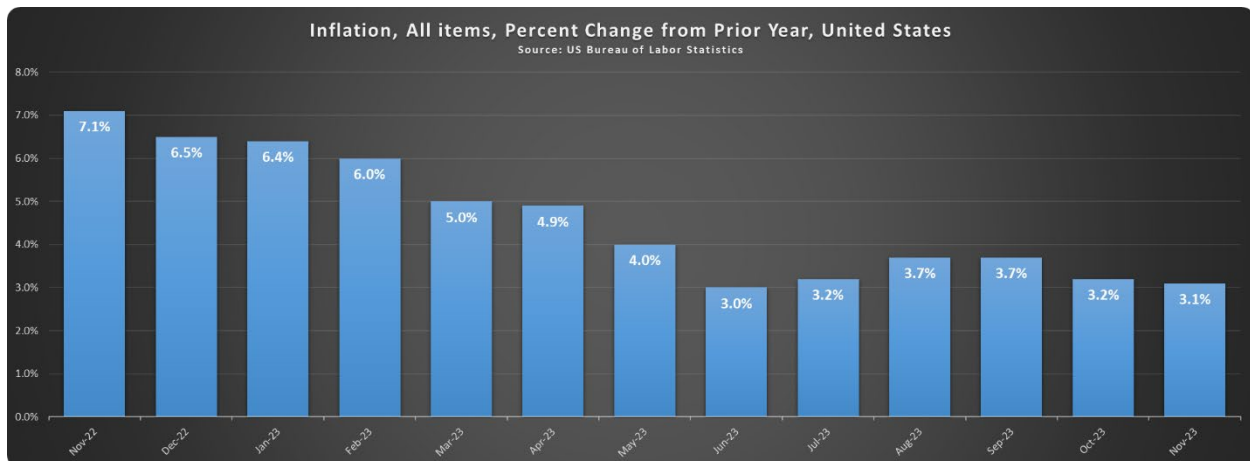
Sources: U.S. Census American Community Survey Data Profiles. *Number of individuals over 21 with criminal records estimated using information from Shannon, Sarah et al, Felon History and Change in U.S. Employment Rates, Social Science Research, Vol. 103, March 2022, 102649. [†]Homeless estimates derived from Colorado State of Homelessness Report 2022, Colorado Coalition for the Homeless.

These data are important for each local region because workforce centers are uniquely positioned to increase labor force participation by helping these individuals surmount their barriers using braided funding strategies to provide supportive services, and upskilling, reskilling and next-skilling them so they can successfully engage in work.

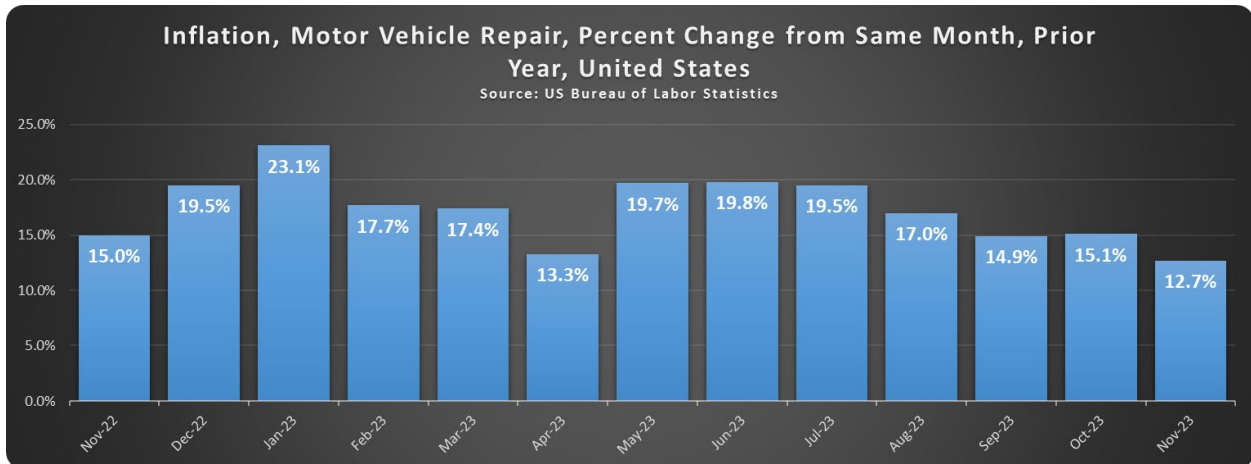
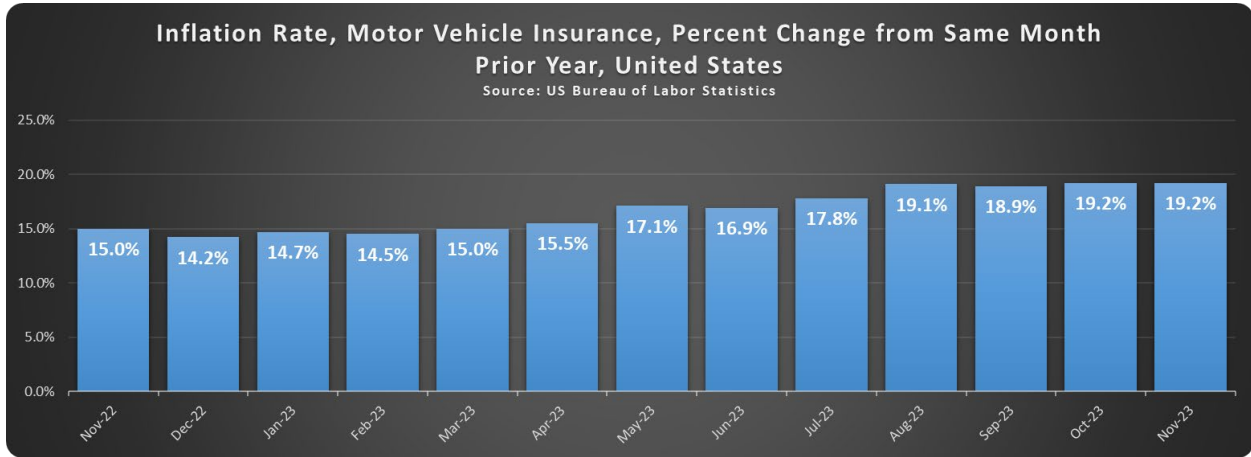
This vital role played by workforce centers and their partners can make a critical difference in maintaining the competitiveness of Colorado employers in a global economy.

Kitchen Table Concerns for Workers

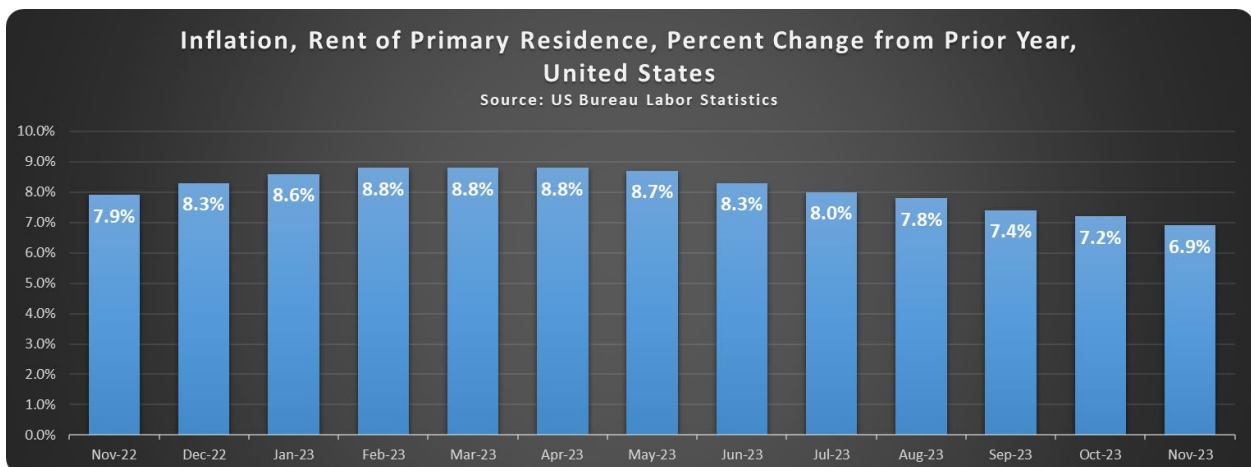
Wages have not kept up with inflation, so workers are finding they are spending more money for less product across the board. While the inflation rate has gone down, it is important to realize how to read this graph correctly. Prices in November 2023 were 3.1% higher than they were the previous November 2022. What this means when looking back to November 2020, prices have actually gone up 17%.



The high costs of insuring and repairing motor vehicles is also a concern, which is one reason hybrid and remote work schedules have become more popular since the pandemic.



Rents also remain high. According to the U.S. Census Bureau American Community Survey, 23,995 (42.4%) of the renters in the Arapahoe/Douglas region are paying 35% or more in gross rent as a percentage of household income.



Figures from this table are from Lightcast and the 2022 Colorado Childcare Market Rate Study, which is required for each state every two years. For example, a housekeeper with an infant may be paying over half of their gross income for childcare.

If also paying 35% for rent, this leaves only 15% of the entire gross to pay for all other needs.

Childcare Costs as a Percent of Median Wage by Occupation Family, Arapahoe and Douglas Counties							
SOC	Description	2023 Jobs	Median Annual Earnings	Annual Cost as Percent of Median Earnings			
				Infant, Childcare Center	Toddler, Childcare Center	Infant, Child Care Home	Toddler, Child Care Home
11	Management	31,106	\$138,261	13.1%	10.9%	8.5%	8.0%
13	Business and Financial Operations	52,684	\$80,734	22.5%	18.7%	14.6%	13.7%
15	Computer and Mathematical	29,608	\$107,584	16.9%	14.1%	11.0%	10.3%
17	Architecture and Engineering	13,680	\$95,249	19.0%	15.9%	12.4%	11.6%
19	Life, Physical, and Social Science	4,515	\$81,794	22.2%	18.5%	14.4%	13.6%
21	Community and Social Service	8,438	\$55,543	32.7%	27.2%	21.3%	20.0%
23	Legal	4,470	\$100,967	18.0%	15.0%	11.7%	11.0%
25	Educational Instruction and Library	25,870	\$51,319	35.4%	29.5%	23.0%	21.6%
27	Arts, Design, Entertainment, Sports, and Media	7,403	\$62,262	29.1%	24.3%	19.0%	17.8%
29	Healthcare Practitioners and Technical	26,844	\$82,578	22.0%	18.3%	14.3%	13.4%
31	Healthcare Support	19,359	\$36,584	49.6%	41.3%	32.3%	30.3%
33	Protective Service	9,366	\$45,606	39.8%	33.1%	25.9%	24.3%
35	Food Preparation and Serving Related	42,018	\$32,001	56.7%	47.2%	36.9%	34.7%
37	Building and Grounds Cleaning and Maintenance	13,946	\$37,074	48.9%	40.8%	31.9%	29.9%
39	Personal Care and Service	13,269	\$35,986	50.4%	42.0%	32.8%	30.8%
41	Sales and Related	58,352	\$43,457	41.7%	34.8%	27.2%	25.5%
43	Office and Administrative Support	56,355	\$45,795	39.6%	33.0%	25.8%	24.2%
45	Farming, Fishing, and Forestry	642	\$33,795	53.7%	44.7%	35.0%	32.8%
47	Construction and Extraction	24,498	\$55,468	32.7%	27.3%	21.3%	20.0%
49	Installation, Maintenance, and Repair	17,876	\$57,182	31.7%	26.4%	20.7%	19.4%
51	Production	10,555	\$43,892	41.3%	34.4%	26.9%	25.3%
53	Transportation and Material Moving	28,079	\$40,540	44.8%	37.3%	29.2%	27.4%
Totals		498,933	\$61,997	29.3%	24.4%	19.1%	17.9%

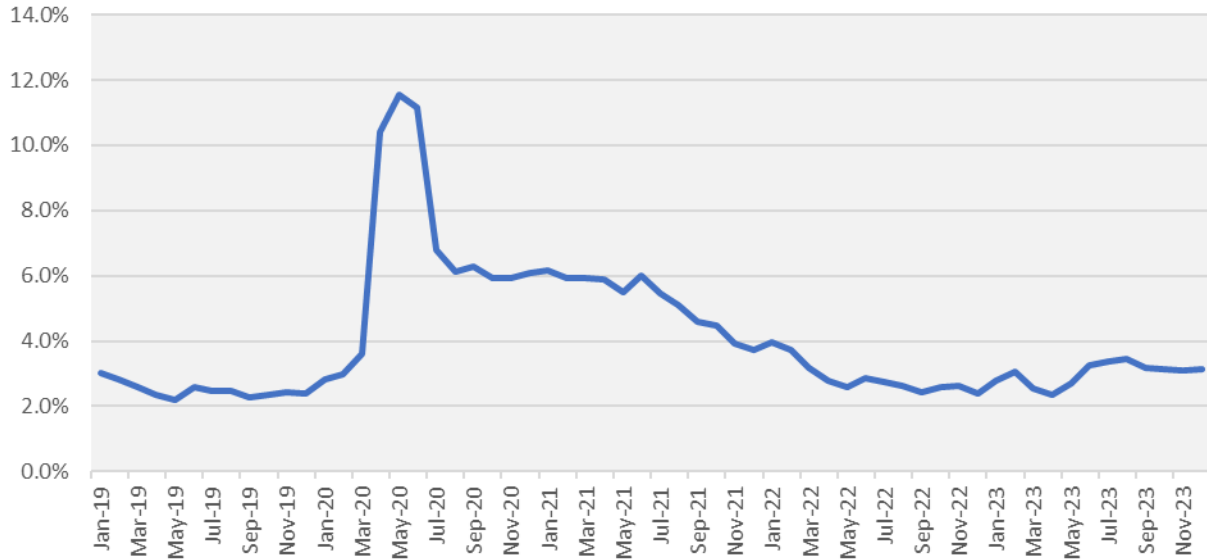
Sources: Lightcast (Jobs & Earnings), Childcare Costs (Broderick Research & Consulting Childcare Market Rate Study Presented to Colorado Dept. Human Services, 2022)
Average number days childcare needed based on data showing average number of paid time off and holiday days taken in the US (Forbes, 2018)

Employment and Unemployment Data

The following information was taken from the U.S. Bureau of Labor Statistics Local Area Unemployment Data. Note that the labor force in the Arapahoe/Douglas region went up by 31,257 between January 2019 and December 2023, an increase of 5.7%. This reflects the entry into the labor force of a number of workers who lost jobs during the pandemic and were gradually reabsorbed over 2022. Arapahoe/Douglas Works! has been steadily helping people with barriers to success in the labor market to surmount those barriers with supportive services while they reskill, upskill or next-skill.

