

# Economic Impact *of* Workforce Center Operations

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July 1, 2015 - June 30, 2016



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

**\$11.5 million**  
invested by ADW!

**23,717**  
unique customers served

**\$485.33**  
cost per customer served

**22,458**  
customers successfully  
placed in  
employment

**\$15,809**  
difference in  
earnings

**\$36,858**  
average annualized earnings  
of people NOT using a  
workforce center

**\$52,667**  
average annualized  
earnings of customers  
successfully placed in  
employment

**\$355 million**  
value added by A/D  
WDB to the  
local economy

**\$30.84**  
earnings returned to local  
economy for every public  
dollar spent

**4.67 months**  
time to pay back  
taxpayers

January 1, 2017

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

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

Significant findings show that as a result of Arapahoe/Douglas Works! operation during the year ending June 30, 2016, the increase in regional economic activity from worker earnings attributable to the **value added by Arapahoe/Douglas Works! is \$355 million, with taxpayers public investment paid back in less than five months. For each public dollar spent, worker earnings increased by \$30.84.**

Publicly funded workforce centers are a vital part of a region's infrastructure. Along with P-12, postsecondary educators, economic developers, chambers of commerce and other community organizations, workforce development helps key industries in the region stay competitive by ensuring an ongoing adequate supply of skilled labor.

The Workforce Innovation and Opportunity Act (WIOA) which supersedes the Workforce Investment Act, gives the Arapahoe/Douglas Workforce Investment Board an extraordinary opportunity to improve job and career options for workers and jobseekers in greater metro Denver through an integrated, job-driven public workforce system that links diverse talent to businesses. WIOA very much supports our vision of strategic investment in human capital resulting in a strong, vibrant regional economy where businesses thrive and people want to live and work. The following pages illustrate the tremendous positive impact these federal job training programs have on a region, its people and its businesses.

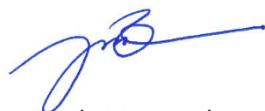
Regards,



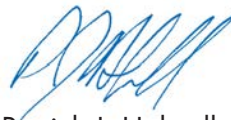
**Andrew Bercich**  
Workforce Development Board Chair  
Comcast



**Susan Rogers**  
Workforce Development Board Vice Chair  
thresholdHR



**Joseph M. Barela**  
Division Manager  
Arapahoe/Douglas Works!  
Workforce Center



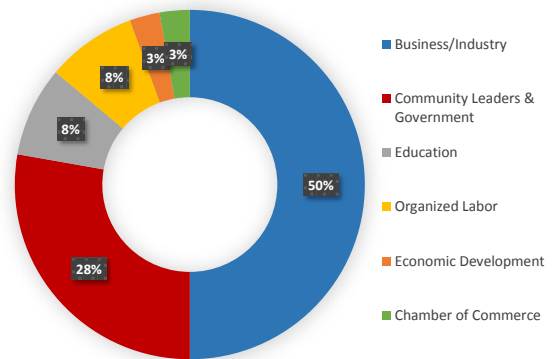
**Patrick J. Holwell, M.A.**  
Workforce Economist  
Arapahoe/Douglas Works!  
Workforce Center

# Overview

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

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

*Workforce Investment Board Membership Representation*



The Arapahoe/Douglas Workforce Development Board is proud to be part of a comprehensive regional system that seamlessly provides integrated services that are accessible to all jobseekers, workers, and businesses. This eighth annual report covers its operational economic impact and rate of return for the program year beginning July 1, 2015, and ending June 30, 2016 (PY15).

## Workforce development and a vital economy

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

It is this public-private partnership which has made the Denver metro area one of the most diversified economies in the United States; a magnet for young families because of world-class business parks, public transportation infrastructure, international passenger and commercial air transportation, ample recreational opportunities, clean air and water and a vibrant, expanding economy that grows jobs.

# Economic Impact & Return on Public Investment

In Program Year 2015, which began July 1, 2015 and ended June 30, 2016, Arapahoe/Douglas Works! invested \$11.51 million in public funds to serve 23,717, a cost of \$485.33 per customer served. Of these:

- 22,458 were still working after six months

Arapahoe/Douglas Works! measures its impact each year by looking at **the difference in annual wages between its customers and people who did NOT use a workforce center in their job search**. In Program Year 2015, this difference was \$15,809 annually. This means that the total value Arapahoe/Douglas Works! added to the regional economy was \$355 million. This number is simply the number of customers still working after six months (22,458) times the difference in annual earnings between those using Arapahoe/Douglas Works! and those not using workforce centers in their job search (\$15,809).

For every one public dollar spent, Arapahoe/Douglas Works! returned \$30.84 to the region in value-add earnings. These results paid taxpayers back in just over four months.

## The Difference in Earnings



The average annual earnings of persons using Arapahoe/Douglas Works! to find work between July 1, 2015 and June 30, 2016

**\$52,667**

••• People using Arapahoe/Douglas Works! in their job search earned an average of \$15,809 more per year than those who did not

The average annual wage of persons NOT using a workforce center in their job search

