

**WIOA Regional and Local Plan Template for PY20-23  
Updates for PY22 and PY23 as Required by USDOL TEGL 04-21: State Plan  
Modifications**

The Colorado Workforce Development Council, in partnership with the WIOA Title I-IV program administrators and other partner programs, is updating the WIOA state plan based on the following guidance:

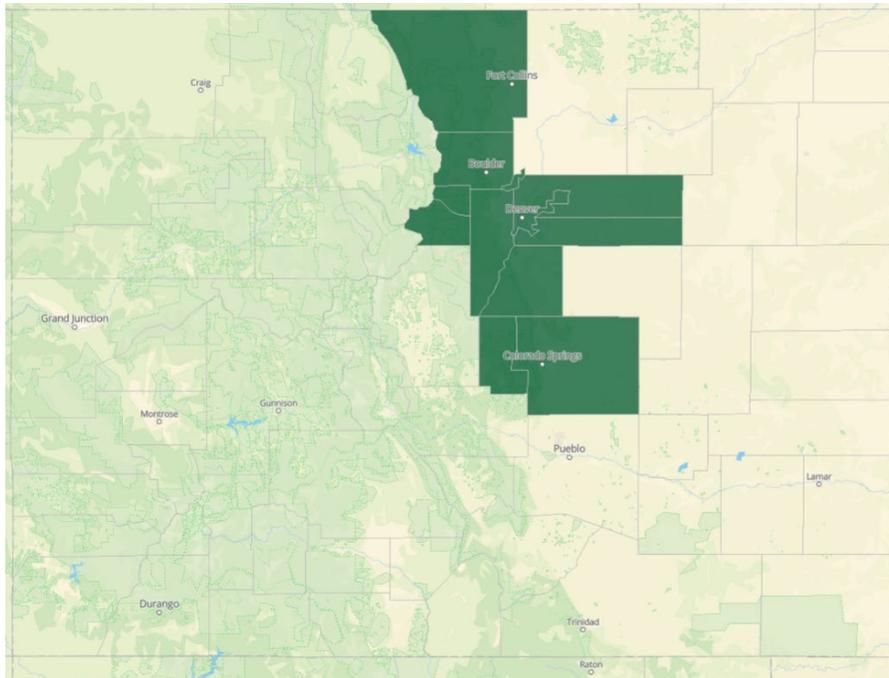
**Economic and Labor Market Information:** Required to reassess economic and labor market information (LMI) and adjust strategies for what may now be a different set of growing and declining industries, occupations, and skills to address immediate response and ongoing recovery efforts. Need to adapt and adjust their workforce goals and strategic focus for those communities with disproportionately higher unemployment rates and lower earnings — particularly among underserved population groups, or individuals facing barriers to employment (e.g., low-income individuals, English language learners, individuals without housing, individuals with disabilities).

**The Colorado Central Planning Region Response begins on the top of the next page.**

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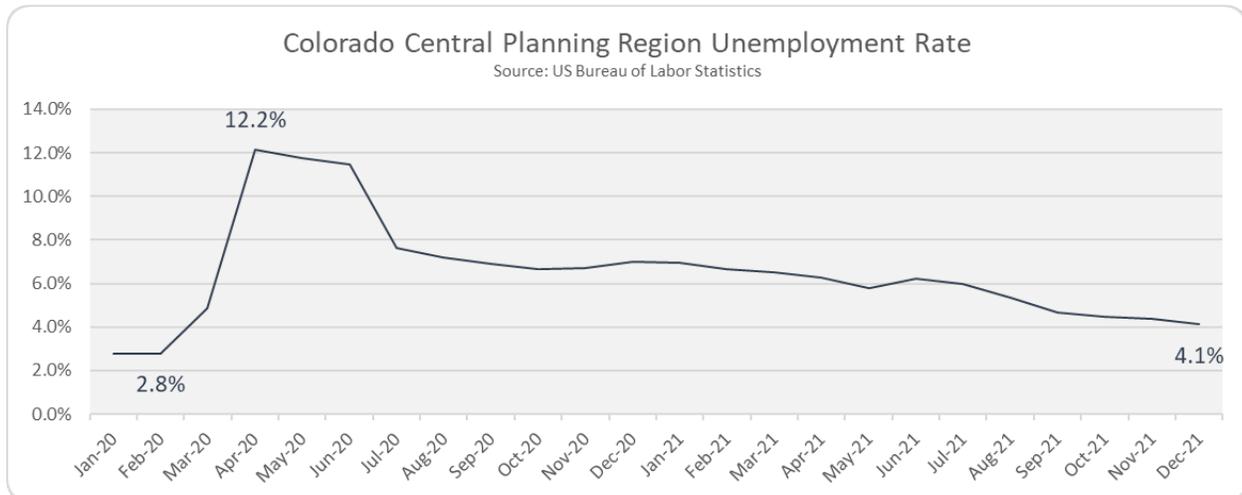
Updated April 2022

Denver Workforce Services is a central part of the Colorado Central Planning Region. With a majority of economic activity in the region, Denver would like to align plans with that which was submitted to CWDC by the Colorado Central Planning Region as follows: When updated in April 2021, this report provided a number of updates on how the COVID-19 pandemic had affected the labor force and economy in the Colorado Central Planning Region, which includes Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, El Paso, Gilpin, Jefferson, Larimer and Teller counties. The region is known as Colorado's Urban Front Range.



In 2021, the Colorado Central Planning Region (CPR) had 79% of Colorado's employment, with a total of 2,405,577 jobs (including 329,010 self-employed). The line graph shows that the CPR lost 265,141 jobs between February 2020 and April 2020, but had recovered 98% of those jobs by June 2021, which is the latest data available at this writing.

## High Unemployment and Skill Gaps



Unemployment in the CPR spiked in April 2020, and remained in double digits through June 2020, but then trended down for the rest of that year and through 2021. As recovery progressed, people returned to work, many to different jobs than they had prior to the pandemic. In January 2022, the unemployment rate in the CPR continued to trend down to 3.9%.

The workforce development areas making up the CPR addressed the skill gaps caused by the high pandemic unemployment, and the increasingly virtual world of job search, training and work in a variety of ways, including developing data tools and other resources to help unemployed workers upskill. Some of these strategies included:

1. Implementing programming that assisted unemployed workers lacking digital skills acquire the technology, access to broadband internet services, and help in conducting an effective online job search.
2. Providing workforce development staff training and tools to assist them in helping customers transfer their existing skills into successful new employment.
3. Online learning was utilized to much greater extent, and inroads were made to help unemployed job seekers gain new skills such as the partnership with Catalyte allowing customers from various programs operated by Arapahoe/Douglas Works! to take the initial assessment, and provide support services while they received the online training, followed by job placement as a junior software developer.
4. Workforce centers used a hub approach, and began conducting virtual job fairs and hiring events for job seekers throughout the CPR that provided exposure to employers with open positions, and opportunities to enter new career pathways.

Sample training tool for workforce center staff at Arapahoe/Douglas Works! to assist unemployed job seekers from all occupation groups to identify other occupations where skill transfer potential is high:

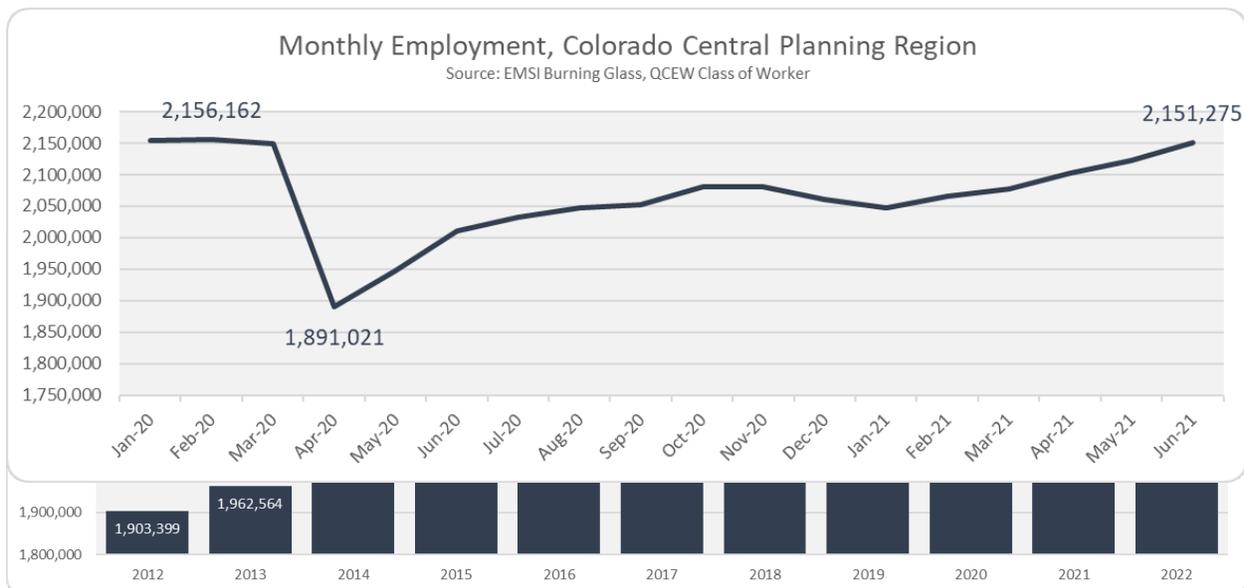
Skill Transferability Tables, Building Cleaning and Grounds Maintenance Occupations												
O*NET	Fam.	O*NET Occupation	Earnings, Jobs, Change and Annual Openings					ONET Group, Job of Layoff				
			Median Hourly Earnings	2020 Jobs*	2025 Jobs*	2020-2025 Change*	Estimated Annual Openings	371	372	373	Column1	Column2
37-3011.00	37	Landscaping and Groundskeeping Workers	\$16.93	11,813	12,297	485	1,545	82	87	100		
53-7062.00	53	Laborers and Freight, Stock, and Material Movers, Hand	\$16.17	499	532	32	68	84	87	97		
51-9198.00	51	Helpers--Production Workers	\$15.41	862	913	51	100	83	89	96		
51-4071.00	51	Foundry Mold and Coremakers	\$15.45	1,091	1,051	(40)	93	82	88	96		
51-6011.00	51	Laundry and Dry-Cleaning Workers	\$14.01	183	162	(20)	18	89	95	95		
45-2092.01	45	Nursery Workers	\$14.76	2,521	3,055	534	512	86	92	95		
35-9021.00	35	Dishwashers	\$13.55	5,212	5,021	(191)	766	82	92	95		
51-6021.00	51	Pressers, Textile, Garment, and Related Materials	\$14.78	650	629	(21)	69	79	91	95		
47-3014.00	47	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	\$18.53	182	209	27	28	81	89	95		
53-7061.00	53	Cleaners of Vehicles and Equipment	\$17.00	20,202	22,052	1,849	2,934	82	89	95		
47-2131.00	47	Insulation Workers, Floor, Ceiling, and Wall	\$21.21	355	381	26	41	83	83	95		
51-9197.00	51	Tire Builders	\$14.06	2,240	2,304	64	320	80	82	95		
49-3093.00	49	Tire Repairers and Changers	\$22.13	374	389	15	31	85	81	95		
47-5071.00	47	Roustabouts, Oil and Gas	\$18.41	135	152	18	21	81	78	95		
37-2011.00	37	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$14.11	21,604	22,123	519	2,807	84	96	94		
53-7064.00	53	Packers and Packagers, Hand	\$25.27	70	69	(1)	7	82	93	94		

The table above shows the top 15 occupations in which the skills of an unemployed landscaping and groundskeeping worker (highlighted yellow) would transfer with very little learning curve. Many unemployed individuals from the hospitality industry found new work in warehouses and with online retailers as stock pickers and packagers. More found work in greenhouses and nurseries, including those serving Colorado's retail and medical cannabis industries.

### Scarce Labor Force

This created a new challenge for businesses in the region, who by the end of 2021 were faced with a scarce labor market full of candidates with high expectations around salary, benefits, flexibility, and who often required some on-the-job training to gain the skills regional businesses actually needed to remain competitive.

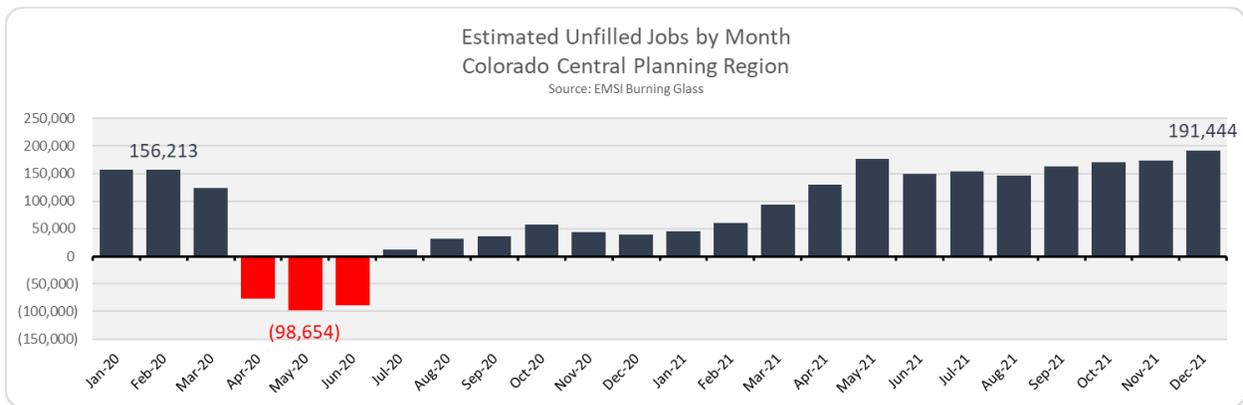
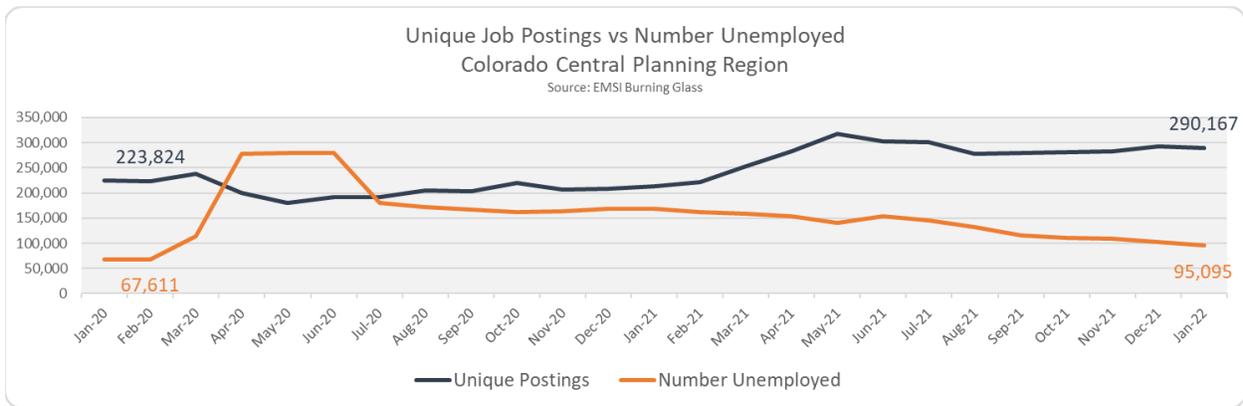
The chart and bar graph below illustrate the increase in the number of people in the CPR who have gone back to work, often in jobs different from those they left during the pandemic.



During the recovery, Colorado's workforce development system has proven integral to regional businesses, economic developers, chambers of commerce, sector leaders, and other stakeholders, and is now positioned to continue to support the region in the current scarce labor market.

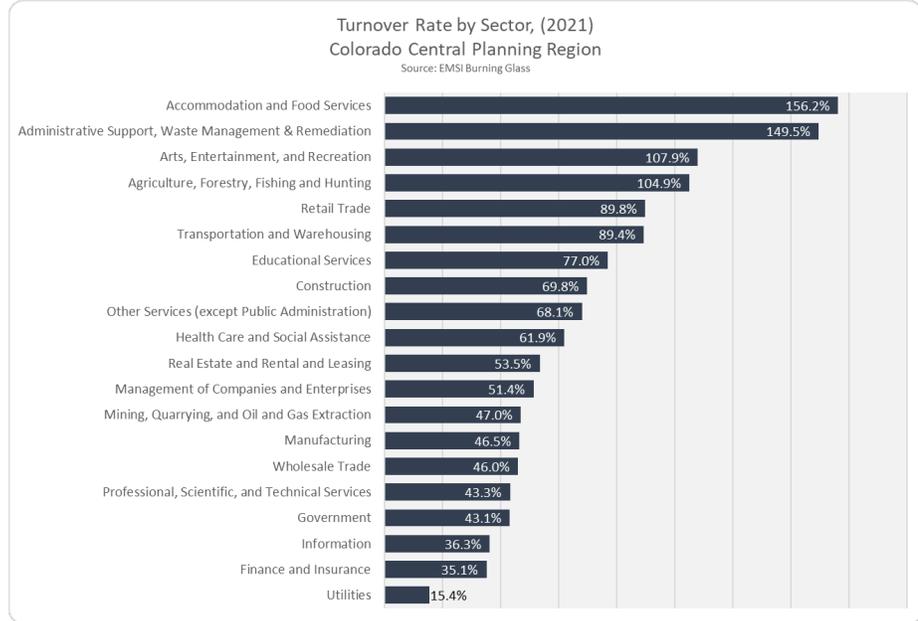
### Unfilled Jobs

Data in the line graphs below shows the increasing gap between number of jobs posted in the CPR and the number of people looking for work.