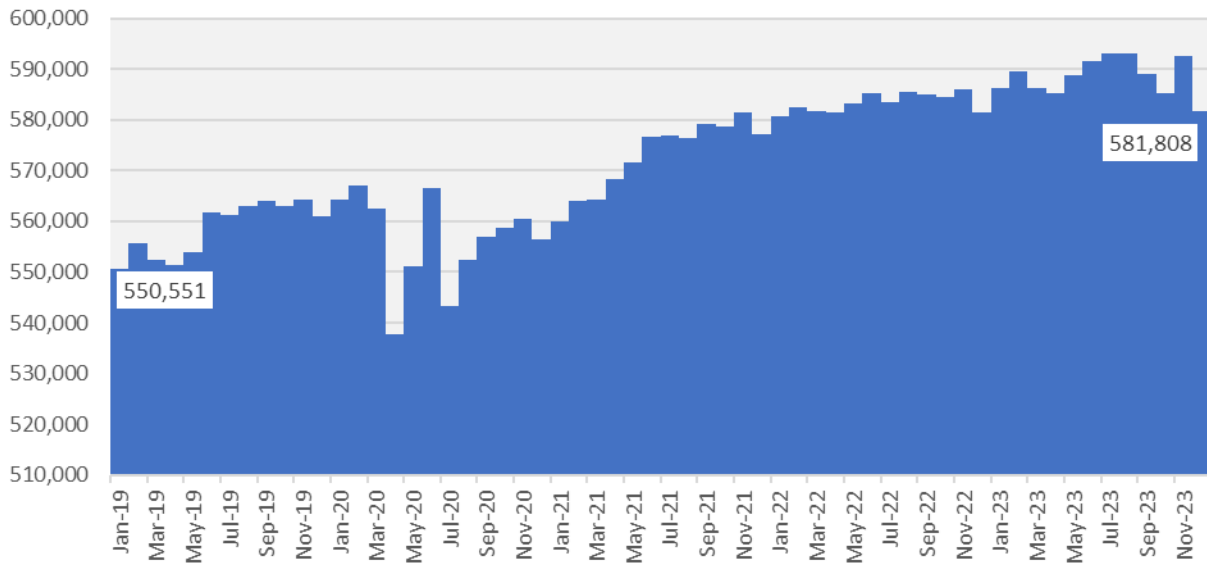
Unemployment Rate, Arapahoe/Douglas Workforce Region

Source: US Bureau of Labor Statistics



Labor Force, Arapahoe/Douglas Workforce Region

Source: US Bureau of Labor Statistics



2. Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth, individuals with barriers to employment, and New Americans), including goals relating to the performance accountability measures based on primary indicators of performance described in WIOA section 116(b)(2)(A) in order to support economic growth and economic self-sufficiency.

Over the past few months, all local areas across the state of Colorado have engaged in strategic planning to ensure alignment with state, regional, and local needs. As a workforce system, each local workforce development board continues to ensure that populations that have traditionally found barriers to education and employment are at the forefront of efforts to ensure seamless service delivery. Over the last four years, Arapahoe/Douglas Works! has worked to incorporate newly identified strategic populations into models and will continue to do so moving into the implementation of the 2024-2027 plans.

Arapahoe/Douglas Works! has prioritized staff training and development, working toward skill and knowledge gains that will foster the return on investment, performance measurement achievement, as well as using tools that align service delivery to best meet the dynamic needs of customers, including but not limited to youth, individuals with disabilities, justice-involved, and New Americans, in developing and pursuing short and long-term career development goals that support economic self-sufficiency. This emphasis addresses the Arapahoe/Douglas Works! goal to support staff with professional development training and resources, including regularly scheduled staff training opportunities each year. Training opportunities for staff development include, but may not be limited to, the Foundations of Workforce Development (which covers nine core competency areas), Virtual Excellence for providing virtual service delivery, meetings, and workshops, and professional development sessions that focus on topics of critical skills for customer service, case management, community partnerships, labor market information (LMI), programmatic updates, communication strategies, and wellbeing resources that can be utilized by staff and with customers. By providing staff

with support, information, and increased learning opportunities, Arapahoe/Douglas Works! is better equipped to serve youth, individuals with barriers to employment, and New Americans in a robust and informed manner. This also relates to the goal of increased cross-training of staff and community partners to foster collaboration and enhanced program knowledge to better serve customers through any entry point to accessing workforce development services.

To ensure all Arapahoe/Douglas Works! staff were well-versed in using data tools and analytics in their work, Arapahoe/Douglas Works! has formed a cross-functional LMI Integration team comprised of experienced staff whose objective is to systematically integrate labor market information and resources throughout the agency to enhance service delivery for job seekers, businesses, and partners. This step was determined necessary to staff have the acumen needed to provide program-attached and career services to customers with the breadth and depth of knowledge necessary to engage in meaningful career exploration that is data-informed and labor market-driven, select training that will lead to sustainable employment at a living wage, and develop long-term planning around career pathways. This practice also ensures Arapahoe/Douglas Works! can support businesses and community partners with workforce data intelligence and consultation.

Arapahoe/Douglas Works! is always interested in making sure the training assistance provided to participants in the various workforce development programs it operates is relevant to key skills and occupations needed by local employers. To do this, Arapahoe/Douglas Works! looks at the relationship between the training provided and the employment outcome. In other words, this metric measures how closely the training a participant receives is related to the job they obtain upon exit from a program. This can be measured using a concept called correlation. For example, in Program Year 2019, which ended June 30, 2020, the correlation between the occupational training provided to participants and the jobs they obtained was 0.69, which means there was a moderate relationship between the job at exit and the training provided. For the following year ending June 30, 2021, this correlation had risen to 0.79, and then for the year ending

June 30, 2022, this rose again to 0.84. These improved outcomes suggests that Arapahoe/Douglas Works! Continues to provide training that is relevant to the jobs participants obtain at exit. These encouraging results will create a baseline for evaluating training-related placements in subsequent program years and to track improvements from future labor market data intelligence interventions in program operations.

This example not only highlights the initiative to collect data on program outcomes, but it also exemplifies the use of these data to drive evidence-informed processes. By incorporating LMI into all aspects of service delivery, Arapahoe/Douglas Works ensures that data inform all practices, leading to successful outcomes.

In addition, the LMI Integration team has deployed weekly job posting alerts for staff to use in helping their customers who are engaged in active job search and for program teams better to understand trends and demands in the local labor market. Two staff training events have been held on best practices for using this new resource with customers, and actual case studies were used to guide staff in more effectively navigating customers through career exploration.

Another data-informed customer resource is being developed as a workshop series to support Employment First (SNAP) and Colorado Works (TANF) recipients in building a financial plan that mitigates the cliff effect, where an increase in earnings can result in a disproportionate loss of public assistance benefits. The workshop series, “Money Matters: Budgeting Your Way to a Brighter Future,” focuses on financial planning, money “habitudes” (habit behaviors), budgeting tips and tricks, local financial resources, mitigating benefit cliffs, understanding livable wages, career exploration, and the pathway to self-sufficiency. The workshop utilizes the Federal Reserve’s Career Ladder Identifier & Financial Forecaster (CLIFF) tools to help participants visualize the impact of financial decisions and confidently make financial plans. The CLIFF Snapshot is helpful to a participant who is interested in detailed career planning and wants to create a customized budget that will help them navigate potential financial barriers to career

advancement. The CLIFF Dashboard is helpful to participants interested in the potential short-term financial impact of a new job or income change. Lastly, the CLIFF Planner is helpful to participants interested in long-term career planning and who want a general idea about potential financial barriers to career advancement. The workshop is facilitated by Colorado Works (TANF) workforce specialists and Wagner Peyser career services advisors. This initiative originated from an Arapahoe/Douglas Works! pilot on cliff effect tools and resources in partnership with the Federal Reserve.

A video training library is available for Arapahoe/Douglas Works! staff to use and continue onboarding and reinforcement of service delivery best practices and processes. This automation strategy will allow the more experienced staff to create materials that can be updated as needed and will reduce the management and supervisor time required for onboarding and training new staff.

Arapahoe/Douglas Works! actively and strategically works to enhance customer interactions in a more relational, individual-focused manner, ensuring customer relationships are not transactional or routine. This dedicated effort has already resulted in greater engagement and mitigation of barriers for youth, New Americans, and other participants with barriers to employment. As an example of this methodology, a foundational endeavor in pursuing this work is to serve customers utilizing the evidenced-based and science-informed Goal4 It! Methodology from Mathematica, a customer-centered, individual-focused goal planning and process that builds self-regulation skills. This methodology focuses on intrinsic motivation, planning for potential challenges during goal pursuit, accountability, and envisioning the outcome to make goal achievement more likely and beneficial. Goal4 It! builds self-regulation skills that can benefit customers in all aspects of life, helping them become more self-sufficient and confident in their goals and abilities to deal with stressors. Goal4 It! has been implemented agency-wide, and all Workforce Specialists are trained in the methodology, emphasizing establishing resilience and troubleshooting customer problems. All Workforce Specialists are also supported in using the methodology, as demonstrated by the use of the methodology in one-on-one supervision sessions and team and agency

meetings.

With the use of the Goal4 It! model, along with other intentional program design changes, Arapahoe/Douglas Works! has decreased silos and barriers for co-enrollment and cross-programmatic services by utilizing the shared methodology, allowing easier access to services for youth, individuals with barriers to employment, and New Americans, and collaboration amongst staff. The agency worked collaboratively with the Colorado Department of Labor and Employment (CDLE) and the Colorado Department of Human Services (CDHS) to develop and update Arapahoe/Douglas Works! forms utilizing the Goal4 It! Methodology and standardized as many required documents as allowable based on program regulations to save time for the customer and reduce duplication of information gathering. Case management across programs is now more coordinated and efficient, and therefore, better meeting the customer's dynamic needs through a consistent agency-wide methodology and language.

Arapahoe/Douglas Works! continues to pursue opportunities for braiding of funding streams to provide more holistic, wrap-around services to more customers with barriers, working to co-enroll customers eligible for multiple programs, resulting in more robust supports and increased access to diverse funding streams that assist in making training opportunities more affordable. This access also allows customers to receive additional services not provided through one funding stream, whether due to restrictions in the use of funding or restrictions in funding amounts.

To further reduce barriers to accessing services and to ensure services are accessible in a broader geographic area, Arapahoe/Douglas Works! has workforce specialists co-located throughout the community and at non-profit locations throughout Arapahoe and Douglas Counties. Co-location sites allow for youth, New Americans, justice-involved, Able-Bodied Adults without Dependents (ABAWDs in EF/SNAP) participants, individuals with disabilities, and all general job seekers to be served in the community where they are already accessing community services and resources. These sites include food banks, community centers, human services offices, libraries, mental health centers, community colleges, correctional facilities, and transitional housing sites.

Arapahoe/Douglas Works! has worked to streamline and simplify access points for

engagement with service delivery through process improvements and paperwork that is more conducive for use in a remote environment, ensuring more significant equity, access, engagement, and support. Innovative transformations in service delivery include forms that can be filled out remotely on a mobile device, signed, and returned to the Workforce Specialists as the customer becomes ready for the program rather than during a structured appointment. show rates in the Colorado Works (TANF) Program have increased from around 35% to nearly 64% since the remote service delivery implementation. Customers benefit from a more streamlined service delivery targeted to their individual, dynamic goals rather than routine program activities that may not meet their needs and adequately address their barriers. These efforts have also reduced the barriers to accessing services, including transportation and childcare.

Furthermore, Arapahoe/Douglas Works! is proud to announce the continued expansion of services for individuals with disabilities. Arapahoe/Douglas Works! is one of the few local areas in Colorado that provides Ticket to Work services programming and services. Arapahoe/Douglas Works has a dedicated Disability Program Navigator (DPN) to liaise between the Division of Vocational Rehabilitation (DVR), other community-based organizations and nonprofits, and workforce services. These efforts are aimed at strengthening the connection of individuals with disabilities to employment and training opportunities and providing greater access to the programming and services they need. As an example of this in action, the DPN partners with the Business Services team to host an annual Inclusive Career Mixer and Hiring Event. The event is designed to support job seekers facing various barriers to employment, including those with disabilities, New Americans, individuals experiencing homelessness, and justice-involved individuals. The employers who have participated demonstrate their commitment to inclusive hiring practices and the shared goal of creating a more inclusive workforce.

The DPN is fully integrated into workforce development operations, ensuring the ongoing professional development of all Arapahoe/Douglas Works! staff on various topics, helping to elevate service provision and knowledge acumen and by making available cross-training and resources to community partners and businesses. Moreover, Arapahoe/Douglas Works! has at least one staff member certified as an Americans with

Disabilities Act (ADA) Coordinator who assists with reasonable accommodation requests and collaborates with the agency's Equal Employment Opportunity (EEO) officer. In alignment with these efforts, Arapahoe/Douglas Works! partnered with a web developer to enhance the organization's website accessibility and collaborated with DVR to assess resource center accessibility equipment and software to ensure the most up-to-date technology and tools for customers with disabilities. Arapahoe/Douglas Works! is committed to creating additional opportunities for virtual services that decrease barriers to accessing services while fostering digital literacy skills and knowledge that job seekers can use in work settings.

Arapahoe/Douglas Works! has developed a standardized internal monitoring and reporting process that aligns audit reviews to encompass federal, state, and local compliance metrics quarterly, including program file audit results and emphasizing assuring compliance with program-funded expenses and service delivery. Monitoring reports are delivered to agency leadership quarterly and include program file audit results emphasizing areas of strength and opportunities within program service provision. Internal training is consistently offered to assist program staff with policy interpretation, application, and data quality control within the state database of record. Additionally, the agency has implemented a customized electronic database for all programs. This database improves efficiency by allowing electronic review and approval of critical supports, providing consistency across programs, broadening customers' access to those supports, and decreasing turnaround times. This database also ensures the Priority of Services for Veterans and the ability to prioritize more emergent job seeker needs and support. Also, in alignment with performance accountability, the Colorado Works (TANF) team was restructured to dedicate staff to focus on performance and job seeker follow-up engagement.

Arapahoe/Douglas Works! will look to continue to increase participation in work-based learning opportunities and to continue to scale opportunities throughout various sectors. Efforts to support this strategy include continuing the practice of having Business Development Representatives (BDRs) integrated into program service delivery design,

to recruit job seekers and refer them to the appropriate programs for enrollment and support through internships, on-the-job training (OJT), and registered apprenticeships. During this last performance year, the Employment First (SNAP) Program at Arapahoe/Douglas Works! was recognized for being the first provider in the nation to place SNAP E&T participants in work-based learning. BDRs are part of the orientation for many of the work-based learning programs to ensure customers receive a thorough overview of the service and can immediately begin to develop essential relationships between the BDRs and customers. For example, the BDR team has been integral in developing a technology course in conjunction with Arapahoe Community College (ACC) and DVR to address the digital literacy gap. Arapahoe/Douglas Works! will continue to utilize innovative solutions to provide upskilling and training opportunities for workers to address local industry workforce gaps, especially as they relate to the economic impact of COVID-19, through collaborative initiatives with community partners, businesses, and industry.

The Colorado Registered Apprenticeship Hub, integrated within and managed by Arapahoe/Douglas Works!, will continue to educate staff throughout the county and across the state regarding how to ensure access to high-quality apprenticeships and how to help a business develop or join an apprenticeship program. This will help ensure that apprenticeships are offered as a business solution, with the goal of continuing to scale the number of apprenticeship programs offered to job seekers in the local area.

3. Describe the strategies and services that will be utilized to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically (see lettered sections):

The Colorado Workforce Development System has strong Business Services Teams rooted in the ten local Workforce Development Areas and the eleven core business services designed to engage and provide a framework for services. Additionally, each

local area utilizes Labor Market information designed to ensure that services, engagement, and other activities with business, industry, and sectors to ensure success. This work is not able to be completed in a vacuum, and requires the collaboration with partners, members of the Local Workforce Development Boards/Youth Committees, Sector Partners and other thought leaders.

a) What outreach activities are planned to increase business engagement in your local area?