**\$36,858**

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

# Economic Impact & Return on Public Investment

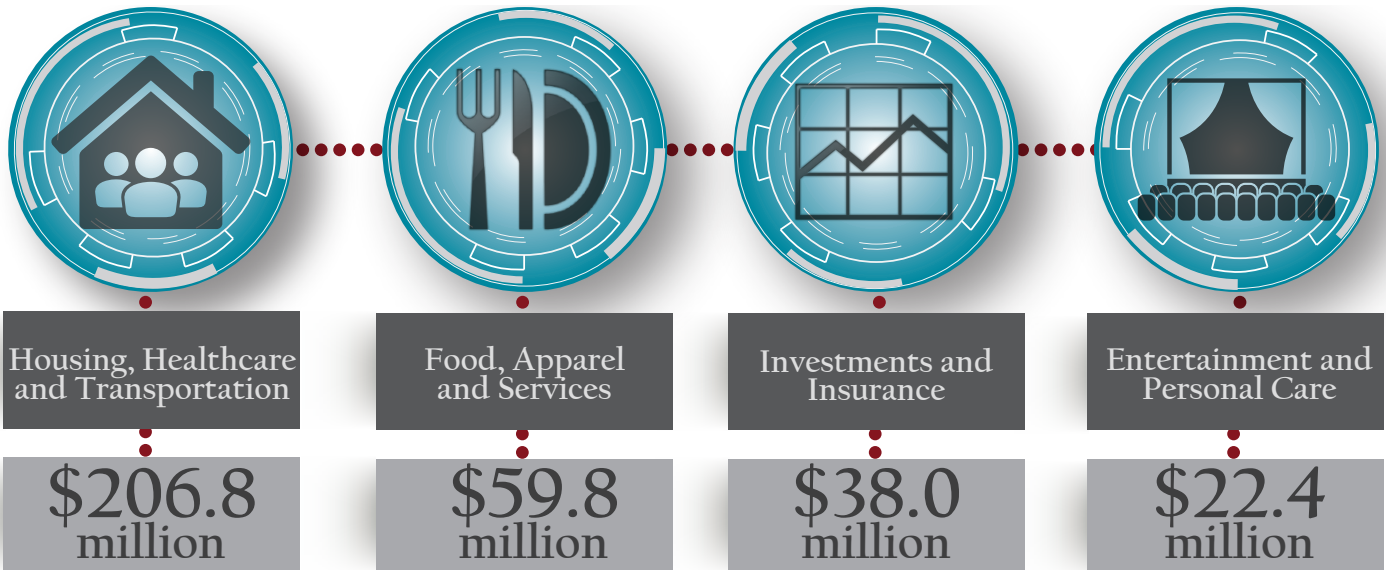
## Impact of the difference in earnings on consumer spending

The most valid and reliable way to measure the economic impact of workforce investment boards and their workforce development regions is to measure the difference in earnings between those who used the workforce development system to find work, and those who did not.

This model uses data reported by Social Security number to the Colorado Department of Labor and Employment's Unemployment Insurance Division to determine this difference in earnings.