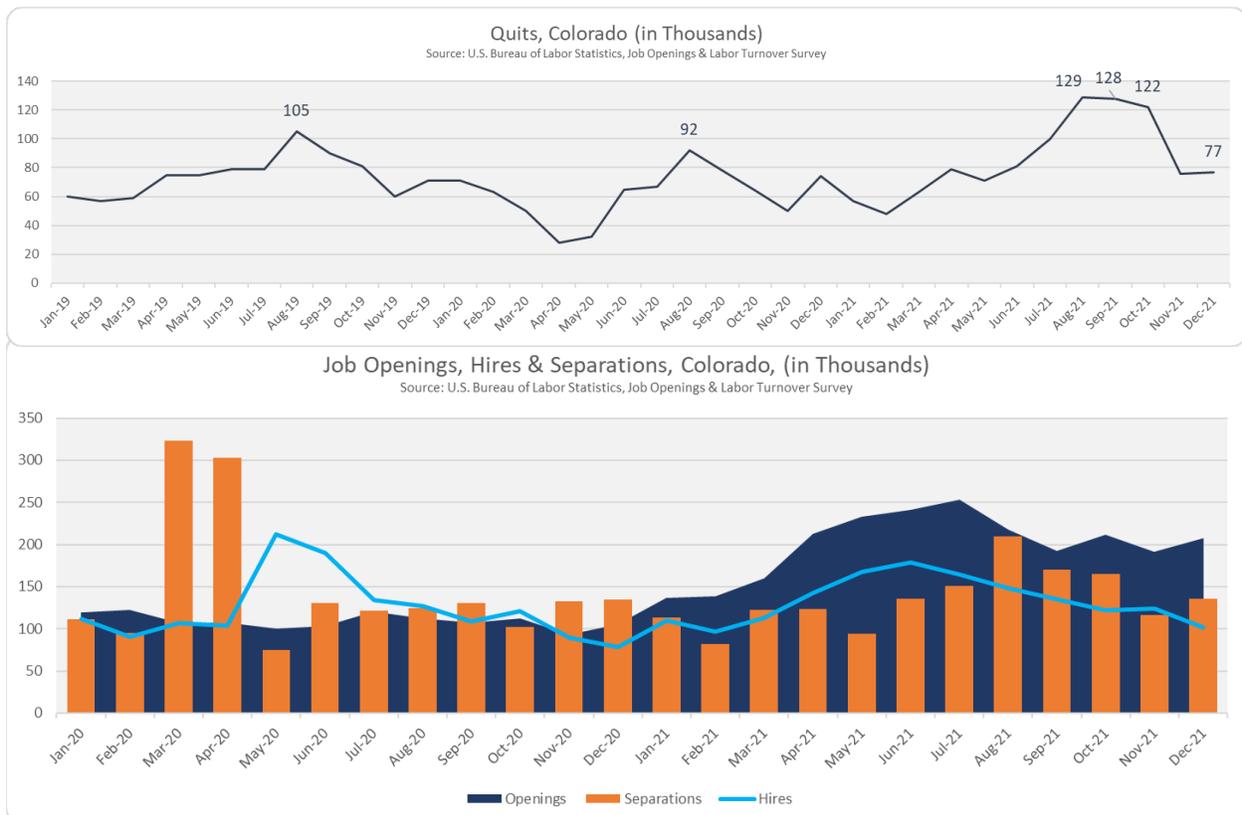
The year 2021 proved a time of high turnover for many industry sectors.

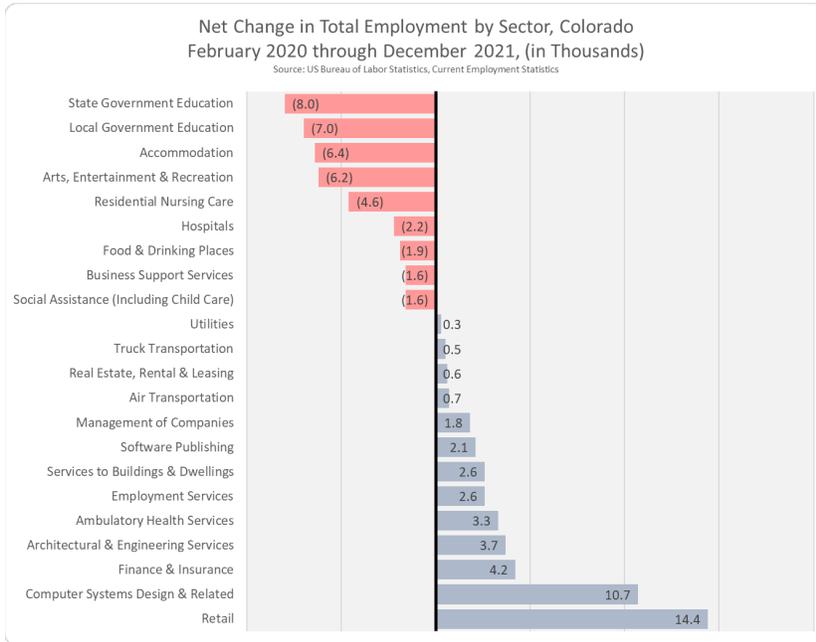
There were a variety of contributory factors to this. Workers may have left because they did not feel their company treated them well during the pandemic. Others left for jobs that provided higher pay, better benefits, or more flexibility.



### The Great Resignation

During the three-month period beginning August 2021 and ending October 2021, nearly 380,000 Coloradans left their jobs and moved on to other opportunities. The bar graph shows that in December 2021, 34,000 more people separated from their jobs in Colorado than were hired, in the face of 208,000 job openings.





All these factors – the shrinking number of unemployed people, the growing number of unfilled job openings, and high levels of separations from jobs throughout the state are concerning.

What is of greater concern is the net change in employment by sector. Public education, nursing care centers and hospitals have all lost substantial numbers of jobs since the pandemic began.

### New Workforce Strategies in

### a New Employment Market

While workforce centers have educated job seekers for many years about the ‘hidden employment market,’ by which they mean those jobs that are filled before they are ever posted, there is increasing recognition by employers of a ‘hidden candidate market,’ which includes those job seekers that are being served through various workforce programs – job seekers that might not have been visible in another time.

Now, employers throughout the CPR are depending on the region’s workforce centers to tap into this hidden candidate market in a variety of ways, and to assist in the rapid reskilling and upskilling of people to enter critical jobs quickly.

### Work-Based-Learning, Telework & Automation

For example, locally run business services teams in the CPR’s workforce centers have assisted employers with work-based-learning strategies, which can include internships, subsidized on-the-job training, and apprenticeships.

At this writing, the CPR has 954 people in work-based-learning activities. This is 75% of work-based-learning currently happening in Colorado.

CPR workforce centers have developed strong working relationships with local chambers, economic developers, sector leaders and educators. This has allowed Wagner-Peyser business services teams throughout the region to better understand the needs of local employers in this rapidly changing labor market, and work with partners to identify solutions.

Teleworking Capacity, Colorado Central Planning Region				
SOC	Occupation Family	2022 Jobs	Percent Teleworking Successfully in January 2021	Potential Telework Capacity
13	Business and financial operations	213,431	53.8%	114,826
15	Computer and mathematical	133,393	67.6%	90,174
43	Office and administrative support	278,039	24.8%	68,954
25	Education, training, and library	133,216	44.5%	59,281
11	Management	130,501	36.6%	47,763
41	Sales and related	245,643	17.0%	41,759
17	Architecture and engineering	64,805	45.7%	29,616
27	Arts, design, entertainment, sports, and media	54,908	42.0%	23,061
21	Community and social services	44,391	44.9%	19,932
29	Healthcare practitioners and technical	130,809	13.1%	17,136
23	Legal	26,200	57.7%	15,118
19	Life, physical, and social science	32,633	45.6%	14,881
39	Personal care and service	75,983	7.7%	5,851
35	Food preparation and serving related	172,445	2.3%	3,966
33	Protective service	44,035	8.8%	3,875
53	Transportation and material moving	183,930	2.1%	3,863
31	Healthcare support	92,151	4.0%	3,686
47	Construction and extraction	120,607	2.8%	3,377
49	Installation, maintenance, and repair	88,273	3.5%	3,090
51	Production	80,916	3.4%	2,751
37	Building and grounds cleaning and maintenance	75,701	2.8%	2,120
45	Farming, fishing, and forestry	7,680	1.4%	108
	Totals	2,429,690	23.7%	575,185

Source: EMSI Burning Glass

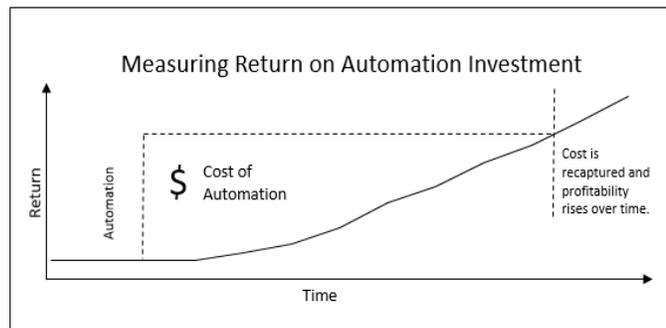
For example, the Arapahoe/Douglas Works! Business Services Team has developed a tool kit for local businesses to help them stay competitive in the current scarce labor market. These include work-based-learning, automation and telework strategies.