Workforce Development task forces focused on outreach and engagement, young adult engagement, and mental health are working to identify available strategies and resources to support business and job seeker needs. These task forces comprise WDB members, community representatives, business representatives, and other key stakeholders.

Outreach will be conducted by participating in local business groups, such as the Denver South Business Resource Group, and by contacting businesses that create Colorado database of record accounts through the WARN Act, business/industry roundtables, and social media platforms. In all cases, the Business Services Team uses a consultative approach to determine and then respond effectively to business needs. Moreover, the Business Services Team continually participates in a convening role in Sector Partnerships, and it will use available technology to focus on providing up-to-date information on current labor market issues and provide business relevant training events. The team will also continue to perform Discovering A/D Works! Business Services employer workshops to inform businesses of available services.

The Arapahoe/Douglas Works! Business Services team utilizes the 11 core business services to increase business engagement. The team seeks additional engagement support through long-term relationships with local economic development entities and chamber of commerce partners. These strategic partnerships allow for enhanced service delivery, individualized consultive strategies, and co-hosted employer meetings with new and prospective businesses in the area.

The Business Services team offers monthly business orientations for any business

interested in learning more about the myriad of services provided at Arapahoe/Douglas Works!. The orientations are offered in person or virtually to best meet the availability of the businesses. Partners promote this class to business members to drive attendance. The Business Services team also engages business through participation in local business groups, such as the Douglas County Economic Development Collaborative, Denver South Business Resource Group and the South Metro Denver Chamber of Commerce Economic Development Group. In addition, the team contacts businesses that create Connecting Colorado accounts through the Worker Adjustment and Retraining Notification (WARN) Act, business/industry roundtables, and social media platforms.

The Business Services Team uses a consultative approach to ascertain business partners' evolving needs and respond effectively throughout service provision. Moreover, the Business Services team continually participates in a convening role in the Aerospace Sector Partnership and Tech Talent Denver Sector Partnership and support role in four additional partnerships. The team will continue using available technology and resources to provide up-to-date information on current labor market issues and relevant business training and education events.

b) How will the Business Services Team be utilized for this purpose?

The Business Services Team is broken down into program-specific and industry-specific areas and is cross-trained to maximize agility in responding to evolving employer needs. The Business Development Representatives (BDRs) participate in various sector partnerships. Each BDR has access to JobsEQ, which allows them to access in-depth labor market data for businesses, and they can research topics using JobsEQ as well.

Staff meetings with the Business Services Team include Chamber of Commerce representatives, Regional Veterans Representative, and the regional Division of Vocational Rehabilitation Business Outreach Specialist. During the meetings, strategy sessions are held to ensure the team is meeting the needs of the business community. If gaps are identified, mutual solutions are developed.

Arapahoe/Douglas Works! Business Services supports businesses and industry to ensure talent pipeline needs are met and career pathways are designed based on future economic and labor market data forecasting. A BDR representative of the day is available in person or virtually to respond to business needs quickly. This has created a no-wrong door approach, where any business can quickly access needed services. Recently, a BDR was promoted to a Lead Worker position, which has created a subject matter expert peer role, a valuable addition to support the professional development of new BDRs on business engagement strategies and services.

Each BDR has access to data intelligence reports, allowing for in-depth labor market data analysis with business. This data-driven approach has made the team a trusted and valued referral within the community.

Staff meetings with the Business Services team include the Workforce Economist, the Regional Veterans Employment Representative, and the DVR Business Outreach Specialist. During these meetings, strategies are iterated to bring the most relevant talent pipeline solutions to the business community. Partners such as the Small Business Development Center, the Office of New Americans, and Economic Development entities often join meetings and strategic visioning sessions.

c) How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?

Members of the Arapahoe/Douglas Workforce Development Board and other participants serving on task forces support these efforts through the engagement of employers and partners for identification of key industry sectors and occupations of the local area and share knowledge of the local economy. These individuals can share their experiences, which include the needs of their business and the needs of other employers throughout the local area. Board members also suggest new businesses for outreach and engagement for membership and to foster partnerships for new initiatives. Current Task Forces include outreach and engagement and young adult outreach and engagement.

The Arapahoe/Douglas Workforce Development Board Task Forces are re-evaluated through strategic planning to ensure the Arapahoe/Douglas Workforce Development

Board focuses on the priorities of businesses, communities, and special population needs and strategizes efforts that will foster and sustain economic vitality.

d) How will sector partnerships be utilized for this purpose?

Sector partnerships are imperative to support employer engagement. This forum allows Business Services Teams throughout the local area to listen to employer needs and strategize using targeted services to address those needs. A review of in-demand industries will be done annually to determine whether new sector partnerships should be developed or whether current sector partnership(s) should be completed.

As an example of this collaborative effort, the Aerospace Sector Partnership, convened by Arapahoe/Douglas Works!, is planning a Colorado Aerospace Careers Day in 2024, allowing multi-generational learners the opportunity to access information on aerospace career pathways and lattices, engage in career exploration with hands-on simulation technology, and ensure the Business Services Team the ability to continue to engage new employers to participate and ultimately continue and enhance the work of the partnership.

e) What are your objectives and goals for these activities?

A Business Services team goal is to build strong, long-lasting relationships with the local business community that are responsive to labor market and economic needs. These relationships allow the team to partner with employers to create opportunities and provide innovative solutions to meet the needs of workforce pipelines. The Arapahoe/Douglas Works! Business Services Team aims to be the statewide leader to provide relevant and in-demand business services. Further, these strategies will lead to more direct placements, increased access to work-based learning opportunities, and the creation of registered apprenticeships. The team's goal is also for employers to understand the components of job quality and skill-based hiring and be open to creating non-traditional pipelines for the future success of organizations and the community.

4. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:

Local Area Workforce Development Boards utilize tactics to ensure that services that benefit both business and career seeking customers are mutually beneficial and lead toward success. Models from across Colorado include provision of engagement in Work Based Learning, Apprenticeships, Skills Based Hiring, Leading and Participation in Sector Partnerships and Career Pathway Development. These relationships in many cases are not limited to only Local Board areas, but also regional areas to address labor sheds that naturally occur due to a number of factors within a geographic region.

- a) Work-Based Learning Programs: Explain how you will utilize and promote, incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY22 and PY23, and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.**

Arapahoe/Douglas Works! has a dedicated Work-Based Learning team that works together to develop and expand work-based learning opportunities. BDRs supply information regarding career pathways, the business voice, and industry knowledge, and Workforce Specialists connect eligible program participants to discuss individual, specialized career pathways and how the participant's barriers to employment can be addressed through supportive services and human-centered case management.

Opportunities are uncovered by providing access to career pathways in targeted, in-demand industries, creating pipelines for talent supporting local economic development. In collaboration with other workforce center partners, nonprofits, and the community college system, Arapahoe/Douglas Works! has identified individuals who are qualified and interested in skill development, training providers with customizable curricula, and business partners ready to employ skilled talent to meet local community needs. This pipeline continues to be supported as vital to local economic development.

Arapahoe/Douglas Works! utilizes the sector partnership and pipeline model with other industries and business partners, including aerospace, advanced manufacturing, technology, construction and trades, clean energy, and healthcare/behavioral health, to

ensure the business voice is captured and local economic needs are supported and addressed.

One sector that Arapahoe/Douglas Works! continues to foster and support is the clean and green energy sector. This has been identified as a critical need, and Arapahoe/Douglas Works! is partnering with Arapahoe County Weatherization, the Colorado Energy Office, and the Office of the Governor to place participants in in-demand occupations, provide work-based learning opportunities, and support a new Registered Apprenticeship Program. By using skill-based hiring and work-based learning strategies, turnover has been reduced for these positions and increased upward mobility has been created for participants as they continue to gain green energy credentials and obtained leadership positions. The goal is to establish this program within Arapahoe County with the potential to expand this model throughout Colorado. Additionally, the Business Services team has been identified as a support organization to launch a green tech sector partnerships to further explore the needs of green tech occupations.

Moreover, career pathways are discussed routinely at sector partnership meetings, and employers' critical needs are identified. The Arapahoe/Douglas Works! Business Services team works with local employers participating in sector partnerships to address critical workforce needs through work-based learning and other strategies and talent solutions.

The Business Services team also conducts informational sessions every two weeks with participants who have identified Work-Based Learning as a strategy to reach their professional goals. During these sessions, The Business Services team presents opportunities to participants that bring quality jobs for in-demand industries that are cultivated and ready to connect. During this time, the Business Services team also collects input directly from eligible participants about opportunities that meet their professional goals, so the team can reach out to businesses who match the need and develop an opportunity for the participant.

Incumbent Worker Training is being explored as a solution due to the skill gaps within the current workforce talent pipelines. Once PY24 funding allocations are announced, a final decision will be made.

b) Apprenticeships: USDOL and CDLE are emphasizing the importance of apprenticeships. Please provide a detailed response which includes the steps you will take to increase apprenticeship opportunities for your customers during the next program year.

Work-based learning and registered apprenticeships are consistently provided as a viable training option in addition to traditional occupational classroom trainings, and Arapahoe/Douglas Works! promotes work-based learning solutions to businesses to meet their talent pipeline needs. As part of the Colorado Statewide Apprenticeship Hub, integrated and managed by Arapahoe/Douglas Works!, Statewide Registered Apprenticeship Consultants deliver technical assistance and training to businesses statewide who desire to develop registered apprenticeship programs that result in industry-recognized credentials. Registered Apprenticeship Consultants also provide technical assistance and training to staff and partners of the workforce development system on a statewide basis, including:

- Virtual and in-person assistance to businesses and workforce state statewide
- Provide ongoing technical assistance
- Support local business outreach focused on new program development with employers/sponsors who do not currently have registered apprenticeships
- Serving as subject matter expert in presentations to new employers/sponsors or related instruction providers
- Host training activities for businesses on registered apprenticeships
- Provide support to sector partnerships as needed
- Continue to identify opportunities for system alignment with local workforce centers and CDLE
- Collaborate **with** other state agencies and partners

The Arapahoe/Douglas Works! The Business Services Team will:

- Engage with employers that have a talent pipeline and need to discuss apprenticeships as a possible solution to their long-term needs
 - Present apprenticeships during Sector Partnership meetings
- Promote apprenticeships, when appropriate, in general communications with businesses
 - Work regionally to promote active apprenticeship cohort needs

The Registered Apprenticeship Hub team will work directly with Apprenticeship Colorado to help them obtain feedback on what local workforce centers need from the regulatory agency to best support both businesses and job seekers interested in apprenticeships. The Registered Apprenticeship Hub team also leads a task force through the Colorado Business Service Leadership Team to create a compelling entry point into the Colorado workforce system when a Registered Apprenticeship program serves multiple workforce areas. The goal of the task force is to help Registered Apprenticeship programs that recruit job seekers across numerous workforce areas to have an easy entry point into the Colorado workforce system to receive services, and the task force includes staff members from Apprenticeship Colorado to ensure that the process can continue after the grant expires. The Registered Apprenticeship Consultant team will also work with Apprenticeship Colorado to create a repository of training that can be used by workforce centers across the state to train staff on topics related to apprenticeships, ensuring the state has access to high-quality training materials and support.

The Colorado Apprenticeship Hub works closely with system partners to ensure there is equitable access to apprenticeships for both job seekers and businesses. The Colorado Apprenticeship Hub has worked closely with the Colorado Department of Corrections to create apprenticeship programs that start while a person is incarcerated to help them develop skills that will allow them to obtain employment upon release. To date, the Colorado Apprenticeship Hub has helped the Department of Corrections register 41 occupations and register current inmates into programs. The Colorado Apprenticeship Hub also works closely with Apprenticeship Colorado to provide direct feedback from employers and organizations regarding the effectiveness of their agency and works collaboratively with Apprenticeship Colorado to improve service delivery. The Colorado

Apprenticeship Hub helped Apprenticeship Colorado develop the Qualified Referral process which allows employers to learn about multiple types of work-based learning solutions prior to deciding to develop an apprenticeship program. The Colorado Apprenticeship Hub is additionally leading a task force with Apprenticeship Colorado through the Colorado Business Service Leadership Team to develop a process for providing workforce development services to apprenticeship programs that span multiple workforce regions, ensuring that apprenticeship programs are able to successfully and easily access workforce development services. The Colorado Apprenticeship Hub works with other government agencies, including the Office of New Americans and the Department of Vocational Rehabilitation, to help apprenticeship programs access talent pipelines and ensure that Coloradoans have equitable access to apprenticeship opportunities.

Collaboration among WIOA Title I, discretionary grant programming, and Temporary Assistance for Needy Families/Colorado Works (TANF) / Employment First (EF) will occur. This collaboration will result in informational events for customers to learn more about apprenticeships and specific apprenticeship programs. Apprenticeships will be promoted to Colorado Works (TANF) and Employment First (SNAP) participants as a segment of work-based learning opportunities.

Arapahoe/Douglas Works! remains a leader in apprenticeship initiatives throughout the state and nation, and as a result, continues to receive new and innovative grant funding to support the efforts. The HUB model is operated under Arapahoe/Douglas Works! leadership continues to generate momentum that has spurred growth in registered apprenticeships in various industries throughout the state. This momentum has also stirred an interest in apprenticeship programs among job seekers. As an example of the breadth and scale of the commitment of Arapahoe/Douglas Works! to apprenticeship, it served 22.5% of all State Apprenticeship Expansion (SAE) grant participants statewide and 42.7% of all Apprenticeship State Expansion (ASE) grant participants statewide and is expected to serve over 100 participants through Innovation, Diversity, and Equity in Apprenticeship (IDEA) grant funding. Additionally, Arapahoe/Douglas Works! accounted

for 35.4% of all co-enrollments between WIOA and ASE.

c) Sector Partnerships Participation: Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. Indicate PY22 and PY23 specific planned objectives and measurable outcomes.

The Business Services team will continue to respond to business needs through sector partnerships during this planning period. It will participate in sector partnerships and focus on workforce development resources, workforce data, and labor market intelligence. It will continue to be relevant by actively listening to the needs of the businesses and industry and working to address opportunities and gaps. These needs will be analyzed to identify what resources can be provided to properly assist businesses in providing solutions with the objective of getting the most up-to-date labor market information through data platforms and vetted local- business intelligence, increasing ability to open up work-based learning opportunities for customers in growing and in-demand career-pathways, assist local businesses in building and scaling registered apprenticeships, and help to strategically manage the local workforce talent pipeline to meet current and projected employer and labor market need.

As mentioned, the aerospace sector partnership was awarded the Colorado Workforce Development Council's (CWDC) Strong Jobs, Good Sectors grant and will host a STEM / Careers in Space Day. The partnership's goal is to host 350 members of the community at an aerospace event with over 20 businesses with interactive STEM exhibits. The partnership also will stipend three teachers to participate in a Teacher Externship Program as outlined under HB 23-1198. The partnership will also continue to explore solutions to help businesses educate Coloradans on the Security Clearance process and challenges and explore additional work-based learning activities and talent solutions.