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

## How This Difference in Earnings Was Spent



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

# Demographics

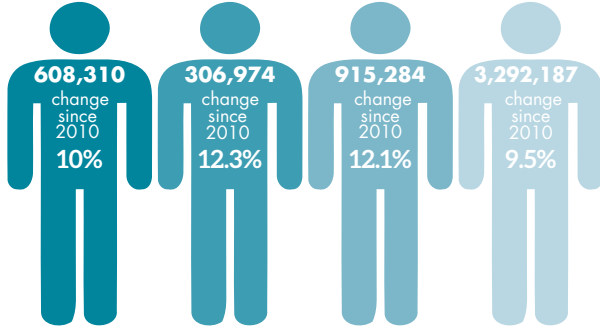
■ Arapahoe Co

■ Douglas Co

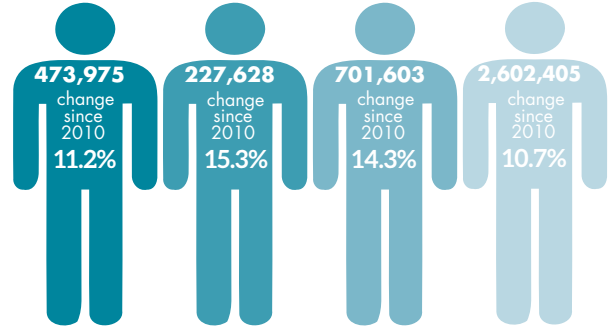
■ Arapahoe/Douglas

■ Central Planning Region

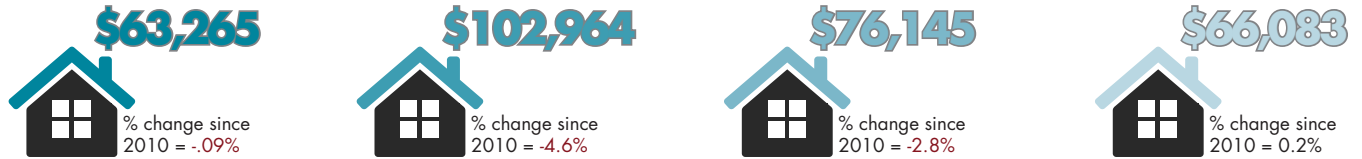
## Population



## Population 16 Years and Over



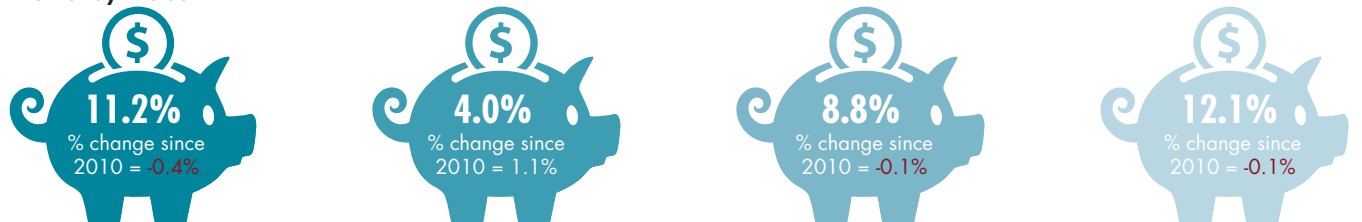
## Median Household Income



## Per Capita Income

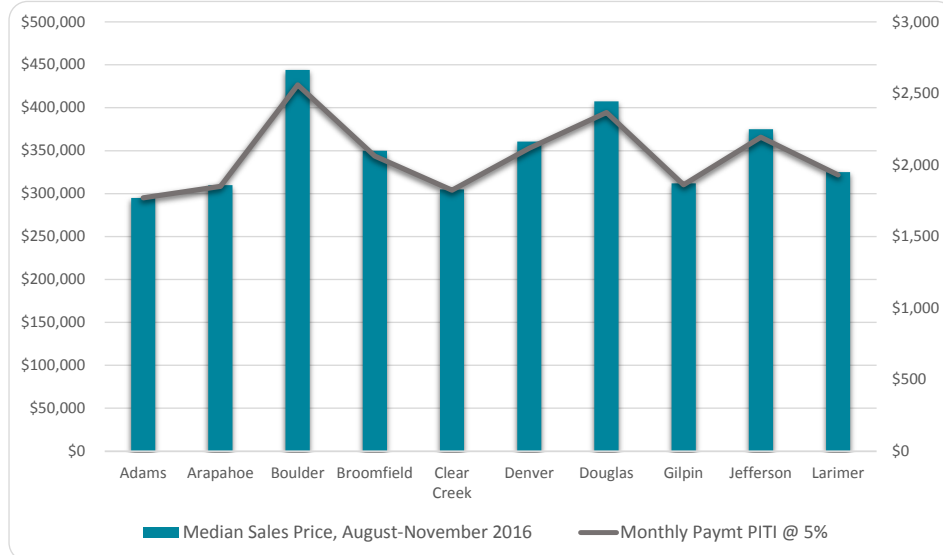
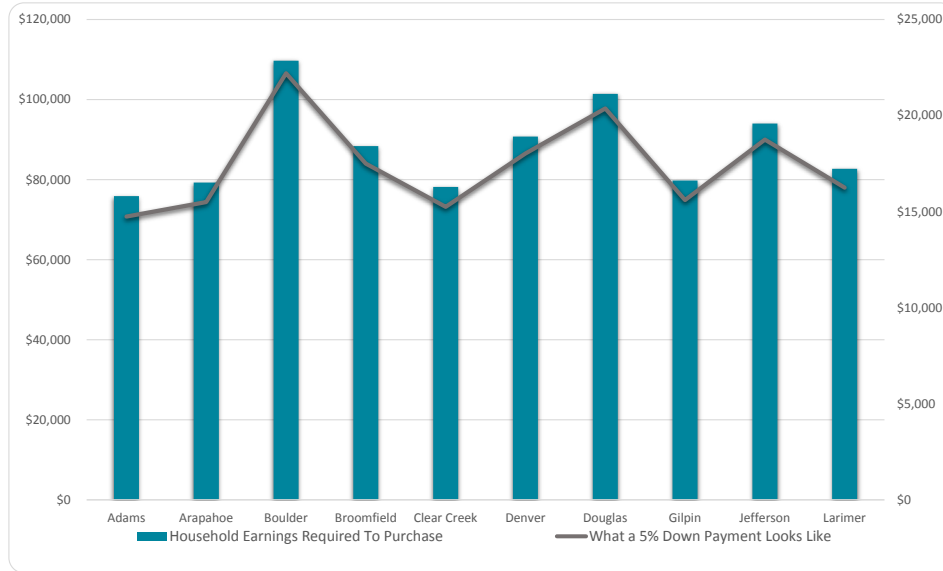


## Poverty Rate



# What it Takes to Buy a House

Affordable housing is a major factor in a region's quality of life. Leaders must work together to ensure that newly formed households have career pathways that lead to livable wages and allow the purchase of a home. Along with good schools, adequate healthcare, recreation and transportation, affordable housing and the opportunity to earn livable wages are integral parts of a region's ongoing economic vitality.