Denver Workforce Services at DEN (Denver International Airport) hosted monthly professional development workshops for employers for DEN. These workshops included presentations on career pathways, skills-based hiring, Connecting Colorado ([www.connectingcolorado.com](http://www.connectingcolorado.com)), and social media strategies.

This table uses pandemic data from the Bureau of Labor Statistics to estimate the teleworking capacity of the overall labor force in the CPR. Businesses can determine which functions can work remotely, and can compensate for scarce labor by increasing the geographic scope of their outreach.

In addition, focus groups were done with businesses, sector leaders, economic developers, chambers of commerce, and business services staff and new industry profiles were developed for the key sectors in the region, with the template shared among the various CPR workforce centers, as well as Weld County, Mesa and the Rural Consortium. The new industry profiles, which presently include Aerospace & Aviation, Air Transportation, Biosciences, Broadband, Construction, Engineering Services, Finance & Insurance, Healthcare, Hospitality, Information Technology, Manufacturing, and Retail have those data elements most meaningful to businesses in today's rapidly changing labor market. The profiles are housed on the [Arapahoe/Douglas Works! website](http://Arapahoe/Douglas Works! website), and accessible throughout the CPR.

This figure is from the toolkit developed by the Arapahoe/Douglas Works! Business Services Team to help employers determine if automation can leverage scarce labor to keep productivity output up. The team at Arapahoe/Douglas Works! is developing a set of resources that can be applied in a consultive approach to help businesses implement these various strategies.



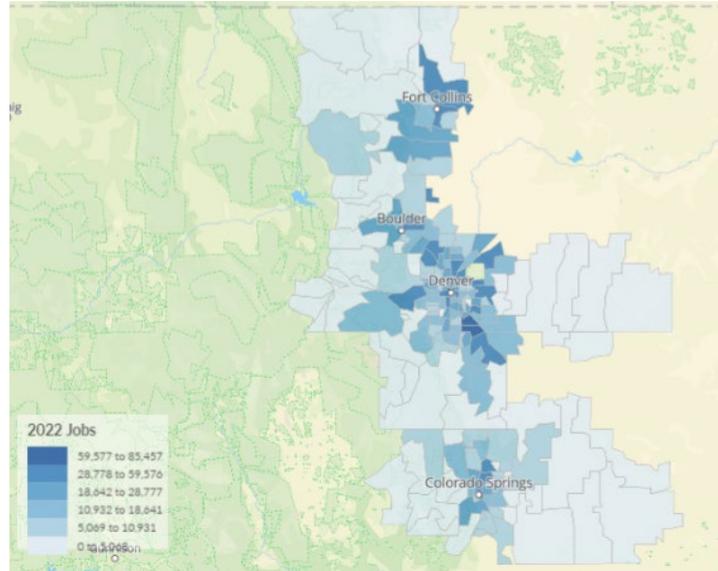
## Current Comparative Economic Conditions

Comparative Regional Economy									
Measure	Central Planning Region	Adams	Arapahoe/Douglas	Boulder	Broomfield	Denver	Jefferson (Tri-County)	Larimer	Pikes Peak
Population (2021)	4,451,218	527,353	1,032,867	329,621	73,985	748,218	604,985	367,419	766,769
GRP	\$339,189,884,190	\$29,155,189,009	\$79,673,916,731	\$31,410,646,794	\$8,757,571,072	\$89,326,925,935	\$36,736,879,985	\$21,001,977,143	\$43,126,777,521
Exports	\$307,299,935,765	\$34,094,074,270	\$66,954,102,722	\$30,382,560,497	\$9,869,616,561	\$97,938,269,849	\$45,706,610,611	\$22,414,687,666	\$62,168,762,422
Imports	\$235,970,725,498	\$34,574,973,908	\$68,905,152,605	\$24,457,312,601	\$7,402,919,572	\$54,584,011,537	\$46,118,339,137	\$21,854,463,129	\$50,569,509,331
Labor Force (Dec 2021)	2,477,676	284,235	581,032	199,627	41,531	436,110	355,434	207,229	372,478
Participation Rate (Dec 2021)	69.8%	70.0%	71.2%	72.4%	69.3%	70.7%	71.4%	68.1%	64.9%

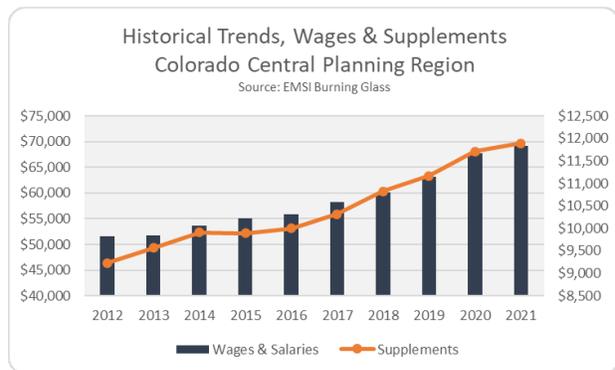
Source: EMSI Burning Glass

## Current CPR Employment Concentrations

In 2021, the Colorado Central Planning Region (CPR) had 79% of Colorado's total employment, with a total of 2,405,577 jobs (including 329,010 self-employed). The map shows employment concentrations throughout the region.



## Historical Trends (2012 – 2021)



The CPR added 360,361 new jobs, and 42,250 establishments, over the decade ending in 2021. Employment during the decade grew at 1.8% annually. During the same decade, wages and salaries rose \$17,624 per year (34.2%), while supplements, which includes the cost of employer-paid benefits, increased by \$2,660 (28.8%). Wages and salaries, and supplements, grew at 3.3% and 2.9% annually, respectively.

## **Comparative Data by Workforce Area within CPR (2012 through 2021):**

### ***Adams County Workforce & Business Center***

- Jobs increased 39.9% to 250,025.
- Establishments, or payrolled business locations, increased 39.5% to 12,511.
- Wages and salaries rose 36.5% to \$59,340 annually.
- The average cost of supplements, or employer-paid benefits rose 38.8% to \$11,330 annually.

### ***Arapahoe/Douglas Works!***

- Jobs increased 19.1% to 515,833.
- Establishments, or payrolled business locations, increased 31.4% to 37,772.
- Wages and salaries rose 28.5% to \$72,320 annually.
- The average cost of supplements, or employer-paid benefits rose 21.4% to \$11,729 annually.

### ***Workforce Boulder County***

- Jobs increased 13.6% to 209,207.
- Establishments, or payrolled business locations, increased 29.9% to 17,060.
- Wages and salaries rose 40.6% to \$75,260 annually.
- The average cost of supplements, or employer-paid benefits rose 33.1% to \$12,822 annually.

### ***Broomfield Workforce Center***

- Jobs increased 18.6% to 41,918.
- Establishments, or payrolled business locations, increased 43.1% to 3,126.
- Wages and salaries rose 40.7% to \$97,394 annually.
- The average cost of supplements, or employer-paid benefits rose 30.6% to \$15,082 annually.

### ***Denver Workforce Center***

- Jobs increased 13.5% to 551,845.
- Establishments, or payrolled business locations, increased 43.4% to 37,484.
- Wages and salaries rose 39.5% to \$81,356 annually.
- The average cost of supplements, or employer-paid benefits rose 30.7% to \$14,309 annually.

### ***Larimer County Workforce Center***

- Jobs increased 21.5% to 187,858.
- Establishments, or payrolled business locations, increased 33.4% to 13,537.
- Wages and salaries rose 36.0% to \$55,735 annually.
- The average cost of supplements, or employer-paid benefits rose 33.4% to \$10,193 annually.

### *Pikes Peak Workforce Center*

- Jobs increased 16.9% to 374,695.
- Establishments, or payrolled business locations, increased 32.0% to 22,326.
- Wages and salaries rose 25.9% to \$56,480 annually.
- The average cost of supplements, or employer-paid benefits rose 23.8% to \$8,805 annually.

### *Jefferson County Business & Workforce Center*

- Jobs increased 8.6% to 274,197.
- Establishments, or payrolled business locations, increased 24.1% to 22,840.
- Wages and salaries rose 37.3% to \$65,032 annually.
- The average cost of supplements, or employer-paid benefits rose 33.7% to \$12,036 annually.