The Registered Apprenticeship Hub team, integrated and managed by Arapahoe/Douglas Works!, has worked closely with the Tree Care Sector Partnership to help sponsors develop registered apprenticeship programs and create consistent talent pipelines for the businesses involved in those apprenticeship programs. The Registered

Apprenticeship Consultant team will lead a training on why the Tree Care Sector Partnership has been highly successful in developing apprenticeship programs and recruiting talent for those programs, with the goal of helping other sector partnerships understand the value of apprenticeships and how a sector partnership can be used to create programs and talent pipelines.

d) Sector Partnerships - Status and Objectives: In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY22 and PY23? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY22 and PY23 planned objectives and measurable outcomes. Note: For Sector Partnership Information, please visit: <https://www.colorado.gov/cwdc/sector-partnerships>

The Arapahoe/Douglas Works! Business Services team actively participates in the following Sector Partnership initiatives:

- Greater Metro Denver Healthcare Partnership (Emerging)
- Denver Metro Retail Partnership (Active)
- Colorado Tree Care Sector Partnership (Active)
- Construction Partnership (Active)
- Co-conveners of the Tech Talent Denver Sector Partnership (Co-Convener, Active) and the Aerospace and Aviation Sector Partnership (Convener, Active)

A goal of the Business Services team is to participate in and listen to critical industry needs and work to ensure business customers receive relevant training and work-based opportunities. The objective is to create a diverse network of employers that will lead to focused responses that best use federal and state workforce development funds to achieve business-relevant outcomes and keep the local economy thriving and growing.

e) Career Pathways: Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced

Sector Partnerships and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY22 and PY23 planned objectives and measurable outcomes.

The Arapahoe/Douglas Works! Business Services team participates in grant program meetings to provide support for customers and to also educate staff about current labor market needs to ensure those teams and other local Business Services teams are offering a coordinated response in the local area. Arapahoe/Douglas Works! BDRs also participate in Sector Partnerships to influence the creation of new talent pipelines and connect additional businesses and partners to collaborative work in supporting those sectors, such as Healthcare, Aerospace, Retail, and Technology. The Business Services team aims to provide the services that best match what is needed by local employers, both currently and moving forward. These services include work-based learning, registered apprenticeships, access to classroom training, business education and labor market information, workshops, and a variety of other services needed by local employers.

The Business Services team also utilizes My Colorado Journey as a tool for job seekers and businesses to discuss and explore career pathways. Funding was awarded to expand STEM career pathway awareness through the Aerospace Sector Partnership, including an initiative to engage three educators throughout Colorado in an externship so they can expand awareness of career pathways in the classroom. Moreover, the Aerospace Sector Partnership will work with CWDC staff to provide feedback on the Aerospace Career Pathway in My Colorado Journey. The Business Services team will further engage with chambers and economic development, business, and education partners to gather input and provide guidance on career pathways that attract talent in a scarce labor market and provide growth opportunities that foster skill development and self-sufficiency for workers.

Objectives in PY22 and PY23 have included hosting sector-specific hiring and/or business education events, inviting participants of sector partnerships to share best practices, and using data to identify action items needed within key sectors, such as the need to expand work-based learning in the technology sector and work to expedite the

security clearance process for the aerospace sector. Additionally, a statewide need has been identified to address behavioral health as a specialized focus within healthcare. The Arapahoe/Douglas Workforce Development Board Mental Health task force has advocated for this sector need to be addressed through the development of career pathways, micro-credentialing opportunities, and greater awareness of employment opportunities in behavioral health. The Arapahoe/Douglas Works! Business Services team will continue to support actions in the state toward developing sector partnership work to address these needs..

f) Skills Based Hiring: Explain what services are offered to employers to implement skills-based hiring practices, which could include assistance with job postings, interview procedures, onboarding mechanisms, or referrals to outside training resources on this topic.

Arapahoe/Douglas Works! Business Services team is refining a workshop combining the Colorado Good Jobs framework principles, skill-based hiring concepts, and Skillful's Job Posting Generator. The goal of the workshop is to help businesses think differently about hiring to open the job pool to more qualified Coloradans, ensuring greater access and equity and skill-based recruitments. Referrals are also made to the Skillful Talent Series for additional resources and classes.

5. Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)

The Colorado Workforce Ecosystems foundation is based upon providing program participants access to services centered around employment, training, education, work-based learning, apprenticeships and supportive services designed for success. WIOA

Title I programs have a variety of eligibility criteria set around traditional barriers, governor set priority populations and local board priorities to ensure that individuals have abilities to be successful.

Arapahoe/Douglas Works! will expand access to employment, training, education, and supportive services by evaluating local priority designations and identifying programs with similar strategic goals and priorities and those with mutual customers in order to braid funding and increase support for individuals receiving services. Arapahoe/Douglas Works! partners with organizations in the local area, providing services to individuals in priority groups and individuals with barriers to employment. Broadly, these organizations include Refugee Assistance and Resettlement programs, Department of Corrections reentry services programs, Community Corrections, Public Health, the Department of Human Services Public benefits programs, community-based organizations, post-secondary institutions, and local school districts. To further the dynamic, wrap-around service delivery model, Arapahoe/Douglas Works! has been recognized nationally for co-enrollment practices as an effective strategy for increasing success and providing additional customer support. As a result, Arapahoe/Douglas Works! will continue work to co-enroll TAA customers in WIOA programming to ensure leveraged and braided support. Additionally, every WIOA Youth and WIOA Adult participant meeting eligibility for both programs will be co-enrolled, as needed and appropriate, to maximize resources to mitigate barriers to employment and ensure strategies are employed that lead toward economic sustainability. Moreover, as industry-recognized credentials are vital for upskilling and increasing participant wages, Arapahoe/Douglas Works! will continue to ensure classroom training that provides access to industry-recognized certificates or credentials for WIOA participants is maximized and that workforce data intelligence and the business voice are shared with training providers to ensure the curriculum is relevant to the labor market.

Moreover, Arapahoe/Douglas Works! has refined supportive services policies to ensure alignment across programs so customers can access a more robust menu of supportive service offerings while alleviating duplication. Arapahoe/Douglas Works! ensures individuals with barriers to employment receive additional support, which includes case

management, career counseling for career pathways, mentorship, and referrals to community resources. By addressing barriers such as childcare, transportation, housing, and health issues, individuals can effectively engage in education and training activities. Arapahoe/Douglas Works! will also continue to promote, recruit, and deliver training cohorts in a collaborative manner that ensures co-enrollments occur when appropriate. Cohorts are developed in targeted industries such as manufacturing, aerospace, IT, and healthcare and, in many cases, are connected to registered apprenticeships to ensure optimal outcomes.

The Employment First Program (SNAP) at Arapahoe/Douglas Works! is currently working with Arapahoe Community College on a pilot to engage and support SNAP recipients interested in micro-pathways in the healthcare and IT fields. ACC is contracting with the Colorado Department of Human Services (CDHS) to become a Third-Party Partner (TPP). Arapahoe/Douglas Works! will provide intensive case management, supervised job search, and supportive services, while ACC provides GED prep & testing, post-secondary education, career & technical education, and English Language Acquisition activities for SNAP recipients to meet their work requirements. This pilot ensures COVID-impacted students can re-enter the workforce, especially after they may have dropped out of educational opportunities during the pandemic.

The Registered Apprenticeship Hub team at Arapahoe/Douglas Works! will work with the Colorado workforce system to share best practices regarding enrolling apprentices into core programs. The Registered Apprenticeship Consultant team previously led a state-wide training on rules and regulations related to WIOA and Registered Apprenticeships, focusing on identifying programs that are a good fit for WIOA. The Registered Apprenticeship Consultant team will lead a state-wide meeting in conjunction with a local workforce center to share best practices around using WIOA to support apprentices and how the local area finds and supports apprenticeship programs that are a good fit for WIOA.

Arapahoe/Douglas Works! regularly evaluates the effectiveness of its programming and constantly requests feedback from participants, stakeholders, and partners to make ongoing improvements and necessary adjustments to ensure services and programming

meet the targeted population needs.

6. Describe the strategy to work with adult education providers funded under Title II of WIOA and Vocational Rehabilitation to align resources available to the local area, to achieve the strategic vision and goals described in question 5.

All boards across Colorado work with WIOA Title II providers to ensure seamless service delivery for adult education and vocational rehabilitation as needed. Local areas have developed a memorandum of understanding with providers that qualify under this program and continue to monitor progress.

Arapahoe/Douglas Works! has active partnerships with adult education providers in the local area and provides and receives referrals in support of participant success. As a result, if an individual is identified as needing adult education services, the first step in their service delivery plan will be to begin working with adult education providers and their case manager to obtain a high school diploma, equivalent or GED.

In alignment with this effort, Arapahoe/Douglas Works! provides in-house tutoring to ensure literacy skills support and GED attainment. The Arapahoe/Douglas Works! tutor works collaboratively with internal agency programs, including WIOA, Employment First (SNAP), Colorado Works (TANF), and special initiatives, as well as Adult Education providers, community-based organizations, and DVR, resulting in more accessibility for no-cost tutoring literacy skills resources, Adult Education, and GED programs.

Furthermore, Arapahoe/Douglas Works! has a designated staff member, the DPN, who is trained as a subject matter expert in serving individuals with disabilities and works closely with DVR. The DPN meets with DVR staff regularly to conduct case conferencing, ensure wrap-around service delivery, and to eliminate service duplication. Additionally, having the DPN on staff has increased referrals to and from DVR and community-based organizations serving individuals with disabilities, ultimately increasing access to employment, training, education, and supportive services for individuals in the

area.

7. Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

During the 2020 Pandemic, several workforce areas in Colorado established call centers to assist job seekers in accessing the unemployment insurance system and other resources in the community. As the surge of calls has dropped to approximately pre-pandemic levels, workforce centers have continued to provide specific services to constituents of the workforce/unemployment insurance systems as warranted/needed. Additionally, the local areas continue to work with representatives from unemployment insurance, as well as CDLE Employment and Training Programs to outline areas that are pinch points as to ensure customers have the best experience. Labor exchange services continue to be provided to customers throughout Colorado.

Arapahoe/Douglas Works! serves UI claimants throughout the local area and the state who require assistance with their UI claims. Services are made available virtually and in person through a staffed call center, requesting an in-person, virtual, or phone appointment through the website or by phone, or by visiting into any Arapahoe/Douglas Works! office or satellite location. Arapahoe/Douglas Works! provides intensive training on UI to all career services staff and expansive foundational training to all agency staff to ensure all staff can assist with UI questions or refer to an appropriate resource. Additionally, Arapahoe/Douglas Works! regularly educates community partners on service provision, including UI, resulting in increased referrals from other organizations and cross-training of valued community partners. Furthermore, Arapahoe/Douglas Works! has multiple office locations throughout the local area with direct access to UI staff through the UI hotline.

. Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the planning region, and promote entrepreneurial skills training and microenterprise services

Arapahoe/Douglas Works! staff and the Business Services team are members of the Denver South Business Resource Group, which includes economic development and chamber of commerce partners within the two-county area, the Small Business Development Center, and Manufacturers Edge. This group strategizes ways to respond to current business, labor market, and economic development needs and forecasts needs and activities for the future.

The Small Business Development Center, Community College of Aurora, and Arapahoe/Douglas Works! worked together to develop a “Business Boost” training program. This program is a series of eight 45-minute videos to help small and micro-size businesses learn about important topics that can help inform business operations. These videos are available on demand at no cost in Spanish and English through the [ADWorks.org website](http://ADWorks.org). Modules include:

- Establishing a Professional Virtual Presence
- Digital Business Fundamentals
- Online Hiring Tools
- Cyber Security Fundamentals
- Excel Basics
- Credit, Budgeting & Financial Documents
- Your Cell Phone as a Business Tool
- Quickbooks & Fiscal Software

Arapahoe/Douglas Works! is co-located at the Sturm Collaboration Campus with the Small Business Development Center, allowing for streamlined coordination of activities and events. Arapahoe/Douglas Works! staff also participate in various advisory boards, including the Douglas County Economic Development Advisory Collaboration, and staff coordinate with Arapahoe County economic development and planning staff to ensure coordination and support. Economic development and chamber entities sit on the Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! staff

regularly present to and participate in activities and events in partnership with these entities. Moreover, Arapahoe/Douglas Works! staff regularly provide workforce intelligence and labor market data and analysis to economic development and chamber entities, post-secondary institutions, community partners, government organizations, and businesses.

9. Provide a description of the workforce development system in the local area that identifies the programs that are included in that system. Also describe how you will partner with the required WIOA partners to increase awareness of career pathways and the critical role that workforce development plays in ensuring that all Coloradans have access to educational and career pathways that result in meaningful employment.

As a one-stop workforce center providing co-located and coordinated Wagner-Peyser career services, WIOA Title I programming including Adult, Dislocated Worker, and Youth programs and services, business services, Employment First (SNAP), Colorado Works (TANF), Parents to Work, for custodial and non-custodial parents engaged in the Child Support System, and discretionary grant programming and special initiatives, Arapahoe/Douglas Works! ensures that all Coloradans have access to customer-centered career and resource navigation and access to educational opportunities, credential attainment, and career pathways that result in meaningful employment, self-sufficiency, and economic security.

Arapahoe/Douglas Works! supports participants in academic, occupational, and credential-based training and work-based learning activities, focusing on locally defined, in-demand industries. Participants are enrolled in one or more programs to increase access to braided funding for training, intensive case management, and supportive services, ensuring a holistic wrap-around approach. Additionally, job seekers receive career services, which include, but are not limited to, customer-centered one-on-one and group career navigation that is data and labor-market-informed, resume preparation and interview assistance, soft-skill training and support, networking opportunities, workshops and assessments, peer support collaboration opportunities, job fairs and hiring events,

and career exploration activities and modules.

As career pathways and work-based learning opportunities are developed, the Arapahoe/Douglas Works! Business Services team shares this information with workforce programs through networks via email, partner meeting announcements, the Arapahoe/Douglas Works! website, and social media platforms. The Workforce Development Board meetings also provide a platform for communication to mandatory partners to raise awareness of new career pathways and work-based learning opportunities, helping foster insight into how the system can best respond to system needs and opportunities collaboratively and holistically.

Arapahoe/Douglas Works! continuously strives to ensure workforce services are more accessible by addressing barriers and ensuring individuals can access the resources and support they need to enter or advance in the workforce by working closely with partners, including but not limited to the community college system, local school districts, human service partners, the judicial system and other justice-involved partners, Job Corps, Vocational Rehabilitation, mental health providers, training providers, Veteran organizations and providers, and resettlement agencies. Through these partnerships, Arapahoe/Douglas Works! can promote career pathways, programs, and services, actively reach underserved populations, and develop and implement innovative programs to meet the needs of job seekers and employers. These partnerships also include establishing referral processes and collaborative efforts to ensure individuals can navigate the system effectively and equitably and access the support they need to achieve their goals, self-sufficiency, and economic security. Another method Arapahoe/Douglas Works! employs include leveraging technology to make services more accessible, streamlined, and simple, including offering online resources and virtual workshops, providing mobile-friendly applications and paperwork, and delivering virtual and remote access to workforce development services and resources.

Arapahoe/Douglas Works! participates in the Paving Access to Careers and Employment (PACE) initiative to recruit SNAP applicants and recipients for Employment First (SNAP)

Programming, helping to ensure broader access to needed supports and resources, ensuring a no-wrong door approach. The agency's ambassador connects SNAP applicants and recipients to employment and training programs and services, including Employment First (SNAP), WIOA, and other discretionary grant programming, providing career, program, and engagement services, including supportive services to participants to facilitate the completion of the navigation and referral process. The PACE ambassador will navigate job seekers to the right program or programs to support person-centered career exploration, training, and a pathway to self-sufficiency.