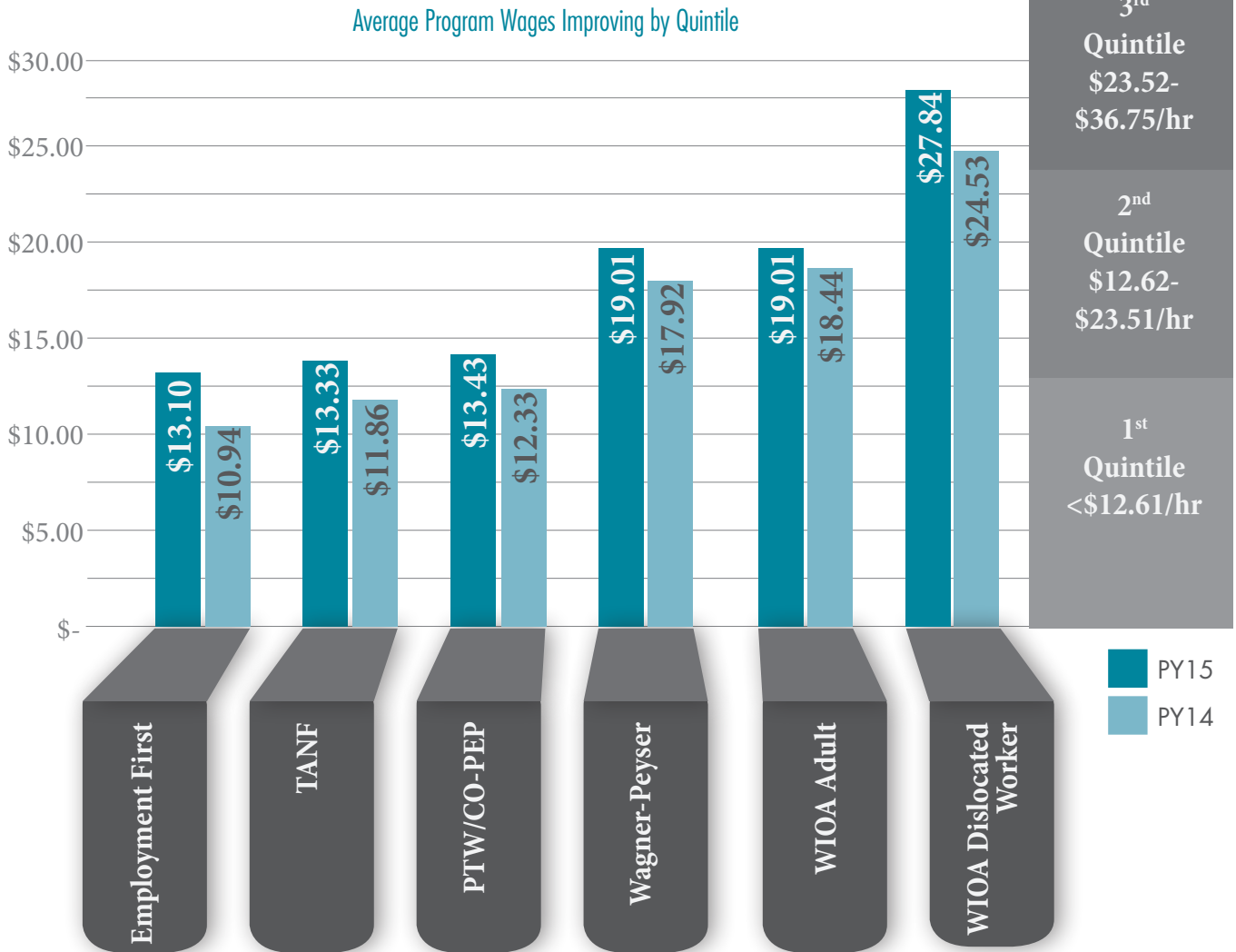
Estimates used in these graphs come from Trulia and Wells Fargo. Amounts are based on a 5% down payment and a 28% debt to income ratio, commonly used throughout the nation.



# Quintiles

The Arapahoe/Douglas Workforce Board's Opportunity Works Taskforce is working with Arapahoe/Douglas Works! to improve wage outcomes, particularly for those customers with barriers to successful employment. This is measured by income quintile. In the United States, both households and families are divided by income into five quintiles; a quintile represents 20% of the population.

The bar graph shows year-over-year results in placement wage by quintile from selected programs operated by Arapahoe/Douglas Works!

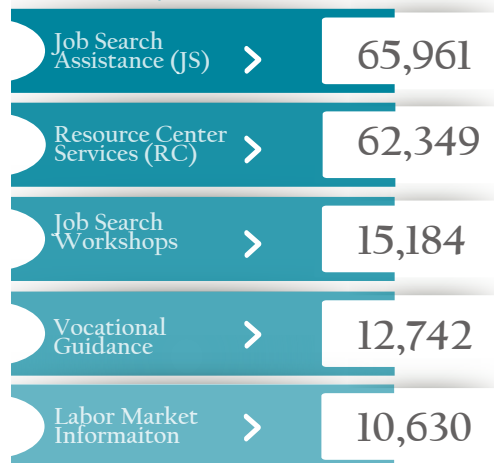


# Service Statistics

The workforce center offers an array of tools to support local job seekers, including offering resources and workshops for self-directed job search, one-on-one employment counseling, training assistance, professional assessments, hiring events, labor market information and walk-in youth and adult resource centers with available computers, internet access, fax and copy machines.

Visits to Arapahoe/Douglas Works! offices	56,713
Unique customers registered in Arapahoe/Douglas Region	23,717
Average number of center visits	2.39
Cost per customer	\$485.33
Cost/benefit ratio	\$30.84

## Most Popular Workforce Center Services



Source: Connecting Colorado Agent Report, PY15, AR Region

*Tim moved to Colorado with 23 years of experience as a respiratory therapist with his previous employer. Since he hadn't had to apply for jobs for the last 23 years, Tim was worried about his resume and interviewing skills.*

*He found out about Arapahoe/Douglas Works! from a friend and began visiting the resource center and attending classes. He stated, "I was coming to work when I came here. The resources were just excellent: Microsoft Office, faxing, printing and especially assistance and ideas from the staff. It was all very helpful."*

*Tim's improved resume was getting more attention and helped him land a position at well above his expected salary, earning a base pay of \$80,000 per year.*



## Website Statistics ([www.adworks.org](http://www.adworks.org))

Customers also utilize the Arapahoe/Douglas Works! website to gain knowledge and information for their job search and business needs. Some of the tools that can be found are labor market information, agency and business reports, hiring event and workshop schedules and industry profiles.

- Number of website visits 148,159
- Number of unique visitors 68,732

### Demographic of Audience (top five)

Denver 36,043  
Centennial 35,072  
Aurora 22,615  
Littleton 5,169  
Parker 5,011

### Top Five Page Visits

Home Page  
Events  
Search Jobs  
Programs  
Our Services

# Business Development

## Relevant to business/industry

Arapahoe/Douglas Works! provides a wide variety of no-cost services to help employers meet their recruitment goals and ensure access to a quality workforce. In PY15, ADW! listed 113,812 openings for 2,312 employers; hosted 214 hiring events with 3,862 candidates in attendance. Nearly 250 veterans attended focused hiring events during the year.

## Investing in our local economy

Arapahoe/Douglas Works! has developed very strong working relationships with regional economic developers, who know they can count on accurate labor force data and superior staffing services. During PY15, staff answered 525 separate inquiries making the case for greater metro Denver's well-trained, highly educated and highly skilled labor force.