**Reemployment:** Need to examine how well their systems and operations across the WIOA one-stop partner programs, including Unemployment Insurance (UI), can work more seamlessly together to positively affect the shared goal of reemployment, particularly for individuals with barriers to employment, including individuals with disabilities. Over the past two years, Denver Workforce Services has worked to ensure that services provided to Workforce System customers whether that be jobseekers, businesses, industry/sector leaders, economic development, or chambers of commerce, had the information needed to assist in the reemployment efforts. By creating or modifying industry profiles and skills crosswalks, to helping individuals who were disproportionately laid off in the hardest hit sectors to find career opportunities in new industries and pivoting to ensure enhanced and flexible service delivery models, all efforts were customer focused.

As we prepared for PY 21 – 22, Denver Workforce Services and the Colorado Central Planning Region also has created 2 new sector partnerships: Transportation & Logistics, and Aviation, both of which were hit extremely hard over the last two calendar years as effects of the pandemic modified the “normal” in almost every industry. Production of goods slowed as restrictions were put in place, travel for work and leisure was suspended.

In 2020 and 2021, Colorado Workforce Centers including Denver Workforce Services locations added additional assistance pathways to aid customers that in many cases were being let down by systems that they didn't know how to navigate. A prime example is how the Workforce System instituted call centers and manned email addresses to answer the thousands of inquiries that came in as people navigated Human Services (SNAP, Colorado Works), Unemployment Insurance, and other programs that didn't have quick capacity to scale operations up. Utilizing philanthropic and other funding through ZOMA and the Talent Enhancement Funds, workforce centers quickly enhanced current service levels to meet the customers and provide answers in programs that Workforce traditionally was not allowed prior to the pandemic.

Additionally, Denver and the CCPR was a recipient of the IDEA grant that allowed the system to expand support to expand Registered Apprenticeships and included the ability to have dedicated Apprenticeship Navigators. Apprenticeship grants expanded from SAE and ASE to the new IDEA grant and continue to be a pathway to bridge sectors identified educational voids with programs that allow growth opportunities through Work-based learning for both traditional and non-traditional industries. Additionally, Apprenticeship programs aim at boosting populations that are traditionally not represented in the industry to gaining skills.

Digital equity was also found to be an issue as the workforce system pivoted to providing services virtually and even in hybrid environments. As a regional partner, DWS led and other workforce regions in the CCPR joined on digital equity projects aimed toward get technology loaner products (laptops, hotspots, etc.) to customers that identified barriers of either not having computers, and/or adequate internet. At least one example was so successful, that additional computers were purchased and are being distributed to customers, not as loaners, but to keep to ensure families have tools they need to compete in this new economy.

Additionally, utilizing the NorthStar Digital Literacy curriculum, virtual digital literacy classes were offered through Denver Workforce Services. Participants could attend classes to better understand the basics of computers, email, Microsoft Word, and Microsoft Excel. The classes were offered in a variety of formats including options of a bootcamp style schedule or more distributed scheduling based on the users needs.

The COVID-19 pandemic also had regions working to ensure options for customers were available "where they are" by transitioning services to virtual delivery models including the adoption of Virtual Premiere a virtual job fair platform, secure digital application processes, virtual training and comprehensive calendar for statewide options quickly became available.

The Colorado legislature doubled-down on Workforce programs through HB-1264 which led to regions receiving funds through programs like Reskill, Upskill and Next-skill (RUN) and Workforce Innovation Grant (WIG) aimed at expanding the system and providing a number of training that customers traditionally would not have had the ability to obtain through the

Workforce Innovation & Opportunity Act (WIOA) or other programs. The RUN/WIG programs are geared toward short term (less than 12-month total) certificate, credential or licensure programs; programs that are designed to be flexible for local regions to meet the needs of employers and provide opportunities to individuals who were effected by COVID-19.

**Equity in service delivery and educational programming:** Need to examine which population groups, particularly those identified in the LMI analysis as having higher unemployment and lower earnings than the overall population, experience inequities in access to and participation in public workforce programs that lead to quality jobs. Need to develop education, training, and career service strategies that better address and promote equity in recruitment, service design, implementation, and support services that aim to provide equitable access and outcomes to all communities seeking access to workforce services. As noted previously, workforce systems within the region have scaled up several programs to meet the needs of all stakeholders as the new economy emerges. All the work is a result of a concerted effort from leadership across the CCPR to align in a number of ways to best serve our customers. Since WIOA was enacted in 2014, the CCPR has been a forum to align systems that are governed at the local level to a “norm” that is not only agreed upon but expected so that customers feel seamless delivery of services whether they are receiving services from a workforce center in Fort Collins, Greeley, Boulder, Golden, Westminster, Denver, Centennial, Castle Rock or Colorado Springs. While each area can, and does approach the process a little differently, the process is similar and leads to a customer experience second to none.

Some of these alignments have come after years of work, most notably the 11 core services provided to businesses through the work of the Business Services Alignment Leadership Team (BSALT) that began more than 10 years ago. In the subsequent years, this effort has included members from Division of Vocational Rehabilitation (DVR) and the Colorado Department of Corrections (DOC).

As WIOA legislation required utilizing a data driven approach for workforce, the Colorado Workforce System directors requested data experts begin working together under the BSALT umbrella. Within the first two years, this group, now known as the Workforce Intelligence Data Experts (WIDE), has risen to become the one-stop shop for workforce data. Each Colorado workforce region has dedicated at least one individual to be on this team. Thanks to the partnership with the Colorado Workforce Development Council (CWDC) this team has access to data from additional sources like EMSI Burning Glass, Colorado Demographer’s Office, Labor Market Information and Department of Higher Education to help illustrate and compile answers to requests from various stakeholders in a timely, efficient and consistent manner.

Newer collaborations include the Colorado Operators Group (COG) which consists of Operations Managers from all regions throughout the state, and the Colorado Urban Workforce Alliance (CUWA) that includes directors within the Central Planning Region and Mesa and Weld counties. These relationships have allowed CCPR to pursue additional grants to offset continued decreases in WIOA funding over the last few years prior to the pandemic and ensure that models were in place so that grants could be accepted by one region and provided in a number of locations. Currently, there are a number of regional grants including, Technology

Employment in Colorado Partnership (TEC-P 2.0), Apprenticeship Grants (IDEA), Disability Program Navigator (DPN) grants, Pathway (DOC) grants, and in many areas programs for populations that are disproportionately underserved in traditional programs.

Some of these programs include Older Worker Programs (50+), programs designed to assist New Americans, to support individuals experiencing homelessness, and programs designed to lower participation in UI (RESEA) and/or Colorado Works (TANF)/Food Stamp Programs. During the last year, a New Americans toolkit was developed by the Weld region and is being used throughout the Central Planning region as a promising practice for serving this emerging population within the workforce ecosystem. The Denver region has also assigned one staff member to serve the New American population to gain access to services throughout the workforce ecosystem. A site visit was held for a high-level State Department, Refugee Council USA (RCUSA), and United Nations sponsored event in Denver in March 2022 and the New Americans Integration Network (NAIN) was recommended due to the efforts in serving this population. The event was the **Working Group on Resettlement**, which is the most important resettlement forum for the United Nations, governments, NGO's and refugees to discuss and advance refugee resettlement issues. This annual event provided an opportunity to address a wide range of policies and procedures, including advocacy, capacity building, and operational support. An important outcome of the event is the development of new and innovative ways to solve problems and combine resources to improve resettlement and complementary pathways for refugees. There were more than 30 in attendance with representation from the United States, Australia, United Kingdom, Belgium, Canada, Switzerland and Norway.

Denver has led participation in the regional efforts that have resulted in streamlining and sharing of promising practices when it comes to alignment and/or creation of policy, procedures, grant activities, shared calendars of events and virtual/hybrid training models. Denver began creation of a number of SharePoint pages that enable regional partners to share information, ideas, collaborate on meetings and continue to create best practices. Additionally, Denver Workforce Services has created a consolidated events calendar located at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/DEDO-Events> .

**Enhance supportive service offerings:** Need to update supportive service strategies. Supportive services are essential to ensure that youth and adults can stay engaged in program offerings and reach their educational and employment goals and are particularly critical for those with justice and child welfare system involvement, individuals with disabilities, individuals without housing, or those with limited English proficiency. Partnerships with community-based organizations with deep roots in underserved communities are key to improve outreach and supports for an equitable recovery.

Denver and the CCPR has worked diligently to align, not just program outcome strategies and supports for program data needs, but also reviewing guidance and procedures to ensure supportive services to help customers meet goals outlined in their Individual Employment Plans (IEP) / Individual Service Strategies (ISS) goals but also provide all users of the system with tools

that assist in ensuring all levels of programmatic success. Information is available at the local level for Hot jobs, schools that are on the Eligible Training Provider List (ETPL) or providing services through RUN/WIG/Other Grants, Industry and Occupational one pagers, skill crosswalks, Registered Apprenticeships (including Pre Apprenticeships and helping organizations turn work based training programs into Registered Apprenticeships) and providing local information for the annual Talent Pipeline Report that is distributed through the Colorado Workforce Development Council.