Arapahoe/Douglas Works! has been nationally recognized for local co-enrollment efforts and ability to braid funds to ensure a holistic wrap-around approach for all participants. Arapahoe/Douglas Works! is also able to accommodate individuals with limited English proficiency by providing bilingual staff, offering language interpretation services, such as the Language Line, and translating written materials into commonly spoken languages.

10. Describe the one-stop delivery system in the local area, in particular:

a) Identify the locations of the comprehensive physical one-stop centers (at least one) within your local area also list the locations of your network of affiliate sites, both physical and electronically linked, such as libraries.

- Main One-Stop location: Lima Plaza - 6974 S. Lima Street, Centennial 80112
- Aurora Satellite: Altura Plaza - 15400 E. 14th Place, Aurora 80011
- Aurora Satellite for Parents to Work Customers Only: CentrePoint Plaza – 14980 E. Alameda Drive, Aurora 80012
- Aurora Satellite: Aurora Mental Health – 10782 E. Alameda Avenue, Aurora, CO 80012
- Aurora Satellite: SAFER – 9799 E. Geddes Avenue, Aurora, CO 80112
- Aurora Satellite: Oxford Vista/GOALS: 15001 E. Oxford Avenue, Aurora, 80014
- Castle Rock Satellite: Arapahoe Community College Sturm Collaboration Campus - 4500 Limelight Avenue, Castle Rock 80109
- Castle Rock Satellite: Douglas County Human Services – 4400 Castleton Court,

Castle Rock 80109

- Littleton Satellite: East Community Center – 5933 S. Fairfield Street, Littleton 80120
- Parker Satellite: Parker Task Force – 19105 Longs Way, Parker 80134

b) Identify your key strategies for integrating the core programs (WIOA Title I, II, III, and IV programs), as well as all required partner programs, within the local one-stop system of comprehensive and affiliate offices.

WIOA Title I and III services are comprehensively provided by Arapahoe/Douglas Works! staff as outlined in this plan. Colorado Works (TANF) and Employment First (SNAP) case management services are accessible at all locations. A resource space accessible to the general public is also housed within the GOALS campus, a residential housing program designed to serve families experiencing homelessness. Another public resource center is located within the Arapahoe Community College, Sturm Collaboration Campus in Castle Rock. Also, Arapahoe/Douglas Works! implemented the Disability Program Navigator Program, increasing workforce program accessibility for individuals with disabilities and working directly with DVR and other community-based organizations serving individuals with disabilities. The DPN and DVR staff regularly meet to align services, streamline processes, and co-enroll customers.

Arapahoe/Douglas Works! provides career services within the Douglas County jail and will soon offer career services within the Arapahoe County jail. Additionally, regular cross-training, professional development, and program discussions occur internally and amongst community partners to ensure regular enhancement of program service delivery, obtain end-user feedback, and ensure an accessible and equitable holistic model is continuously employed. New partnerships are fostered through regular communication, sharing outreach and program materials, cross-training, developing and refining referral processes, and data sharing. Arapahoe/Douglas Works! has begun to conduct informational surveys of partners to streamline referral processes and increase awareness of available services and resources.

Co-enrollments are another strategy used at Arapahoe/Douglas Works! The co-

enrollment process implements an integrated, customer-centered case management model that enables Workforce Specialists to work across programs and provide services, resources, and braid funding. This is completed by a simplified, streamlined process to ensure that individuals access services quickly and efficiently. By leveraging and pulling together resources, this approach ensures individuals receive wrap-around services tailored to their dynamic, individual needs.

c) Describe the roles and resource contributions of each of the one-stop partners.

The roles and resource contributions are outlined in each agreement and can be found on Arapahoe/Douglas Works! website Governance page at <https://www.adworks.org/workforce-board/governance/>. These agreements typically include in-kind contributions and partnerships that support referrals and service delivery throughout the local area. Co-location of some one-stop partners fosters greater collaboration and holistic support provided to job seekers to mitigate barriers to training and employment through braided funding and co-enrollment where appropriate and eligible, and without duplication of services. Section 121(b)(1)(B) of WIOA identifies the required partners which are the entities responsible for administering the below programs and activities. Pursuant to WIOA, when applicable, the Arapahoe/Douglas Workforce Development Board has developed and entered into a Memorandum of Understanding (MOU) with the service delivery partners required by WIOA.

(1) Programs authorized under title I of WIOA, including:

- (i) Adults;
- (ii) Dislocated workers;
- (iii) Youth;
- (iv) Job Corps;
- (v) YouthBuild;
- (vi) Native American programs; and
- (vii) Migrant and seasonal farmworker programs;

- (2) The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;
- (3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA;
- (4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV;
- (5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- (6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.);
- (7) Trade Adjustment Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- (8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- (9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- (10) Employment and training activities carried out by the Department of Housing and Urban Development;
- (11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- (13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b).

d) Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means include your intended use of virtual job fairs, the upcoming virtual job shadowing capability, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.

Arapahoe/Douglas Works! makes available all services to businesses and job seekers in an in-person and virtual capacity. Arapahoe/Douglas Works! provides virtual job fairs and have increased virtual presence by providing virtual workshops and workforce development services to businesses and job seekers by utilizing Zoom, Mentimeter, Microsoft Teams, and GoToMeeting. Additionally, Arapahoe/Douglas Works! uses a Premier Virtual platform that allows large-scale job fairs to be completed in a virtual environment.

One-on-one assistance is provided in person and virtually utilizing the aforementioned virtual platforms and/or by phone. Arapahoe/Douglas Works! has also implemented online scheduling tools that are embedded on the website to provide better accessibility to workforce services by appointment, whether conducted by phone, online, or in person. Scheduling and contact forms have been shared with multiple community partners to streamline the referral process to receive essential career services and potential triage for intensive services. Additionally, program forms have been transferred from paper to electronic fillable forms to ensure customers can receive the same service delivery promptly and efficiently and all workshop materials are available via the Arapahoe/Douglas Works! website.

Arapahoe/Douglas Works! also has an established call center. The call center is staffed with live staff members who maintain current knowledge of Arapahoe/Douglas Works! programs, services, and events to provide assistance, information, and make referrals to appropriate staff or programs. The call center allows access to Arapahoe/Douglas Works! from any location.

Arapahoe/Douglas Works! also utilizes the Language Line and Dual Language-certified staff to provide translation for job seekers needing on-demand translation to access services.

e) Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.

The evidenced-based and science-informed Mathematica Goal4 It! methodology is utilized and embedded across all Arapahoe/Douglas Works! programs and services to promote and maintain consistency in customer-focused goal planning, activity, and review. This methodology offers the use of a “Stepping Stones” assessment to identify areas of need and priorities for setting goals. The process involves setting a goal based on personal motivation, making a detailed plan for working toward the goal, including identification of and response to challenges that may occur along the goal path, and reviewing and revising the goal plan and activity along the way. This methodology also results in reviewing and revising internal processes to ensure smooth transitions and a lack of repetition and foster collaboration between programs. It offers a shared language and process, no matter which programs serve a customer.

Arapahoe/Douglas Works! uses a variety of assessments that can be used during career exploration with customers. Arapahoe/Douglas Works! staff proctor assessments that support skills-based hiring by helping employers evaluate skills and aptitudes to identify the strongest candidates for positions and to determine how they best fit into the workplace. These assessments are coordinated, promoted, and scheduled through the Business and Assessment Center (BAC) across all programs within Arapahoe/Douglas Works! and to businesses, community-based organizations, and the public as a resource to identify skills, aptitudes, and behaviors. Arapahoe/Douglas Works offers:

- Aptitude Assessments
- Barriers Assessments

- Interest Profiler Assessments
- Personality Assessments
- Upskilling Tools and Assessments

f) A description of how entities within the one-stop delivery system, including your centers, one-stop operators and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Arapahoe/Douglas Works! is dedicated to the principles of equal employment opportunity in any term, condition, or privilege of employment. Arapahoe/Douglas Works! complies with Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity. This language is listed on all major outreach material, including the Arapahoe/Douglas Works! website www.adworks.org.

Arapahoe/Douglas Works! works to ensure presentations and outreach materials are accessible and available in other formats upon request. Additionally, Arapahoe/Douglas Works! has added information on how to request reasonable accommodations through several points of entry and has streamlined the process for those requests to be sent to the certified ADA Coordinator to ensure they are handled timely and appropriately.

Additionally, Arapahoe/Douglas Works! has implemented the Disability Program Navigator (DPN) role. The DPN coordinates services with the Division of Vocational Rehabilitation, Developmental Pathways, the Arc, school transition programs, and more disability partners through all workforce programs, which supports the needs of and empowers individuals with disabilities. The DPN is responsible for facilitating training

and supporting staff when working with individuals with disabilities. Arapahoe/Douglas Works! partnered with DVR to assess all assistive technology and upgrade where needed.

Arapahoe/Douglas Works worked with Rocky Mountain ADA and contracted with the Bauman Group to re-design the agency website, www.adworks.org, and ensure that the ADA standards were met for visually impaired, deaf, and users who navigate by voice, screen readers, or other assistive technology. Arapahoe/Douglas Works! will continue to review best practices to ensure materials meet ADA standards.

g) A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and job seekers

The Arapahoe Douglas Workforce Development Board has identified the following strategies to ensure continuous improvement of services for local employers, workers, and job seekers:

- The establishment of task forces and other partnerships for Arapahoe and Douglas Counties with the intent to identify the needs of local businesses and job seekers and develop or convene partnerships that are conducive towards relevant solutions that will produce positive outcomes related to service delivery and the continued success of local business and job seekers;
- Data-informed reports that include Workforce Trends, Economic Competitiveness, Industry and Competitive Wage Intelligence, and Industry Specific Profiles;
- Customized assistance for employers to recruit, hire, upskill, and retain talent;
- Business Relocation information and assistance that includes but is not limited to occupational supply, average salary of local employment pools, and understanding the job shed;
- The Maximizing Area Talent for Competitive Hires (M.A.T.C.H.) program is a solution-oriented work-based learning (WBL) strategy that is pivotal in saving employers valuable recruitment time and money. Employers participating in WBL

activities such as internships or on-the-job learning may receive reimbursement of employee wages to offset the extraordinary cost of training new or less experienced hires.

In addition to the listed strategies, the Arapahoe Douglas Workforce Development Board identifies areas for continuous improvement in services through strategic planning sessions. During the planning sessions, Arapahoe Douglas Workforce Development Board members leverage their expertise to identify and highlight opportunities to maximize service delivery. Work to improve services throughout the system involves expanding outreach efforts through networks, social media, and targeted engagement with community partners and businesses, leading to a greater awareness and ultimately increased utilization of services by both job seekers and businesses. Another identified area for continuous improvement of services is streamlining workforce development system processes to best meet the needs of job seekers, workers, and employers. Determining the need for more efficient processes yields the opportunity for incorporating the voices of job seekers and businesses into system improvements that will facilitate participation in workforce development.

h) Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Arapahoe/Douglas Works! utilizes customer choice in training provider selection through the Colorado Eligible Training Provider List (ETPL). Training providers not on the ETPL and not locally approved cannot be funded by WIOA. The WIOA Youth program procures youth element providers, in alignment with County purchasing processes, to provide specific youth elements not directly offered by Arapahoe/Douglas Works!

Arapahoe/Douglas Works! does not anticipate providing contracted training services under Chapter 3 of Subtitle B. WIOA Adult and Dislocated Worker participants, in

collaboration with support from staff, will complete a comprehensive research activity identified as the Training Request Packet (TRP) with regards to selecting a training program that will likely lead to successful employment that is both competitive and at a sustainable wage. The TRP creates access to opportunities for individuals to explore available training programs, identify program costs, duration, and credentials offered, ensuring informed customer choice. In coordination with the case managers, the program manager will review and approve the TRP to establish the individual training account.

The Young Adult WIOA participants may be issued ITAs through the Eligible Training Provider List (ETPL) or through training providers who responded successfully to the most recent competitive process as specified in Section 107 (d) of the Workforce Innovation and Opportunity Act. Work-based learning activities (WBL) such as on-the-job training (OJT) will be executed using an OJT contract and include information on, but not limited to, the OJT start/end date, employee pay rate, and employer reimbursement amount. Work experience (WE) activities are similar to an internship in that they will allow a participant with limited work experience to increase/gain/upskill in an occupation. Work experience activities are executed using a MATCH agreement.

Arapahoe/Douglas Works! has also established, within policy, the allowance of a 'hybrid' form of training services that may include both an occupational/classroom training component and an OJT or WE activity.

Furthermore, the Arapahoe/Douglas Workforce Development Board has also identified in-demand occupations and industry and wage competitiveness workforce intelligence analysis reports made available to Arapahoe/Douglas Works! customers and staff to ensure data and labor market-informed customer choice regarding selecting employment and training opportunities that lead to sustainable wage employment and access to in-demand and high-growth career pathways.

Arapahoe/Douglas Works! has also met with Apprenticeship Colorado to learn more about group contracting for apprenticeships under WIOA. Arapahoe/Douglas Works! plans to learn more about how group contracting works to see if it is a viable option to

get job seekers into training programs without having to utilize individual training accounts, which will result in a reduction of paperwork and an increase in the speed of services that can be provided to job seekers.

i) Outreach to Individuals with Barriers to Employment: Describe how you will engage your LWDB and Youth Council/committee to increase the awareness of the services offered to returning Veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are your objectives and goals for this effort?

The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! prioritizes outreach and service delivery to individuals with barriers to employment through various mechanisms. Collectively, both ensure that community partnerships are fostered, and new relationships are built on an ongoing basis. Additionally, through these collective relationships, discussion occurs on various topics, including, but not limited to, referral processes, service delivery, programming, supportive services, training, and work-based learning opportunities. Moreover, Arapahoe/Douglas Works! collaborates with its partners to discuss how to mitigate barriers to employment best, and how to ensure all customers are on a pathway to success. As an example, Arapahoe/Douglas Works! partnered with Arapahoe Community College and the Division of Vocational Rehabilitation to make available a Virtual Work Readiness class to customers with barriers to employment and digital literacy skills gaps, including individuals impacted by COVID, individuals with disabilities, individuals with housing insecurity, and individuals receiving public assistance. Moreover, as an effort to help address the digital divide with this population, a laptop was also provided. Another example is that Arapahoe/Douglas Works! partnered with Arapahoe and Douglas Counties Emergency Rental Assistance Programs to provide workforce services and opportunities to underemployed individuals that COVID has also impacted who are struggling to pay rent.

Arapahoe/Douglas Works! has provided career services to incarcerated individuals at the Douglas County Jail through the Collaborative Program for Integration since 2014 and is working to expand services to Arapahoe County Jail. To increase services to justice-

involved individuals Arapahoe/Douglas Works! has been involved in several collaborations to outreach to targeted groups, such as the recent partnership through the Pathway Home grant with Pikes Peak and the Denver workforce centers that work to provide eligible, incarcerated individuals in state correctional facilities or local jails with workforce services prior to release, and to continue services after release by transitioning the participants into reentry programs in the communities to which they will return. Projects are job-driven and build connections to local employers that will transition justice-involved participants to secure employment and reduce the recidivism rate. Arapahoe/Douglas Works! has established a Workforce Coordinator/Navigator position to continue increasing awareness of services offered and expanding existing partnerships. Arapahoe/Douglas Works! will continue to seek out opportunities and strengthen partnerships to target the justice-involved population.