*Benjamin had been unemployed for six months when he came into Arapahoe/Douglas Works! looking for assistance. As a Veteran of the United States Air Force, his previous experience was in Aircraft Communication and Navigation Systems. He had worked several contract jobs, but struggled to find full-time employment.*

*Benjamin met with his workforce specialist and made a plan to make him more marketable, which included obtaining industry recognized IPC Certificates and Blackfox Skill-based Certificates.*

*After graduating at the top of his class, Benjamin accepted a position making \$22/hour, achieving his goal of full-time, sustainable employment in the aerospace industry.*



*Connecting Business With Talent*



*Matching a*  
*Skilled*  
*Workforce*

# Talent Development Programming

Talent development programs are funded under the Workforce Innovation and Opportunity Act (WIOA), and specialize in services, including customized career planning and training assistance, that advance opportunities for all workers and jobseekers, including low-skilled adults, youth, and individuals with disabilities, mature workers and veterans.







Some highlights from the table below:

- 483 Talent Development customers were placed in employment.
- Their average annual earnings were \$19,821 more than those of people not using workforce centers in job search.
- Talent Development programs put nearly \$8.6 million in value-add worker earnings into the regional economy.

*Jeri came to the BACK TO WORK 50+ Program informational session seeking assistance with a career in the financial industry. She had been out of work for six months and expressed the need for career coaching to help get her employed.*

*She began working with her workforce specialist on her resume and interviewing skills. She was also advised to attend the hiring events at Arapahoe/Douglas Works! to help her practice and meet face-to-face with employers.*

*The following month, Jeri attended a hiring event for a mortgage company and was offered a full-time position as a loan consultant making \$23.35/hour.*

	 Served	 Placed	 Average Annual Earnings	 Earnings Differential	 Aggregate Value-Add Earnings	 Cost/Benefit Ratio
WIOA Adult	895	237	\$50,811	\$13,953	\$3,306,953	1.50
WIOA Dislocated Worker	561	189	\$64,269	\$27,411	\$5,180,631	3.78
Trade Adjustment Assistance	67	9	\$54,219	\$17,361	\$156,246	6.23
	▼	▼	▼	▼	▼	▼
Total	1,523	435	\$56,729	\$19,871	\$8,643,830	2.40

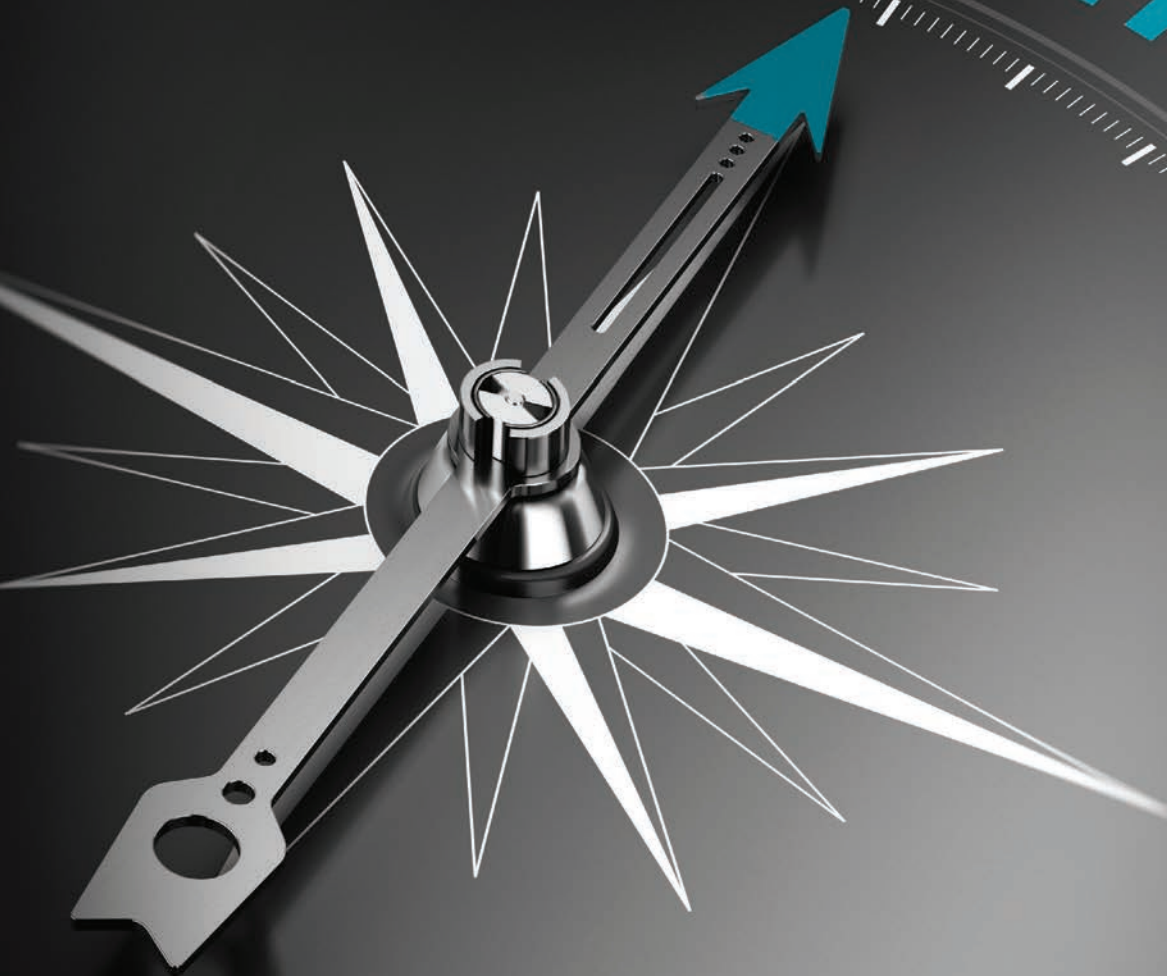
# JOB SEARCH



job

*Building a  
Skilled  
Workforce*

# COACHING



*Shaping a  
Skilled  
Workforce*



# Talent Enhancement Programming








The Talent Enhancement programs operated by Arapahoe/Douglas Works! serve to help people receiving public assistance to leave that assistance and become self-sufficient by entering the labor force with a livable wage. They then take their places as workers and taxpayers contributing to the region's ongoing economic vitality.