Beginning this year, every region in the CCPR has representation on the WIOA Evaluation Team (WET) that will begin work on further evaluating not only success, but also areas of potential vulnerability when it comes to serving specific populations as noted above. The WET team has been working with a team from Northern Illinois University on methodology and feedback on the report that will be issued by June 30, 2022 and will take over the completion of this report beginning in PY22 starting July 1, 2022.

Additionally, there is expanded emphasis to provide workforce funding and assistance through Community Based Organizations/Non-Profit Organizations that continues to support the efforts of the Colorado Workforce system to not only meet the individual where they are, but also ensure that they are able to receive additional services that may be limited by funding constraints within workforce systems.

**INSTRUCTIONS:** Planning Regions must review all segments of their plan narrative for alignment with the modified state plan that will be posted for public comment on January 20, 2022, and for updates related to the USDOL modification requirements. All updates to the plan narrative must be yellow-highlighted so that reviewers can easily identify the new information.

Planning Region: [insert name of the planning region]

Local Areas Included in this Planning Region:

A. As a Planning Region, complete the following questions (no page limit):

1. Provide an analysis of the regional economic conditions overall, as well as for each area included in this planning region, including:
  - a. Existing and emerging in-demand industry sectors and occupations; and
  - b. The employment needs of employers in those industry sectors and occupations;

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, as well as for each area included in this planning region, including employment needs in in-demand industry sectors and occupations.
3. Provide an analysis of the workforce in the region, as well as for each area included in this planning 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;
4. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region, and explain how sector partnerships 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.
5. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.
6. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.
7. Describe efforts that have taken place or anticipated efforts to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements. In addition:
  - a. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;

- b. Describe how the planning region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.
  - c. Describe how the planning region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.
  - d. Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs.
  - e. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with community-based organizations, including, where applicable, refugee resettlement agencies that serve priority populations, including individuals with barriers and New Americans.
  - f. Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A);
8. Provide a description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;
9. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services or discuss why these are not appropriate for the planning region at this time.
10. If determined appropriate by the planning region, describe how administrative cost arrangements have been coordinated, including the pooling of funds for administrative costs or discuss why these are not appropriate for the planning region at this time.

11. The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.
12. Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.
13. Briefly describe the activities and steps taken to develop this regional plan.
14. Describe the process used by the local boards in this planning region to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the plan prior to its submission.

## B. For Your Local Area in the Planning Region (no page limit)

The Colorado Workforce Development Council issues annual guidance for performance incentive funds and the reporting required to be eligible for those funds, when offered. The questions asked for that process are incorporated into the local area plan below.

Additional guidance regarding performance incentives and reporting will be provided in a separate Policy Guidance Letter.

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.

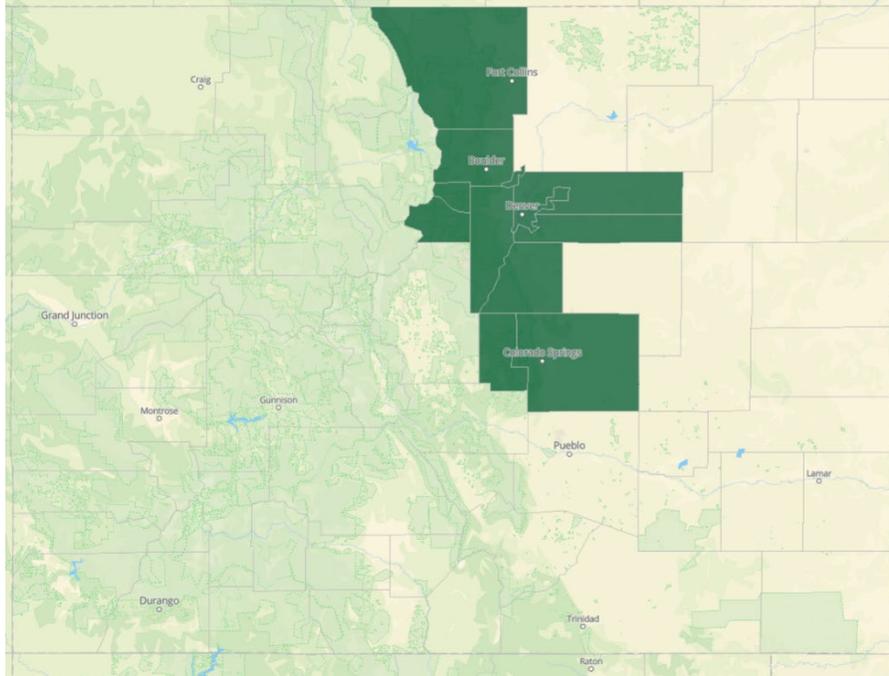
**The Colorado Central Planning Region Response begins on the top of the next page.**

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### Updated April 2022

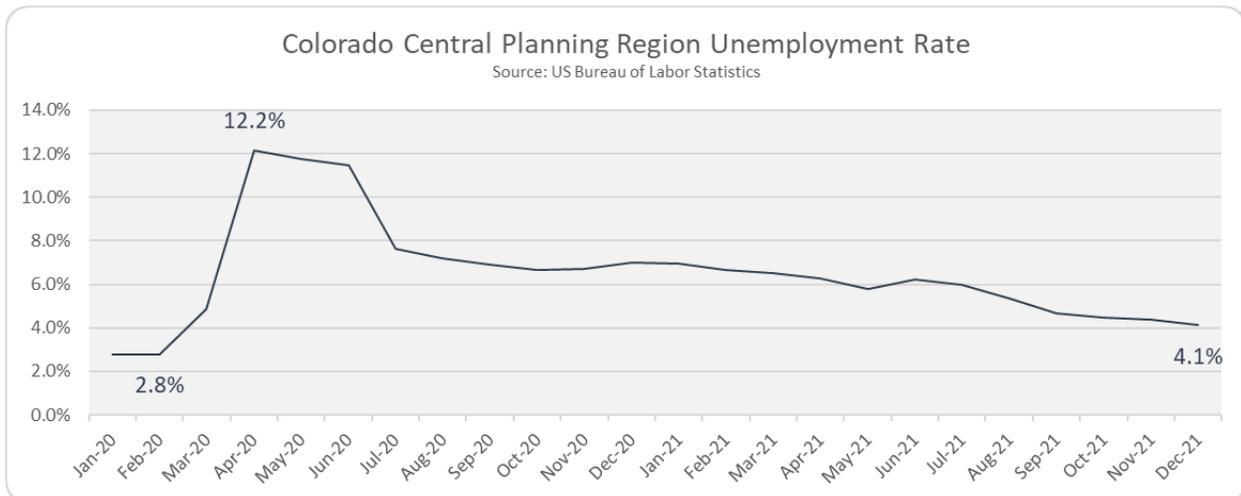
Denver Workforce Services is a central part of the Colorado Central Planning Region. With a majority of economic activity in the region, Denver would like to align plans with that which was submitted to CWDC by the Colorado Central Planning Region as follows: When updated in April

2021, this report provided a number of updates on how the COVID-19 pandemic had affected the labor force and economy in the Colorado Central Planning Region, which includes Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, El Paso, Gilpin, Jefferson, Larimer and Teller counties. The region is known as Colorado's Urban Front Range.



In 2021, the Colorado Central Planning Region (CPR) had 79% of Colorado's employment, with a total of 2,405,577 jobs (including 329,010 self-employed). The line graph shows that the CPR lost 265,141 jobs between February 2020 and April 2020, but had recovered 98% of those jobs by June 2021, which is the latest data available at this writing.

### High Unemployment and Skill Gaps



Unemployment in the CPR spiked in April 2020, and remained in double digits through June 2020, but then trended down for the rest of that year and through 2021. As recovery progressed, people

returned to work, many to different jobs than they had prior to the pandemic. In January 2022, the unemployment rate in the CPR continued to trend down to 3.9%.

The workforce development areas making up the CPR addressed the skill gaps caused by the high pandemic unemployment, and the increasingly virtual world of job search, training and work in a variety of ways, including developing data tools and other resources to help unemployed workers upskill. Some of these strategies included:

5. Implementing programming that assisted unemployed workers lacking digital skills acquire the technology, access to broadband internet services, and help in conducting an effective online job search.
6. Providing workforce development staff training and tools to assist them in helping customers transfer their existing skills into successful new employment.
7. Online learning was utilized to much greater extent, and inroads were made to help unemployed job seekers gain new skills such as the partnership with Catalyte allowing customers from various programs operated by Arapahoe/Douglas Works! to take the initial assessment, and provide support services while they received the online training, followed by job placement as a junior software developer.
8. Workforce centers used a hub approach, and began conducting virtual job fairs and hiring events for job seekers throughout the CPR that provided exposure to employers with open positions, and opportunities to enter new career pathways.