Furthermore, the Disability Program Navigator (DPN) has created new and strengthened established partnerships with organizations that serve individuals with disabilities, such as Arc, Douglas County Bridge, Project SEARCH, Division of Vocational Rehabilitation (DVR), Developmental Pathways, and many more. These partnerships have increased referrals to workforce services, increasing access to training and sustainable employment opportunities.

The JVSG staff and Arapahoe/Douglas Works! collaboratively conduct outreach activities to ensure Veterans, transitioning service members, and qualified individuals have access to customer-centered coaching and career navigation, including resume preparation, interview technique, transferable skills assessment and support, job search resources and assistance, networking skills, and access to job fairs and events. Career Services staff regularly partner with CDLE, USDOL, and other organizations to provide career readiness training opportunities to targeted populations. For instance, Arapahoe/Douglas Works! conducts a monthly Veterans Spouses Networking Event where local employers and job seeking Veterans can discuss career opportunities.

Arapahoe/Douglas Works! maintains three Human Services grants in Arapahoe County: Colorado Works (TANF), Employment First (SNAP), and Parents to Work (PTW)

programs. Arapahoe/Douglas Works! also maintains three Human Services grants in Douglas County: Colorado Works (TANF), Employment First (SNAP), and the Douglas County Youth Employment Program (DCYEP). These programs all provide customer-centered intensive case management for TANF recipients, SNAP recipients, Douglas County Youth, or child support-involved custodial and non-custodial parents. These programs have placed participants in training, work-based learning opportunities, and apprenticeships. Arapahoe/Douglas Works! has implemented work-based learning for Employment First and was nationally recognized as the first provider of Employment First to place SNAP recipients in work-based learning in the country. These programs also provide industry-recognized credentials and training, as well as supportive services like transportation, rental assistance, books and supplies, GED services, auto repairs, incentives, and much more. To maximize outcomes and braid funding, CW, EF, DCYEP, and PTW are part of an internal process to co-enroll participants into WIOA and other discretionary grants, as appropriate. The Parents to Work Program is the only program in the nation dedicated to serving custodial and non-custodial parents attached to Child Support Enforcement. Colorado Works participants who find employment also enroll in the Post-TANF program, providing additional support for six months after becoming over-income for TANF. Employment First participants are eligible for job retention three months after they become over-income for SNAP. During these times in job retention and post-TANF, participants are eligible for additional supportive services and case management to minimize the Cliff Effect and support self-sufficiency.

Arapahoe/Douglas Works! is also a contributing partner of the Change the Trend collaboration, which works to end homelessness in the tri-city area (Littleton, Sheridan, and Greenwood Village). Additionally, Arapahoe/Douglas Works! is partnering with the GOALS program with Arapahoe Human Services and The Family Tree to support families experiencing homelessness. The residential setting uniquely offers workforce services onsite. Workforce Specialists from the Colorado Works and Employment First Programs meet regularly with job seekers and customers experiencing housing stability at GOALS. These workforce specialists work in-tandem with community partners and Arapahoe County Human Services staff to ensure appropriate services are accessed to

support the short-term and long-term goals of the participant on their pathway to self-sufficiency.

Events and initiatives organized by these groups are shared at the Arapahoe/Douglas Workforce Development Board meetings, newsletters, the Arapahoe/Douglas Works! website (www.adworks.org) and its social media platforms.

Additionally, Arapahoe/Douglas Works! staff visit community locations on a regular basis to provide presentations and workforce services at schools, organizations and community events to meet all target populations and provide services in the most accessible and convenient forum. Arapahoe/Douglas Works! has office hours at several community partners, including the East Community Center, the Parker Task Force, and at Aurora Mental Health and Recovery. Arapahoe/Douglas Works! will continue to seek out these opportunities to most effectively and impactfully serve individuals in the community.

Arapahoe/Douglas Works! staff participates in several work groups, task forces, and projects focused on target populations, such as the New Americans Task Force, Douglas County Behavioral Health Workgroup, the Care Compact project, the Homeless Diversion and Prevention workgroup, and many more. Participation in these workgroups allows Arapahoe/Douglas Works! to provide the workforce perspective and inform other members of these groups of programs and services offered.

The Arapahoe/Douglas Workforce Development Board has created a Young Adult Engagement Task Force dedicated to increasing the engagement and enrollment of young adults in workforce development services. The objective is to develop effective strategies to reach and motivate this demographic to take advantage of available opportunities and resources. The task force is committed to creating innovative approaches that resonate with young adults and support their career development, empowering them to achieve their professional goals and success in the workforce.

Arapahoe/Douglas Works! currently Partners with the American Dream Employment Network (ADEN) and the Ticket to Work Program. The Ticket to Work Program connects people with disabilities to meaningful jobs. Through this partnership, Arapahoe/Douglas

Works! provides services that include but are not limited to career counseling, job placement, benefits planning and counseling to include work incentive advisement, ongoing services to support long-term employment, and financial wellness information, referrals, and resources to people with disabilities.

Arapahoe/Douglas Works! has created a streamlined referral process for community partners to refer clients through an online form. The community organization can include how their client or customer would like to be contacted, provide specific details on what they need, and request to be informed on progress.

Arapahoe/Douglas Works! has worked diligently to create processes and procedures to co-enroll customers within intra-agency programs. This initiative aimed to collaborate on co-enrolling program participants to provide additional wrap-around supports, braided funding, customer-centered case management to mitigate barriers and attain career pathway and economic self-sufficiency goals.

It has resulted in:

- Increased number of co-enrollment participants from the previous program year
- Cross-training between the different programs
- Workforce Specialists working together to provide individualized, dynamic support for each other and for their customers
- Continuity and improvement of services
- More resources and referrals
- Human-centered design approach utilizing the Goal 4It! methodology
- Minimized impact of the Cliff Effect
- The first WBL placements for the Employment First Program in the country
- Increased wage attainment at placement and employment retention

j) Describe your specific outreach strategies to eligible New Americans and your objectives for this effort. In addition, what strategies will you deploy to ensure your services and programs effectively serve eligible New Americans?

Arapahoe/Douglas Works! has partnered with Lutheran Family Services, Denver Metro area judicial districts and services groups, and other local non-profits and community

groups to identify services and referral systems for New Americans eligible for services. The objective of these programs and partnerships is to increase employability and earnings, as well as promote community integration among New Americans. Several programs at Arapahoe/Douglas Works! have provided occupational skills training to first-generation Americans, on-the-job training placements, and English Language Assistance to individuals learning the language. Arapahoe/Douglas Works! is serving New Americans through WIOA programming. In partnership with the judicial districts and services teams, Arapahoe/Douglas Works! is developing partnerships to support occupational skills training and career development for individuals who are victims of human trafficking. This partnership has required significant integration and continues to be developed. For job seekers who are not eligible for services due to a lack of lawful presence documentation, Arapahoe/Douglas Works! has partnered with community development organizations, such as Servicios de la Raza, Centro de los Trabajadores, and Mi Casa, for direct referrals to meet the unique needs of individuals without documentation.

Arapahoe/Douglas Works! has been actively involved in providing information to partnering agencies towards methods and resources that support newly arriving refugees through employment services. Arapahoe/Douglas Works! is working closely with the various resettlement agencies to develop referral processes and provide training on workforce services development services available. Arapahoe/Douglas Works! has provided presentations to the Afghan community working with new arrivals and has also connected business and industry to the resettlement agencies and their customers. The Business Services Team is leading the initiative to develop and implement training for businesses interested in employing New Americans, especially refugees.

Arapahoe/Douglas Works! staff participate in the New Americans Task Force. The Office of New Americans supports the task force, which is an opportunity for local areas to come together to strategize on how best to serve New Americans, including migrants. An example of an activity of the task force includes creating a resource packet for New Americans and workforce center staff.

Moreover, Arapahoe/Douglas Works! plans to continue regularly presenting to

community organizations that support New Americans and invite these organizations to present to Arapahoe/Douglas Works! staff to ensure they are aware of all resources available. Cross-training strengthens collaboration and creates a no wrong-door approach to accessing services.

Arapahoe/Douglas Works! Business Services is active with the Statewide Business Services Leadership Group, actively working on unified ways to connect New Americans to employment Opportunities through virtual and in-person job fairs and collecting information on employers who have or want to develop inclusive practices to hire refugees and New Americans.

11. Provide a description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services;

Over the last decade, the Arapahoe/Douglas Workforce Development Board has made the effort to develop substantial expertise in local labor market trends. It has developed industry profiles and saturation tables used throughout the greater metro Denver area. The ITA request process requires using this data in addition to informational interviews and researching current job listings. This has contributed directly to meeting within compliance or exceeding state performance common measures outcomes.

In the realm of coordinating workforce development with educational activities, the Arapahoe/Douglas Workforce Development Board believes these efforts must be business/industry driven, or at a minimum validated with key sector leaders. Without business input, coordination efforts are not as effective and as sustainable. Therefore, the Arapahoe/Douglas Workforce Development Board continues to work collaboratively with postsecondary programs in the region to ensure that the coursework offered is relevant to industry needs.

This issue still exists, with many occupations in the region supporting the various key sectors. The Arapahoe/Douglas Workforce Development Board regularly works with its education partners and other workforce areas, as well as CUWA, to make necessary curriculum adjustments for critical positions.

Arapahoe/Douglas Works! operates a satellite office co-located with Arapahoe Community College Sturm Campus to connect students to workforce services and employment opportunities in the Individual's field of study. Arapahoe Community College's Sturm campus programs focus on in-demand industries. The partnership streamlines access to employment opportunities following graduation.

Arapahoe/Douglas Works! collaborates with all of the local school districts and collaborates with the Cherry Creek Innovation Campus to make available Occupational Skills Training Opportunities for eligible individuals have the opportunity to access occupational skills and trades certifications in the following seven different career pathways: Advanced Manufacturing, Business Services, Health and Wellness, Hospitality and Tourism, Infrastructure Engineering, IT & STEAM, and Transportation. Eligible individuals receive high school credit for their coursework and have an opportunity to receive concurrent enrollment credit from several community colleges in Colorado. Other collaborations include collaborating with the Douglas County School District Legacy Campus and Littleton School District Epic Camps. The Business Services team was instrumental in partnering with these school districts to obtain employer feedback.

12. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area; in particular identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.

Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! have implemented a customer-centered design methodology that takes a customer-

centered approach to processes, strategies, procedures, and services and focuses on innovation to address the needs of the end-user.

Arapahoe/Douglas Works! Adult and Dislocated Worker programming focuses on targeted populations, which may include but are not limited to, Veterans, Justice-Involved, low-income, Benefits-Attached, Single Parents, UI Exhaustees, Displaced Homemakers, Homeless, Refugees, Individuals with Disabilities, Individuals with barriers, those without a High School Diploma, those who are Basic-skills Deficient, and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Adult and Dislocated Worker customers, including, but not limited to, individual career services, labor market information and data analysis, tutoring and digital literacy upgrade, workshops, assessments, networking and peer collaboration events, job search, training provider information, skill assessment, access to training, work-based learning opportunities, and supportive services..

Arapahoe/Douglas Works! has a training policy with tuition assistance for occupational training for Adult and Dislocated Worker eligible customers, targeted in the industries of Aerospace, Aviation, Bioscience, Broadband, Construction, Engineering, Finance and Insurance, Healthcare, Hospitality, Information Technology and Manufacturing.

Arapahoe/Douglas Works! will focus on training and work-based learning opportunities within these regional targeted industries; work-based learning opportunities, which may include, but are not limited to; work training experiences for eligible customers, OJT contracts, and pre-apprenticeship and apprenticeship opportunities, as appropriate.

Arapahoe/Douglas Works! will focus on training related placements and career pathways.

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

Arapahoe/Douglas Works! works closely with CDLE and Unemployment Insurance to expand services to dislocated workers. Monthly reports are pulled and outreach tools via email and mail are sent to UI recipients informing them of services offered at Arapahoe/Douglas Works! including but not limited to the career resource centers, labor market workforce intelligence, facilitated workshops, job search, and training provider information. Additionally, the Reemployment Services and Eligibility Assessment (RESEA) grant staff are provided with foundational knowledge of the Dislocated Worker program, which is heavily promoted to RESEA claimants.

In addition, a Business Development Representative works closely with the State Rapid Response team and is a certified Rapid Response Coordinator. This allows for seamless service delivery once CDLE receives a WARN notice of the initial call to an affected business to develop a plan so the affected employees can receive services quickly. Arapahoe/Douglas Works! is ready and available to provide job fairs and workshops to affected employees in person or virtually.

13. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities in addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.

Arapahoe/Douglas Works! Youth/Young Adult programming will focus talent development strategies on targeted populations, which may include, but are not limited to, Veterans, Justice Involved, Low-Income, Benefits-Attached, Pregnant and/or Parenting Youth/Young Adults, Homeless, Refugees, Individuals with Disabilities, those without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Youth/Young Adult customers. Individualized, customer-centered career services are available at all

Arapahoe/Douglas Works! Youth/Young Adult customers will include, but are not limited to, the career resource center, labor market information navigation and support, facilitated workshops, job search support, skill assessment, access to training, work-based learning opportunities, and supportive services.

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

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

Arapahoe/Douglas Works! also has representation on the State Youth Council and is actively engaged in the planning and delivering activities supported by the State Youth Council, such as the Colorado Youth Career Fair.

In addition, Arapahoe/Douglas Works! has partnered with Master's Apprentice to expand on additional work-based learning activities for out-of-school youth. Master's Apprentice is a pre-apprenticeship program that assists customers, including young adult customers, with exposure to careers in the skilled trades career pathways, including registered apprenticeship. This includes hands-on experience and classroom experience. Many of the young adults who attend this pre-apprenticeship program have barriers that include low income and involvement in the justice system.

Arapahoe/Douglas Works! has partnered with Cherry School District to provide

funding through Apprenticeship Grants and WIOA funding for the Future Educator Registered Apprenticeship Program. The participants are primarily high school students receiving college credit participating in the registered apprenticeship program as Teacher Aides to enter the education career pathway.

Arapahoe/Douglas Works! has partnered with local high school districts, specifically the special education department, to provide summer work-based learning activities to juniors and seniors with disabilities. The high schools offer work experience sites and activities, and the WIOA programs assist with paying the participants to complete their work experience duties and supporting them with supportive services. Once the students have completed the work experience activities, they will continue to work with their workforce specialist to provide drop-out prevention services to earn their high school diploma.

Additionally, Arapahoe/Douglas Works! has created a WIOA Young Adult Ambassador Program, where the ambassador is responsible for creating and fostering relationships with internal and external community partners. The ambassador position will serve as a recruiter and promoter for the WIOA Young Adult Program. This is a work-based learning activity allows young adults to gain exposure to the world of work and gain transferable skills across all industries.

14. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

The Arapahoe/Douglas Workforce Development Board has maintained cooperative service agreements with the Colorado Department of Education identified providers to enhance adult basic education and literacy. The Arapahoe/Douglas Workforce Center, the designated provider for Wagner-Peyser and U.S.C. Title 38, and Career Services for WIOA Adult and WIOA Dislocated Worker and Youth/Young Adult, Colorado

Works (TANF), and Employment First (SNAP) as well as other grant-funded workforce development programs. Arapahoe/Douglas Works! will continue to offer tutoring internally but will also refer to external partners for services as needed.

15. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

Locally, Arapahoe/Douglas Works! sources appropriate supportive services through community partner networks and by leveraging resources through other programming. WIOA resources may be used to mitigate the barrier when appropriate and allowable. Arapahoe/Douglas Works! coordinates services, leverages resources, and promotes collaboration amongst internal and external partners to ensure individuals receive the support they need to overcome barriers and succeed in the workforce. Arapahoe/Douglas Works! ensures there is no duplications of services when mitigating individual barriers through ongoing strategic planning, partnerships, communication, constant monitoring, and evaluation.

16. Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

In order to serve customers, Arapahoe/Douglas Works! employs a customer and community-centered strategic plan to coordinate the one-stop delivery to customers by providing Wagner-Peyser career services in person and virtually. Arapahoe/Douglas Works! deployed a call center during the pandemic; due to the center's success in increasing workforce center access, it has been adopted as a permanent fixture at the agency. In addition to providing in-person services out of six locations throughout the

local area, Arapahoe/Douglas Works! staff provide programming and services at numerous community partner locations on a dedicated and ongoing basis, to increase accessibility and mitigate barriers. Customers are also served by phone and virtual platforms to provide one-on-one support.

Career Services staff offer a full range of in-person and virtual workshops, adding several workshops and hands-on labs for the Generations@Work! Program. The team collaborates with the Business Services staff to ensure workshop content is relevant and are responsive to the needs of the employers.

Moreover, Arapahoe/Douglas Works! provides comprehensive cross-training to all staff, ensuring they are well-versed in Wagner-Peyser career service delivery. As a result, Arapahoe/Douglas Works! has been able to leverage funding across programs, enhance collaboration, avoid duplication of services, and dismantle organizational silos.

Arapahoe/Douglas Works! provides an array of [business intelligence on its website](#), including detailed industry profiles and other labor market essentials that job seekers and businesses can access on demand, ensuring data and labor market information are widely accessible. Employers can also post their job openings as a web employer in Connecting Colorado or through us.jobs. Businesses can access all 11 core business services, and once an employer has been verified and meets the minimum requirements, they will be eligible to receive any core services. Virtual service delivery will continue to offset customer barriers such as transportation and childcare and to help increase the various entry points for service delivery access.

Virtual service delivery and staff working out of satellite community partner offices will continue to offset customer barriers such as transportation and childcare and help increase the various entry points for service delivery access.

17. Identify the administrator/administrative entity responsible for the disbursement of Title I and III funds in the local area, as determined by the chief elected official or the Governor, and the fiscal agent if different.

The Arapahoe County Government's Community Resources Administrative Services Division has been designated by the Arapahoe County Board of County Commissioners as the Fiscal Agent for Arapahoe/Douglas Works! to receive all funding allocations. Moreover, the Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! staff help to ensure fiscal compliance with all corresponding rules and regulations for all WIOA and discretionary funds received.

1 . A description of the competitive process to be used to award the sub-grants and contracts in the local area for activities carried out under this title

Arapahoe/Douglas Works! adheres to the Arapahoe County competitive purchasing processes and partners with this division to ensure compliance. Policies and procedures are available upon request.

19. Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

Local levels of performance accountability were last negotiated for PY22 as allowable under Section 116(c) of WIOA and in coordination between the Arapahoe/Douglas Workforce Development Board and CDLE. Performance accountability is intended to assess the effectiveness and successful outcomes related to serving customers within the workforce development system.

As stated in the Local Performance Assessment for WIOA Titles I and III PGL, "WIOA establishes performance accountability indicators and performance reporting requirements for states to assess the effectiveness of local areas in achieving positive outcomes for individuals served by the WIOA Title I and WIOA Title III programs. Under section 116(b)(2)(A) of WIOA, there are up to six primary indicators of performance for which each of the state's WIOA Title I and WIOA Title III programs must negotiate

targets with the US Department of Labor, and, in turn, negotiate targets with each local area. To ensure that the state meets its targets, USDOL also requires that the state determine local area performance success or failure at the end of each program year, using a statistical adjustment model (SAM) that adjusts the negotiated local targets. The adjustments are based on data reflecting the current economic conditions of the state and the actual characteristics of the populations served by the program during that year.”

Current program performance measures and local/state negotiated levels are as follows:

Performance Measure by Program	Current Local Negotiated Levels	Current State Negotiated Levels
Adult Emp-2nd Quarter	73.08%	75.00%
Adult Emp-4th Quarter	70.00%	70.00%
Adult Median Earnings	\$7,500.00	\$7,273.00
Adult Credential	78.80%	78.80%
Adult Measurable Skill Gains	65.00%	63.50%
DW Emp-2nd Quarter	74.00%	74.00%
DW Emp-4th Quarter	76.50%	76.00%
DW Median Earnings	\$12,000.00	\$10,500.00
DW Credential	70.00%	70.00%
DW Measurable Skill Gains	65.00%	65.00%
Youth Emp-2nd Quarter	70.00%	68.20%
Youth Emp-4th Quarter	68.50%	67.00%
Youth Median Earnings	\$4,200.00	\$4,073.00
Youth Credential	62.00%	62.00%
Youth Measurable Skill Gains	55.50%	55.00%
WP Emp-2nd Quarter	53.00%	53.00%
WP Emp-4th Quarter	54.00%	54.00%
WP Median Earnings	\$6,200.00	\$6,200.00

20. Provide a description of the actions the local board will take, if any, toward achieving the High Performing Board designation as outlined in the Colorado High Performing Local Workforce Development Board Rubric (PGL GRT-2019-01, Attachment 3).

The Arapahoe/Douglas Workforce Development Board will strive to achieve a High Performing Board designation by recruiting members made up of diverse and knowledgeable community representatives (demonstrating key industries and within WIOA law), re-evaluating and revising membership onboarding and orientation, as needed, and providing/tracking membership community engagement, activities and accomplishments of goals set out by the board through the annual strategic planning and strategic priorities.

21. Use of evidence in decision making and program implementation Colorado is focused on enhancing its use of evidence to inform workforce development strategies and to influence the design and execution of initiatives. By measuring progress and the results of implementation, the state overall and each local area will be able to collect data that can move our work along an evidence continuum. When we refer to an 'evidence-based' program or strategy, it is helpful to have a shared definition. Evidence of effectiveness exists on a spectrum, including:

a) Strong evidence: meaning at least two evaluation reports have demonstrated that an intervention or strategy has been tested nationally, regionally, at the state-level, or with different populations or locations in the same local area using a well-designed and well-implemented experimental design evaluation (i.e., Randomized Controlled Trial (RCT)) or a quasi-experimental design evaluation (QED) with statistically matched comparison (i.e., counterfactual) and treatment groups. See <https://clear.dol.gov/> for full definitions of strong or moderate study design. The overall pattern of evaluation findings must be consistently positive on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.

- b) **Moderate evidence:** meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented experimental or quasi-experimental design showing evidence of effectiveness on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- c) **Preliminary evidence:** meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented pre/post-assessment without a comparison group or a post-assessment comparison between intervention and comparison groups showing evidence of effectiveness on one or more key workforce outcomes. The evaluation may be conducted either internally or externally.
- d) **Pre-preliminary evidence:** meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

For interventions at each tier of evidence, it is important to leverage administrative data analysis or increasingly rigorous evaluation to build new evidence, improve programs and participant outcomes, and progress to the next tier.

Please describe which level of evidence applies to the overall approach of your local area in implementing programs. If any specific programs have a higher use of evidence than your programs overall, please highlight those programs. Additionally, would your local area be interested in receiving technical assistance on the application of evidence-based practices to workforce development.

Align Arapahoe. An example of utilizing evidence to inform workforce development strategies is Align Arapahoe. Align Arapahoe is the county’s performance management program, which has transformed the county into a “data-driven, transparent organization focused on results.” Utilizing a platform that allows for the alignment of county department dashboards, Arapahoe/Douglas Works! presents its workforce performance results to the Community Resources Department Director, the Arapahoe/Douglas Works!

Director, the Senior Strategy Analyst and other members of management every quarter. Through these regular reporting meetings, the agency and county enhance the level of accountability as well as improve the ability to evaluate performance and achieve success. Another example is the WIOA Evaluation Team. In PY22, CDLE contracted with Northern Illinois University to structure an initial quantitative evaluation. Data was pulled from the Participant Individual Record Layout (PIRL) for WIOA participants who exited between April 1, 2019, and December 31, 2021. A statewide WIOA evaluation team was created which included members from Northern Illinois University, CDLE and Colorado's local workforce regions.

This statewide team analyzed the PIRL data around training selection and differences in employment and wage outcomes by program grouping, gender, race and ethnicity. A survey of the exiters was also sent out. Its results provided the first qualitative data. This was compiled into initial reports at the state and local levels which were submitted during June 2023.

The pre-preliminary analysis done subsequently by the WIOA Evaluation team includes the following:

- Identified gaps in the data that led to the development of several additional research questions.
- Identified the need for additional qualitative data from various stakeholders in workforce development, including participants, local businesses, economic developers, educators, community leaders, and elected officials. To this end, focus groups will be designed and incentive provided for program participants and local businesses, outreach will be conducted to other stakeholders about how they perceive WIOA programming and the high levels of integration of that programming with local Wagner-Peyser service staff.
- Programmatic 'as is' logic and process flow maps have been created and reviewed.
- This additional information will drive the sharing of best practices and the deployment of statewide training on process design, implementation and the

creation of continuous improvement loops through regular review and feedback.

Additional data from PIRL and Colorado's statewide system of record will be used to determine future quantitative evaluation and drive further process improvements around additional research questions that will provide a more complete analysis of exiters from the various WIOA programs, the integration of localized Wagner-Peyser service delivery, follow-up service enhancements, tracking braided funding and a variety of more robust data that can help Colorado improve its workforce development system to provide seamless service delivery to all job seekers receiving services through its workforce centers, partners and stakeholders.

Though still in the pre-preliminary stages, this evaluation effort has already yielded several process changes. However, sufficient time has not elapsed for the WIOA evaluation team to measure specific outcomes driven by these early process changes, though results are being measured through the system of record and PIRL in terms of employment and wage outcome improvements for the various programs and groups.

Arapahoe/Douglas Works! utilizes the Goal4 It! methodology with job seekers to support goal planning and achievement. This methodology was developed by Mathematica, a national research and data analytics consultancy driven by a mission to improve well-being for people and communities. Mathematica builds evidence-informed and evidence-based practices with a focus on underserved populations, and Goal4 It! is an outcome of that work. Arapahoe/Douglas Works! adopted the methodology in early stages starting with a pilot in 2018 and moving to full agency implementation in 2019 to present. The method focuses on neuropsychological science and practitioner-informed practices that increase likelihood of successful goal achievement while also evaluating needs, barriers, and priorities of individuals, with use of people-centered interactions.

The Arapahoe Douglas Workforce Development Board and Arapahoe/Douglas Works! also engage with Jobs for the Future (JFF), an organization aiming to drive transformation of the U.S. education and workforce systems to achieve equitable economic advancement for all. Engagement includes building and utilizing evidence-based practices like the Big Blur, an initiative to better integrate education, workforce

development, and business to provide mobility throughout the system, providing better access and opportunities for all. Another initiative includes work to develop a solution for Learning and Employment Records (LER) to provide verifiable documentation of skills and competencies. The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! are committed to continue engaging and contributing to data-driven, evidence-based initiatives to move the workforce development system forward and best meet the current and future needs of job seekers and businesses.

Additionally, the WIDE team, a statewide group of data experts in the workforce development system, provides data analysis and practices for gathering and communicating reliable data in ways that enhance the strategies and services provided throughout the system. Data products provided by WIDE include labor market analysis, ROI of workforce development services, the cost of unfilled vacancies for employers, and reporting that informs effective practices to serve specific populations.

22. Describe the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comments by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

Arapahoe/Douglas Works! will post the plan for public comment on its website, www.adworks.org, provide a copy to CWDC to post on their website, inform the release for comment through its Workforce Development Board and Business Services newsletters, and announce the release on Arapahoe/Douglas Works! social media platforms.

ACRONYMS

AARP: American Association of Retired Persons ABE: Adult Basic Education

AD: Adult

ADA: Americans with Disabilities Act

BDR: Business Development Representative

ACRONYMS

AAR : American Association of Retired Persons

ABE: Adult Basic Education

AD: Adult

ADA: Americans with Disabilities Act

BDR: Business Development Representative

BOCC: Board of County Commissioners

BSN: Bachelor of Science and Nursing

CDE: Colorado Department of Education

CDHS: Colorado Department of Human Services

CDLE: Colorado Department of Labor and Employment

CEB: Cooperative Executive Board

CI : Classification of Instructional Program

CLEO: Chief Local Elected Official

CWA: Colorado Urban Workforce Alliance

CW: Colorado Works

CWDC: Colorado Workforce Development Council

D : Disability Program Navigator

DVR: Division of Vocational Rehabilitation

DW: Dislocated Worker

GED: General Equivalency Diploma

GMD : Greater Metro Denver Healthcare Partnership

E : Employment First

EMSI: Economic Modeling Specialists International

ESL: English as a Second Language

ET L: Eligible Training Provider List

IGA: Intergovernmental Agreement

ITA: Individual Training Accounts

LMI: Labor Market Information

L : Location Quotient

MDMA: Metro Denver Manufacturing Alliance

MIS: Management Information System
MO : Memorandum of Understanding
MSA: Metropolitan Statistical Area
AICS: North American Industry Classification System
EG: National Emergency Grant
O*NET: The Occupational Information Network
OST: Occupational, Scientific, Technical
RFI: Request for Information
RFP: Request for Proposal
RESEA: Re-employment Services and Eligibility Assessment
SNAET: Supplemental Nutrition Assistance Program
SOC: Standard Occupational Classification
TABE: Test of Adult Basic Education
TAA: Temporary Assistance for Needy Families
Tec- : Technology Employment in Colorado Partnership
U.S.C.: United States Code
SDOL: United States Department of Labor
WDB: Workforce Development Board
WIA: Workforce Investment Act
WIOA: Workforce Innovation and Opportunity Act
WIW: Workforce Investment Works
W : Wagner-Eyser
WTE: Work Training Experience

Key Definitions

Americans with Disabilities Act: A federal law providing for comprehensive civil rights protection to individuals with disabilities in areas of employment, public accommodations, state and local government services, and telecommunications. (PL101-336)

Adult Basic Education: Academic instruction and education services below the postsecondary level that increase an individual's ability to—(A) read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; (B) transition to postsecondary education and training; and (C) obtain employment."

Application: The process which requires the physical attainment of all necessary eligibility documentation regarding citizenship, age, income, selective service registration (if applicable) plus basic skills assessment for math and reading levels. Upon completion of eligibility determination, and signing of the application, eligible customers are placed into the applicant pool for consideration for enrollment into intensive services.

Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages.

Assessment: A judgment of vocational interests, abilities, previous education and work experience, income requirements, and personal circumstances.

Barriers to Employment: Conditions that may make employment difficult for certain individuals. Individuals with such barriers may include: single parents, displaced homemakers, youth, public assistance recipients, older workers, substance abusers, teenage parents, Veterans, ethnic minorities, and those with limited English speaking ability or a criminal record, or with a lack of education, work experience, credentials, transportation or child care arrangements.