Some highlights from the table below:

- Arapahoe/Douglas Works! helped 6,228 people receiving public assistance find jobs.
- This put \$169.8 million in worker earnings into the regional economy and saved taxpayers over \$2.2 million.

*Jane was struggling to juggle school with a young child at home. She came into the Colorado Works! Program needing supportive services and guidance to help her finish school at a local community college.*

*With the guidance and support of her workforce specialist, Jane finished school and secured a position at a local hospital as a Medical Lab Technician making \$17.90/hour.*

	 Served	 Placed	 Average Annual Earnings	 Aggregate Earnings	 Estimated Annual Taxpayer Savings	 Cost/Benefit Ratio	 Cost/Benefit Ratio
Employment First	16,530	5,852	\$27,248	\$159,455,296	\$163,670	195.6	0.20
TANF/ Colorado Works	987	376	\$27,726	\$10,425,126	\$2,084,544	6.4	1.3
Parents to Work	93	114	\$25,646	\$2,923,690	N/A	7.7	N/A
	▼	▼	▼	▼	▼	▼	▼
Total	17,610	6,342	\$27,248	\$172,804,112	\$2,248,214	61.2	0.9

# Sector Initiative

## **Greater Metro Denver Healthcare Partnership/Colorado Urban Workforce Alliance (CUWA)**

The Greater Metro Denver Healthcare Partnership (GMDHP) has been in operation since 2010. The Colorado Urban Workforce Alliance (CUWA) acts as the convener for the four workforce regions (Arapahoe/Douglas, Tri-County, Denver and Adams), key postsecondary educators and virtually all major hospital and ambulatory care systems in metro Denver. These include Kaiser Permanente, Centura Health, SCL Health, HealthOne, Denver Health, Children's Hospital, and the University of Colorado Health Sciences Center. Workforce development partners in PY15 included Arapahoe/Douglas Works!, Adams Business and Workforce Center, the American Job Center Serving Jefferson, Gilpin and Clear Creek, and Denver Office of Workforce Development.

Grant funds ran out in late 2013, but the sector business leaders, as well as other stakeholders, saw the partnership's tremendous value and have continued to fund its efforts. From its inception in 2010 to date, business partners have invested \$323,869 in cash and in-kind contributions, and the workforce development system has invested \$1,713,775 addressing critical occupations.

From inception to date, the Greater Metro Denver Healthcare Partnership has trained and placed 155 people in critical occupations in the healthcare industry in positions ranging from pharmacy technician to surgical technologist to perioperative nurse. When pre-training and post-training wages are compared, training these 155 people added an estimated \$3,990,630 in additional worker earnings to the region, a cost/benefit ratio of 1.96 for the Partnership.

## **H1-B TEC-P Grant, serving Manufacturing and Information Technology Sectors**

In PY15 the H1B TEC-P program served 60 participants. Of these, 58 were enrolled in occupational training, 16 completed training, and 18 have earned industry recognized credentials. 28 participants have been placed in employment at an average wage of \$36.45/hour

## **Sector NEG, serving Healthcare, Information Technology and Manufacturing Sectors**

During PY15, 51 long-term unemployed were enrolled. Of these, 19 entered occupational training and 6 finished. 18 were placed in employment at an average wage of \$35.52 per hour.

## **Healthcare Bridge Program**

The Healthcare Bridge program was designed to serve priority participants, including economically disadvantaged, dropouts, ex-offenders, public assistance recipients and disabled persons with academic remediation and occupational training. It served 52 participants, of which 24 found work at an average wage of \$14.19 per hour.

# Special Populations/Programs

## AARP Foundation BACK TO WORK 50+

In PY15, 143 mature worker participants attended information sessions. Of these 93 received an average of 4.35 coaching sessions. 101 were co-enrolled into other programs such as WIA and TEC-P, and 26 participants were placed at an average of \$32.75 per hour.

## Hire for Colorado

During PY15, Arapahoe/Douglas Works! enrolled 114 people in Hire For Colorado. Of these, 56 received training, 29 were co-enrolled in other programs and 40 were placed at an average hourly wage of \$27.30.

*Brian had been unemployed for over 6 months and was needing to update his skills to make him more marketable as an IT Project Manager. He was able to obtain his SAFe Program Consultant Certification through the H1-B Program with Arapahoe/Douglas Works!. With this certification, Brian was able to obtain a position as a Senior Project Manager earning of \$54,500 more per year than his previous position.*

## Generations @ Work!

In PY15, the Generations @ Work program served 1,052 people, and placed 389. Generations @ Work participants found work at an average annual wage \$15,933 more than people who did not use Arapahoe/Douglas Works! in their job search. This represents an aggregate economic impact of \$6.2 million in additional worker earnings for the regional economy.