Sample training tool for workforce center staff at Arapahoe/Douglas Works! to assist unemployed job seekers from all occupation groups to identify other occupations where skill transfer potential is high:

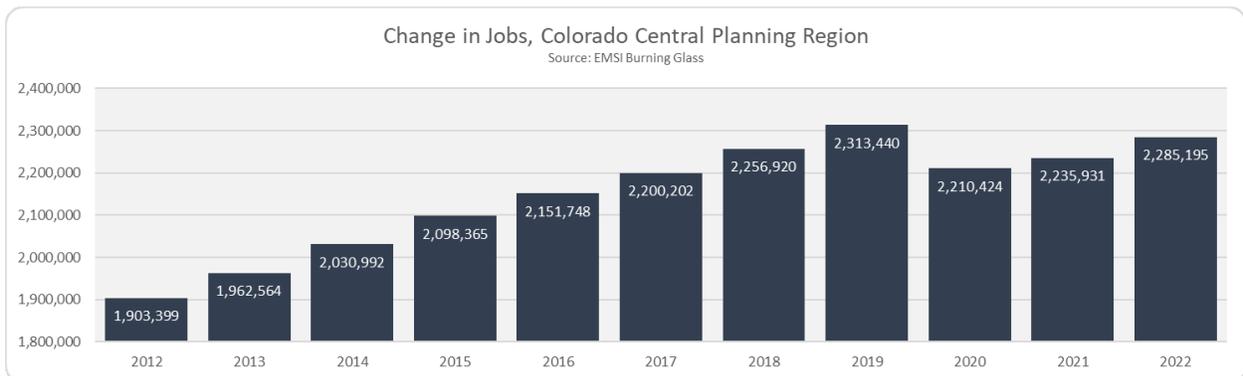
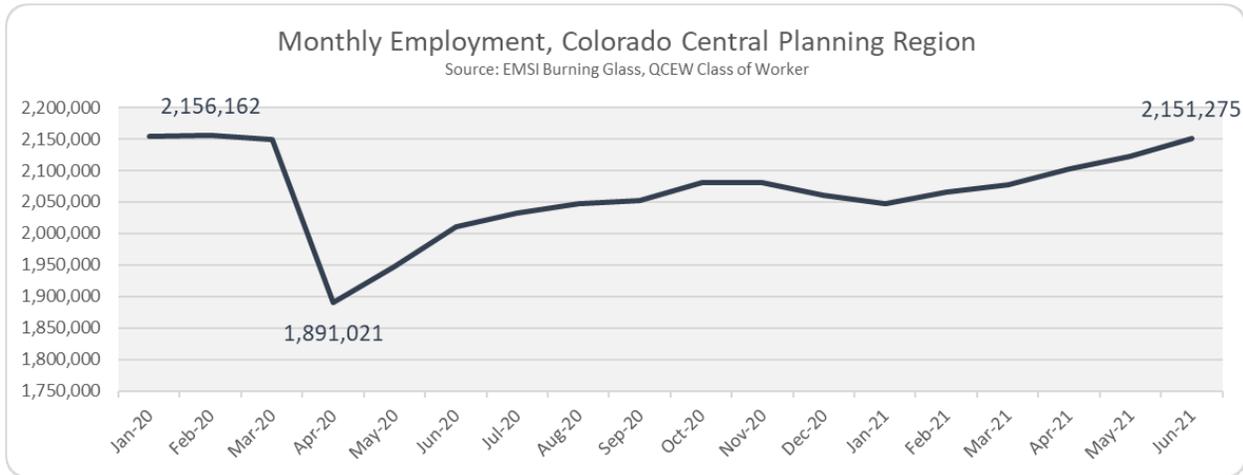
Skill Transferability Tables, Building Cleaning and Grounds Maintenance Occupations												
O*NET	Fam.	O*NET Occupation	Earnings, Jobs, Change and Annual Openings				ONET Group, Job of Layoff					
			Median Hourly Earnings	2020 Jobs*	2025 Jobs*	2020-2025 Change*	Estimated Annual Openings	371	372	373	Column1	Colu
37-3011.00	37	Landscaping and Groundskeeping Workers	\$16.93	11,813	12,297	485	1,545	82	87	100		
53-7062.00	53	Laborers and Freight, Stock, and Material Movers, Hand	\$16.17	499	532	32	68	84	87	97		
51-9198.00	51	Helpers--Production Workers	\$15.41	862	913	51	100	83	89	96		
51-4071.00	51	Foundry Mold and Coremakers	\$15.45	1,091	1,051	(40)	93	82	88	96		
51-6011.00	51	Laundry and Dry-Cleaning Workers	\$14.01	183	162	(20)	18	89	95	95		
45-2092.01	45	Nursery Workers	\$14.76	2,521	3,055	534	512	86	92	95		
35-9021.00	35	Dishwashers	\$13.55	5,212	5,021	(191)	766	82	92	95		
51-6021.00	51	Pressers, Textile, Garment, and Related Materials	\$14.78	650	629	(21)	69	79	91	95		
47-3014.00	47	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	\$18.53	182	209	27	28	81	89	95		
53-7061.00	53	Cleaners of Vehicles and Equipment	\$17.00	20,202	22,052	1,849	2,934	82	89	95		
47-2131.00	47	Insulation Workers, Floor, Ceiling, and Wall	\$21.21	355	381	26	41	83	83	95		
51-9197.00	51	Tire Builders	\$14.06	2,240	2,304	64	320	80	82	95		
49-3093.00	49	Tire Repairers and Changers	\$22.13	374	389	15	31	85	81	95		
47-5071.00	47	Roustabouts, Oil and Gas	\$18.41	135	152	18	21	81	78	95		
37-2011.00	37	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$14.11	21,604	22,123	519	2,807	84	96	94		
53-7064.00	53	Packers and Packagers, Hand	\$25.27	70	69	(1)	7	82	93	94		

The table above shows the top 15 occupations in which the skills of an unemployed landscaping and groundskeeping worker (highlighted yellow) would transfer with very little learning curve. Many unemployed individuals from the hospitality industry found new work in warehouses and with online retailers as stock pickers and packagers. More found work in greenhouses and nurseries, including those serving Colorado's retail and medical cannabis industries.

### Scarce Labor Force

This created a new challenge for businesses in the region, who by the end of 2021 were faced with a scarce labor market full of candidates with high expectations around salary, benefits, flexibility, and who often required some on-the-job training to gain the skills regional businesses actually needed to remain competitive.

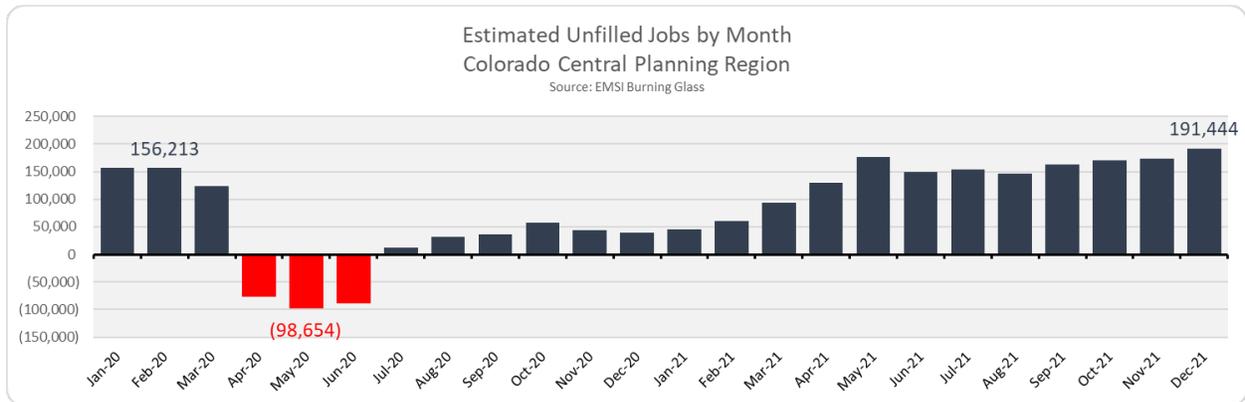
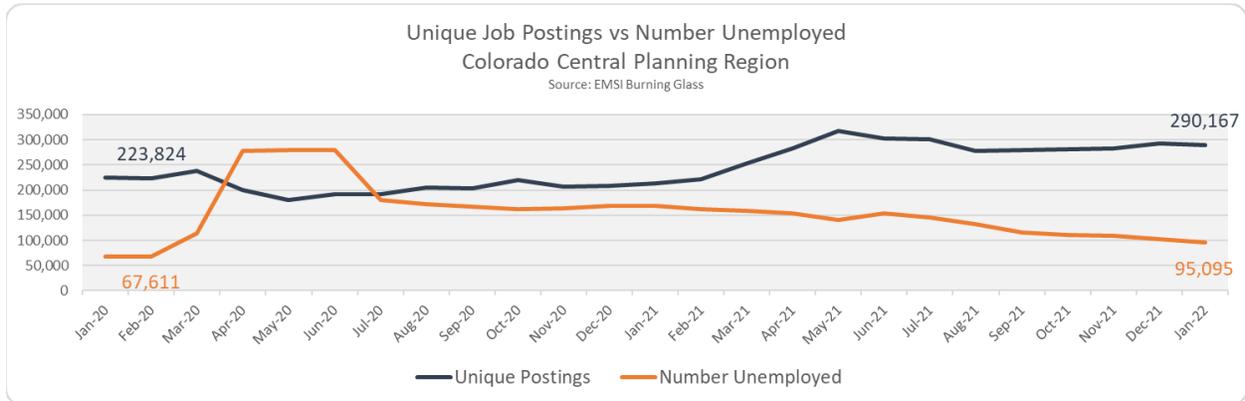
The chart and bar graph below illustrate the increase in the number of people in the CPR who have gone back to work, often in jobs different from those they left during the pandemic.