Basic Education: Instruction usually conducted in an institutional setting that is directed towards imparting the basic skills of communication, computation, problem-solving, health, consumer development, and citizenship. Instruction for youth could include, but not be limited to, enrollment in a secondary school. Adult Basic Education (ABE) would involve upgrading the same basic skills. However, it is directed towards adults who are generally classified as functionally illiterate, undereducated, or whose inability to speak, read, or write the English language constitutes a substantial impairment of their ability to get or retain employment commensurate with their readability. Such instruction is designed to raise the level of education of such individuals with a view to making them less likely to become dependent on others, improve their ability to benefit from occupational training, and otherwise increasing their opportunities for more productive and profitable employment.

Basic Literacy Skills: Reading, writing, mathematics, problem-solving, and interpersonal skills training that enable adults to communicate in English, use math, obtain a high school diploma or GED, and become productive, employable citizens. Basic Skills Deficient and Deficient in Basic Literacy Skills.

Basic Skills Deficient: An individual has English reading, writing, or computing skill at or below the eighth grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test. (WIA Section 101 (4))
Deficient in Basic Literacy Skills: Is an individual who, at a minimum, meets the definition of Basic Skills Deficient; or is unable to compute or solve problems, read write, or speak English at a level necessary to function on the job, in the individual's family, or society. (20 CFR Part 664.205(a))

Board of County Commissioners: A county commission (also known as a board of county commissioners) is a group of elected officials charged with administering the county government in some states of the United States. County commissions are usually made up of three or more individuals.

Career Pathways: A series of connected education and training programs, work

experiences, and student support services that enable individuals to secure a job or advance in an in-demand industry.

Career Services: Career Services for adults and dislocated workers must be available in at least one Job Center in each local workforce development area. There are three types of career services, as identified in §678.430 of the NPRMs: Basic career services; Individualized career services; and Follow-up services.

Case Management/Intensive Service: A customer-centered approach in delivery of services, designed to: 1. Prepare and coordinate comprehensive employment plans, identifying barriers to participation and employment; devise service strategies for customers to ensure access to workforce investment activities and supportive services, using, where feasible, computer-based technologies; and 2. Assist in the enrollment of customers into allowable activities designed to enhance employability (i.e., motivation, assessment, job preparation workshops, educational classes and/or training, and/or employment services), providing job development and placement services, and assisting individuals and families in accessing community services, addressing emergency assistance and crisis intervention and immediate needs (i.e., food, housing, clothing, and transportation); and 3. Provide job and career counseling during program participation and after job placement.

Categorical Income Eligibility: Categorical Income Eligibility may be used to determine whether a customer is income-eligible for intensive and training services. The applicant meeting categorical eligibility for income must meet all the other eligibility criteria. Applicants are deemed to have met the income eligibility requirements if the applicant:

1. Receives or is a member of a household that receives or has been determined eligible to receive, SNAP/food stamps within the six (6) month period prior to applicant to a WIA program;
2. Receives, or is a member of a household that receives cash payments under a Federal, State, or local income-based public assistance program such as TANF, RCA, GA or SSI;
3. Homeless;
4. Youth in state-sponsored foster care or youth aging out of state-sponsored foster care.

Chief Local Elected Official: The chief elected executive officer of a unit of general local government in a local area.

Connecting Colorado: A website where job seekers can post resumes and search for job openings. Employers can post job listings in the nation's largest online labor exchange, create customized job orders, and search resumes.

Core Services: Services available to all customers (universal access) of the One-Stop Center or affiliate partner agency. Core services include self-help services and services requiring minimal staff assistance as described under Section 134 (d) (2) of the Act. Note: When staff assistance is required to provide supportive services to Core service customers, registration is required and counted for performance measurement purposes.

Credentials: A credential is a nationally recognized degree, certificate, or state-recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, licensure or industry-recognized certificates (i.e., ASE car repair, Hazmat, CNA, CDL, Boiler Operator, Flag Person, Heavy Equipment Operator, etc.), and all state education agency recognized credentials. (This definition applies to current WIA statutory adult, older youth and dislocated worker measures only it does not apply to the common measures).

Customer: A Customer is any person seeking assistance to find employment or training, whether employed or unemployed, and employers who need qualified workers for their company or training for their employees.

Customer-Centered: Services and improvements to the system are made based on customer feedback.

Customer-Centered Design/Human-Centered Design: The Human-Centered Design framework expands the range of research techniques to help build more accurate profiles and a deeper understanding of job seekers, students, and

employers. This results in concrete solutions with a sharper focus on solving problems.

Customized Training: Training designed to meet an employer's special requirements (including a group of employers); 2. Training that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and 3. Training for which the employer pays for not less than 50 percent of the cost of training. The training may occur at the employer's site or may be provided by a training vendor able to meet the employer's requirements. Such training usually requires a commitment from the employer to hire a specified number of trainees who satisfactorily complete the training.

Disabled Veteran: A veteran entitled to compensation under laws administered by the Veterans Administration or an individual discharged or released from active duty because of service-connected disability.

Disadvantaged Adults: Educationally or skills-disadvantaged adults are those who score below 8th grade level on standardized tests. They require educational assistance to bring their basic skills to a level that would make them eligible for secondary (high school) education or to hold a job with Basic English and math skills.

Discretionary Grant: Priority Selection for Career Services and Training Services Funded with WIOA Statewide (10%) Discretionary Grants/Contracts for purposes of WIOA statewide (10%) discretionary funds, the Governor has determined that these funds will be prioritized as follows: 1. Eligible Veterans and spouses; 2. Unemployed individuals; 3. Low-income individuals; 4. Other Colorado job seekers. As indicated by the first priority, recipients of WIOA 10% discretionary grants and contracts will continue to provide priority selection of Veterans for career and training services as required under P.L. 107- 288 "Jobs for Veterans Act" and in alignment with Workforce System Policy 1009 Revision 2. In applying this policy to 10% funded projects, Veterans who are unemployed and/or low-income have priority over all other individuals served under these projects.

Dislocated Worker: An individual who: has been terminated or laid off from their job, or

who received a notice of termination or layoff, from their employer; is eligible for or has exhausted their unemployment payments; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but cannot get unemployment compensation because of low earnings or having done work for an employer not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation; has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility or enterprise; is employed at a facility which the employer has made a general announcement that such facility will close within 180 days; or for purpose of eligibility to receive services other than training services, intensive services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; was self- employed (including employment as a farmer, rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria.

DOL, USDOL: The U.S. Department of Labor, including its agencies and organizational units.

Economic Development: Local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

Eligible Provider: The term “eligible provider” is used with respect to: 1. Training services means an organization, such as a public or private college and university, or community-based organization whose application has been approved for the State list of training services as identified; 2. Intensive services, means a provider who is identified or awarded;

3. Youth activities, means a provider awarded a grant or a contract; 4. Other workforce investment activities include a public or private entity selected to be responsible for such activities, such as a one-stop operator designated or certified.

Eligible Training Provider List (ETPL): A statewide collection of providers approved to give services through the One-Stop system. These lists contain consumer information, including cost and performance information for each of the providers, so that customers can make informed choices on where to use their Individual Training Accounts.

English as a Second Language (ESL): English language education for adults whose inability to understand, speak, read, or write the English language is a barrier to their ability to get or keep employment. This also affects their ability to function in society or successfully complete the citizenship application process.

Firewall: Separation as a part of the procurement process.

GED-General Equivalency Diploma: A high school equivalency diploma is obtained by passing the General Educational Diploma Equivalency Test, which measures skills and knowledge generally associated with four years of traditional high school instruction.

In-Demand Industry Sector or Occupation: An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.

Individual with a Barrier to Employment: A member of one or more of the following populations: displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166; persons with

disabilities, including youth who with disabilities; older individuals; ex-offenders; homeless individuals as described in the Violence Against Women Act of 1994, or homeless children and youths as defined in the McKinney-Vento Homeless Assistance Act; youth/young adults who are in or have aged out of the foster care system; person who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers; persons within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents including single pregnant women; long-term unemployed person; and such other groups as the Governor involved determines to have barriers to employment.

Individual with a Disability: 1. In general. An individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12`02)). 2. Individuals with Disabilities. More than one individual with a disability.

Individual Training Accounts (ITA): An expenditure account established on behalf of an eligible customer in WIA Title IB adult, youth, and dislocated worker programs to purchase training services from eligible providers they select in consultation with the case manager, counselor, or coordinator.

Intensive Services: Services available to adults and dislocated workers who have completed one or more Core Services and are still unable to gain employment OR who are employed and have been determined in need of services to get a better job in order to gain self-sufficiency. Intensive Services include individual career planning, resume preparation, job clubs, career counseling, internships, and comprehensive assessments. Basic education, ESL, and basic computer literacy are also sometimes considered intensive. Note: All customers in intensive services must be registered and are counted for performance measurement purposes.

Internships: WIOA considers an internship to be a form of paid or unpaid work experience, defined as an opportunity for exposure to the requirements of a particular occupation or industry, the work environment and the behavioral expectations for

success on the job. Such work experiences are not expected to provide formal training for occupational skills, although some skills may be learned.

Justice Involved: An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial, or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

Labor Force: The total of all civilians classified as employed and unemployed and members of the Armed Forces stationed in the United States. (Bureau of Labor Statistics Bulletin 2175).

Labor Market Area: An economically integrated geographic area where individuals can reside and find employment within a reasonable distance or readily change employment without changing their residence. Such an area shall be identified in accordance with criteria used by the Bureau of Labor Statistics of the Department of Labor in defining such areas or similar criteria established by a Governor.

Labor Market Information: Labor Market Information (LMI) must be provided to customers in every program. LMI generally involves four major areas of information, which include national job trends (including supply and demand), local job opportunities, education and skill requirements for jobs, and job-seeking skills (writing resumes, job interview techniques, etc.).

Life Skills: Those skills which are included in adult literacy dealing with such topics as consumer economics, government and law, occupational knowledge, community resources, and health that are included into an educational agency's basic literacy skills course of study.

Local Area: The local workforce development area(s) designated by a Governor for delivery of WIOA services.

Lower Living Standard Income Level: The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Local Workforce Development Board: A local workforce development board established under section 107 of WIOA, as one of the ten federally recognized local areas in Colorado.

Low-Income Individuals: The term “low-income individual” means a person who: 1. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;

2. received an income, or is a member of a family that received a total family income, for the six months before application for the program involved (besides unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, for their family size, is not more than the higher of—(i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level, for a similar period; 3. belongs to a household that receives (or has been decided within the six months before application for the program to be eligible to receive) food stamps according to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.); 4. is a homeless person, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); 5. is a foster child for whom State or local government payments are made; or 6. in cases permitted by rules decided by the Secretary of Labor, is a person with a disability whose own income meets the requirements of a program described in subparagraph (1) or of subparagraph (2), but who is a member of a family whose income does not meet such requirements.

Mature Worker: An individual age 55 or older.

Occupational Skills Training: Includes both (1) vocational education, which is

designed to provide individuals with the technical skills and information required to perform a specific job or group of jobs, and (2) on-the-job training.

O NET: The Occupational Information Network for use matches an occupation's title with its five or 6-digit occupational code (<http://online.onetcenter.org/>).

On-the- ob-Training: Training by an employer provided to a paid customer while 1. Engaged in productive work in a job that: 2. Provides knowledge or skills essential to the full and adequate performance of a job; 3. Provides reimbursement to the employer of up to 50 percent of the wage rate of the customer for the extraordinary costs of providing the training and the additional supervision related to the training; and 4. Is limited in duration as appropriate to the occupation for which the customer is being trained; taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer, as appropriate.

Pre-Apprenticeship: Services and programs, often including classroom instruction, designed to prepare individuals to enter and succeed in Registered Apprenticeship programs. These programs should have a documented partnership with at least one Registered Apprenticeship program sponsor and together, they expand the customer's career pathway opportunities with industry-based training coupled with classroom instruction.

Public Assistance: Federal, State or Local government support provided to families for which eligibility is determined by a needs or income test. Includes TANF, childcare, food stamps (SNAP), housing assistance, work subsidies, and allowances or other cash payments to meet living expenses.

Quintiles: Are often used to create cut-off points for a given population. For example, a government sponsored socio-economic study may use quintiles to determine the maximum wealth a family could possess in order to belong to the lowest quintile of society. This cut-off point can then be used as a prerequisite for a family to receive a special government subsidy aimed to help society's less fortunate.

Regional Areas: This term does not have a specified meaning for Colorado. In WIOA,

the terms are local area (the ten federally recognized geographic areas that receive WIOA funding and are responsible for the administration and delivery of WIOA programs and services) or regional planning area (a group of local areas that have agreed to coordinate service delivery and develop regional WIOA plans).

Registered Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages and is registered/approved with the US Department of Labor.

Sector Partnerships: Brings together employers, at a regional level, from the same industry with the education, training and other community support programs needed to implement solutions and services that ensure the target industry thrives.

Supplemental Nutrition Assistance Program (SNAP): Provides supplemental food and nutrition assistance to low income individuals. Replaced Food Stamp program.

Standing Committee: A component of a local Workforce Development Board that is chaired by a board member, includes other community members, and focuses on a specific issues, such as youth or one-stop operations

Talent Development: Developing and guiding customer's skills, knowledge and abilities through understanding, managing and developing their talents in the best possible way; in conjunction with occupational training, classroom training and work-based learning strategies.

Temporary Assistance to Needy Families (TANF): Is a federal program providing cash, medical or food assistance for parents and children.

Trade Adjustment Assistance (TAA): Trade Adjustment Assistance service and allowances provided for achieving reemployment of adversely affected workers, including TRA, training, and other re-employment services, and job search allowance and relocation allowances.

Trade Readjustment Allowance (TRA): A weekly allowance payable to an affected worker with respect to such worker's unemployment.

Training Services: The education and employment training services to be offered at no cost to One-Stop system customers who have been unable to get a job after having received one or more core services and one or more intensive services.

Veteran: An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable.

Veteran (Recently separated): Any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

Vocational Rehabilitation: Is a process/program which enables persons with functional, psychological, developmental, cognitive and emotional impairments or health disabilities to overcome barriers to accessing, maintaining or returning to employment or other useful occupation.

Wagner-Peyser: Employment Service programs – Employment Service basic labor exchange and other services funding source.

Welfare and/or Public Assistance Recipient: A person who, during the course of the program year, receives or is a member of a family who receives cash welfare or public assistance payments under a Federal, State, or local welfare program.

WIOA Adult: An individual who is age 18 or older.

WIOA: Is a comprehensive legislation that reaffirms, reforms, and modernizes the public workforce system, bringing together and enhancing several key employment, education, and training programs. WIOA resources, services, and leadership tools for the workforce system to help individuals find and maintain good jobs and improves employer prospects for success in the global marketplace. It ensures that the workforce

system operates as a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of its services.

Work Training Experience: A temporary activity (generally six months or less) which allows a person to gain the skills and knowledge necessary to perform a job, including work habits and behaviors, which may be combined with classroom or other training.

Work-based Learning: Experiential learning opportunities within a business or onsite with an employer.

Workforce Development: Is an American economic development approach that attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It is essentially a human resources strategy.

Youth/Young Adults: Means an individual between ages 16-24 who meets the Title I of WIOA Youth/Young Adult program eligibility.