*"The opportunity to collaborate in one place with industry, education and community partners is a most valuable use of time and resources. Working together to improve our community is part of Centura Health's mission, this partnership exemplifies that for us." - Jillyn Fowler, Centura Health*



*Developing a  
Skilled  
Workforce*



# Young Adult Sector Academies

The Youth Sector Academies are an innovative way the Arapahoe/Douglas Workforce Development Board, its Young Adult Committee and Arapahoe/Douglas Works! combine the career needs of regional young adults with skilled worker needs in key regional sectors such as health care, construction and hospitality. Participants are between 16 and 21 years of age.

The **Colorado Construction Institute provided a 2 week academy** that included classroom instruction and hands-on construction experience. Students learned about framing, carpentry, electrical, concrete and other construction trades.

12 Future U (WIOA Young Adult Program) participants attended:

- 9 successfully completed, obtained OSHA 10-Hour Certificates and HBI Pre-Apprenticeship Certifications.
- 7 were placed in employment at an average of \$12.38 per hour.

The **Master's Apprenticeship Program** is a Pre-Apprenticeship program that trains and guides customers into 5 trades: Masonry, Carpentry, Electrical, Plumbing and Pipefitting, and HVAC.

15 Future U participants attended:

- 12 successfully completed and obtained an OSHA 10-Hour Certificate.
- 1 entered a skilled trade apprenticeship.
- All 12 were placed in employment at an average wage of \$13.52 per hour.

The **Colorado Construction Institute provided a Construction Bootcamp to young adult offenders** incarcerated at Rite of Passage. The boot camp included classroom instruction and hands-on construction experience. Students learned about framing, carpentry, electrical, concrete and other construction trades.

20 Future U participants attended:

- 17 successfully completed, obtained OSHA 10-Hour Certificates and HBI Pre-Apprenticeship Certifications.
- 6 participants completed subsidized work experiences.
- 2 participants earned GEDs.
- 7 found work at an average wage of \$10.77 per hour.

The **Central Colorado Area Health Education Center provided a 4 week Pre-apprenticeship Academy** that included hands-on learning and classroom education. Students received certifications in HIPAA, CPR, First Aid, AED, Bloodborne Pathogens, Youth Mental First Aid and ServSafe.

8 Future U participants attended:

- 6 moved on to additional occupational training at either Emily Griffith, Community College of Aurora or Pickens Tech. This additional training includes Medical Assisting, Certified Nursing Assistants, and Phlebotomy.

**Denver Health provided a Health Care Academy and Work Experiences** that included hands-on training and earned credentials in ServSafe, HIPAA, Bloodborne Pathogens, CPR and First-Aid.

5 Future U participants attended:

- 1 is still finishing high school.
- 5 completers were hired directly by Denver Health Authority AND 2 at other locations at an average hourly wage of \$10.90.
- 3 completers are pursuing additional post-secondary certifications: 1 as a Certified Nurse Assistant, 1 as an Emergency Medical Technician and 1 as a Licensed Practical Nurse.

The **Hospitality Academy was conducted by the Colorado Hotel and Lodging Association, hosted at the Denver Marriot**, that included hands-on and classroom training. Students received Restaurant TRAC Server, Guest Service Gold and ServSafe certifications.

5 Future U participants attended:

- 3 found employment in the hospitality industry at an average hourly wage of \$11.00.
- 2 went on to enter postsecondary training.

# Arapahoe/Douglas Targeted Industries



## AEROSPACE

Aerospace employs 22,384 people in 555 establishments. Expected to grow 5.5% by 2021. The aerospace industry supports over 60,884 jobs in metro Denver.

Top occupations:

- Business & Operations Specialists, All Other – 867
- Mechanical Engineers – 796
- Biological Technicians – 785
- Aerospace Engineers – 783

-Aerospace-  
Median hourly wage for  
the top 20 occupations > **\$37.33**



## AVIATION

Aviation employs 16,973 people in 233 establishments. Expected to grow 7.6% by 2021. The aviation industry supports over 34,285 jobs in metro Denver.

Top occupations:

- Flight Attendants – 3,094
- Airline pilots, Co-pilots & Flight Engineers – 2,958
- Reservation & Transportation Ticket Agents & Travel Clerks – 1,461
- Transportation Workers, All Other – 1,049

-Aviation-  
Median hourly wage for  
the top 20 occupations > **\$26.45**



## BIOSCIENCE

Bioscience employs 18,366 people in 1,135 establishments. Expected to grow 10.4% by 2021. The bioscience industry supports over 49,956 in metro Denver.

Top occupations:

- Sales Reps, Wholesale & Manufacturing, Except Technical & Scientific Products – 526
- Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products – 478
- Chemists – 464
- Business Operations Specialists, All Other – 461

-Bioscience-  
Median hourly wage for  
the top 20 occupations > **\$31.95**



## BROADBAND

Broadband, which includes wired and wireless telecommunications and broadcast cable, employs 25,800 people in 464 establishments. Expected to experience significant growth in the next decade due to increasing demand for 'internet of things' and cloud technology. The broadband industry supports over 130,548 jobs in metro Denver.

Top occupations:

- Telecommunication Equipment Installers & Repairers, Except Line Installers – 3,065
- Sales Representatives, Services, All Other – 2,491
- Customer Service Representatives – 2,260
- Business Operations Specialists, All Other – 1,729

-Broadband-  
Median hourly wage for  
the top 20 occupations > **\$33.53**



## CONSTRUCTION

Construction employ 131,775 people in 9,842 establishments. Expected to grow 4.5% by 2021. Supports over 134,411 jobs in metro Denver.

Top occupations:

- Construction Laborers - 17,214
- Carpenters – 13,209
- Electricians – 11,579
- FirstLine Supervisors of Construction Trades & Extraction Workers – 8,160

-Construction-  
Median hourly wage for  
the top 20 occupations > **\$25.35**



## ENGINEERING & RELATED

Engineering & related services employ 27,493 people in 2,041 establishments. Expected to grow 12.1% by 2021. Supports over 56,086 jobs in metro Denver.

Top occupations:

- Civil engineers - 4,315
- Mechanical engineers – 1,801
- Electrical Engineers – 1,041
- Architectural & Engineering Managers – 875

-Engineering & Related-  
Median hourly wage for  
the top 20 occupations > **\$37.81**



## FINANCE & INSURANCE

Finance & Insurance Services employs 84,463 people in 7,510 establishments. Expected to grow 6.0% by 2021. Supports 690,907 jobs in metro Denver

Top occupations:

- Insurance Sales Agents – 7,524
- Securities, Commodities, Financial Services Sales Agents – 7,266
- Customer Service Representatives – 6,051
- Tellers – 4,683

-Finance & Insurance-  
Median hourly wage for  
the top 20 occupations > \$29.17



## HEALTHCARE

Healthcare employs 177,338 people in 8,248 establishments. Expected to grow 13.6% by 2021. Supports over 246,500 jobs in metro Denver.

Top occupations:

- Registered Nurses – 28,367
- Nursing Assistants – 10,884
- Home Health Aides – 6,667
- Medical Assistants – 6,070

-Healthcare-  
Median hourly wage for  
the top 20 occupations > \$20.54



## HOSPITALITY

Hospitality employs 203,453 people in 9,377 establishments. Expected to grow 8.5% by 2021. Supports over 651,050 jobs in metro Denver.

Top occupations:

- Combined Food prep & Serving Workers, Including Fast Food – 41,334
- Waiters & Waitresses – 35,878
- Cooks, Restaurant – 20,445
- Bartenders – 8,552

-Hospitality-  
Median hourly wage for  
the top 20 occupations > \$15.59



## INFORMATION TECHNOLOGY

Information Technology employs 68,018 people in 7,895 establishments. Expected to grow 11.3% by 2021. Supports nearly 189,770 jobs in metro Denver

Top occupations:

- Software Developers, Applications – 12,422
- Software Developers, Systems Software – 5,264
- Computer User Specialists – 3,939
- Computer Systems Analysts – 3,681

-Information Technology-  
Median hourly wage for  
the top 20 occupations > \$30.01



## MANUFACTURING

Manufacturing employs 103,229 people in 3,747 establishments. Expected to experience significant growth in the next decade. The manufacturing industry supports over 1,151,003 jobs in metro Denver.

Top occupations:

- Sales Representatives, Manufacturing, Except Technical & Scientific Products – 2,899
- First-Line Supervisors of Production & Operating Workers – 2,751
- Team Assemblers – 2,708
- Packaging & Filling Machine Operators & Tenders – 2,492

-Manufacturing-  
Median hourly wage for  
the top 20 occupations > \$27.83

# Workforce Development Board Membership

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Mountain States Employers Council



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Marriott Hotel & Resorts  
Denver Tech Center



Leah Bullinger  
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Judy Taylor  
Client Express Marketing  
Client Express  
Marketing

Che Yi  
American Fidelity  
Administrative Service, LLC  
American Fidelity  
Assurance Company



Sandra Wagner  
AARP Foundation



Joshua Evans  
The Learning Source



Dr. Diana Doyle  
Arapahoe Community College



Dr. Betsy Oudenhoven  
Community College of Aurora



Mimi Leonard  
Littleton Public Schools



John Fleck  
Colorado Sheet Metal Workers  
Joint Apprenticeship and Training Institute



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CO Building & Construction  
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Devision of Voc Rehab



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Arapahoe County



Judy Emery  
Colorado Urban Workforce Alliance



William Dowling  
CDLE



Lacey Golonka  
Xcel Energy



Cheryl Ternes  
Arapahoe County  
Human Services



Kimberly Ardo-Eisenbeis  
Core-Mark Denver





# Workforce Center Locations

## Centennial - Regional Workforce Center

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

## CentrePoint - Aurora Workforce Center

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

## Aurora Workforce Center

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



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# Glossary of Terms

## **Aggregate Earnings Differential**

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

## **Career Pathway**

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

## **Cost/Benefit Ratio**

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

## **Economic Impact**

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

## **Employment First**

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

## **Labor Market Information**

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

## **Parents to Work**

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

## **Return on Public Investment**

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

## **Savings to Taxpayers**

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

## **Sector**

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

## **Sector Strategy**

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

## **Supplemental Nutritional Assistance Program (SNAP)**

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

## **Talent Development Programs**

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

## **Talent Enhancement Programs**

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

## **Talent Placement Programs**

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

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

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

## **Training Pipeline**

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

## **Vocational Guidance**

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

## **Wagner-Peyser Act**

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

## **Workforce Board**

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

## **Workforce Center**

An office of a regional entity that operates public workforce development programming in a federally designated region.

Arapahoe/Douglas Works! has one main and three satellite workforce centers that serve clientele throughout Arapahoe and Douglas counties.

## **Workforce Development**


Workforce development or workforce development system is the term used to generally refer to the network of One-Stop Career Centers or Workforce Centers funded and operated under the Workforce Investment Act of 1998 (WIA). Workforce development and/or training refers to community efforts to train individuals for specific jobs or industries. Training may cover everything from soft skills (work ethic, attitude, getting to work on time) to basic skills (literacy, numeracy) to specific job skills (carpentry or web site development). Community workforce efforts may also include job placement assistance, resumé writing, interview skills, and retention services such as legal advice and child care, that help people stay in a job once placed there. The goal of workforce training programs is to improve the quality and skill sets of individuals, to place them in jobs, and help businesses find an employee base in line with their needs. A good workforce training program, therefore, serves two customers: individuals and businesses.

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

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

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

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

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