During the recovery, Colorado's workforce development system has proven integral to regional businesses, economic developers, chambers of commerce, sector leaders, and other stakeholders, and is now positioned to continue to support the region in the current scarce labor market.

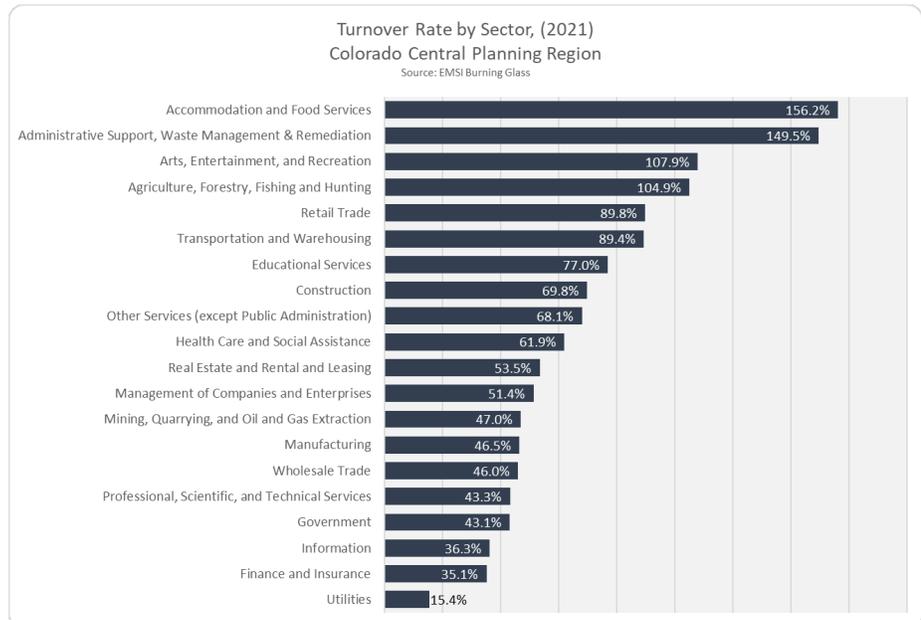
## Unfilled Jobs

Data in the line graphs below shows the increasing gap between number of jobs posted in the CPR and the number of people looking for work.



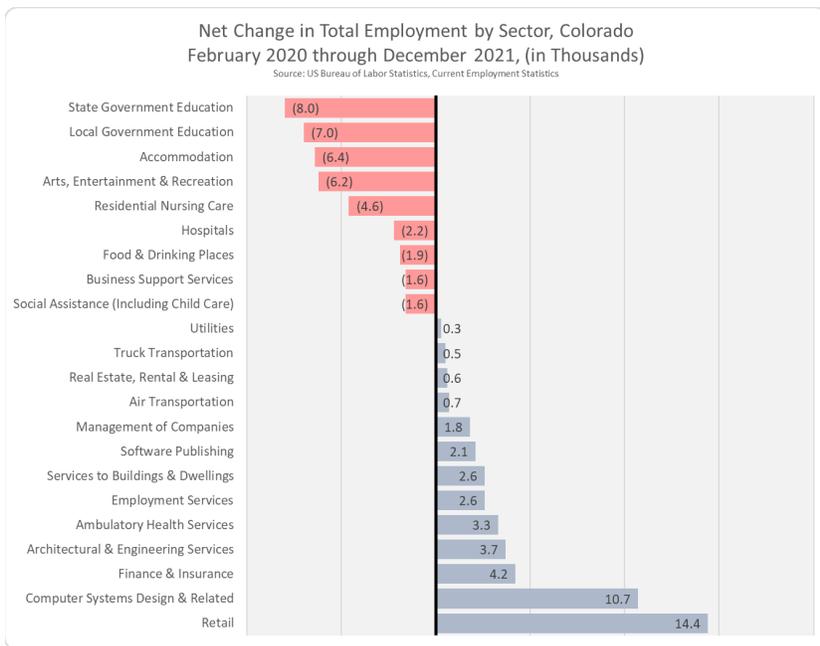
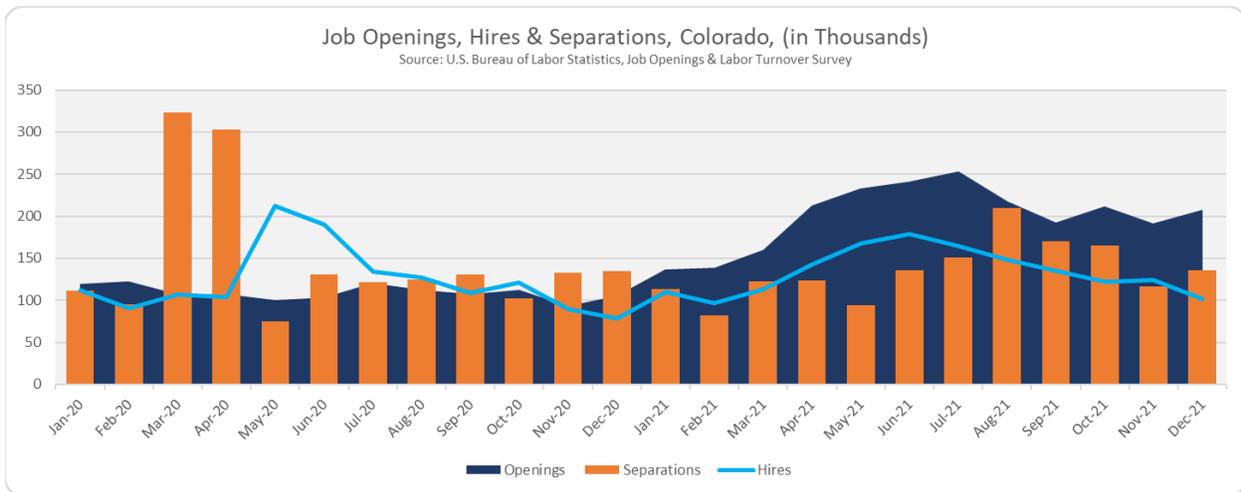
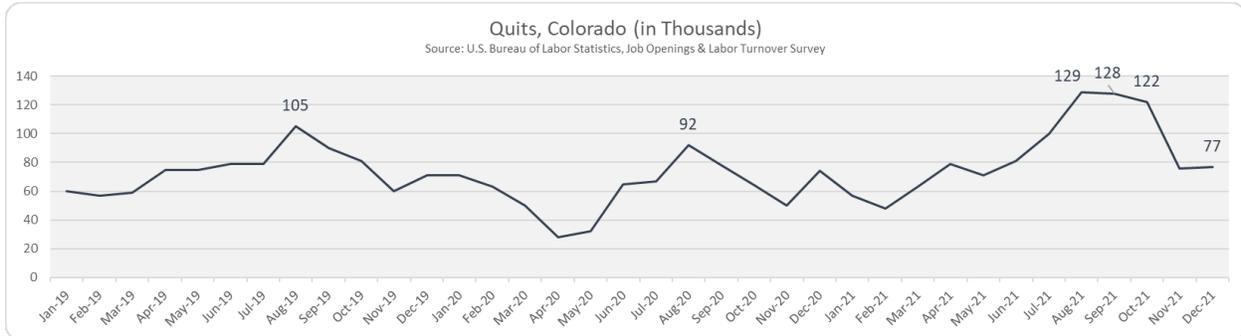
The year 2021 proved a time of high turnover for many industry sectors.

There were a variety of contributory factors to this. Workers may have left because they did not feel their company treated them well during the pandemic. Others left for jobs that provided higher pay, better benefits, or more flexibility.



## The Great Resignation

During the three-month period beginning August 2021 and ending October 2021, nearly 380,000 Coloradans left their jobs and moved on to other opportunities. The bar graph shows that in December 2021, 34,000 more people separated from their jobs in Colorado than were hired, in the face of 208,000 job openings.



All these factors – the shrinking number of unemployed people, the growing number of unfilled job openings, and high levels of separations from jobs throughout the state are concerning.

What is of greater concern is the net change in employment by sector. Public education, nursing care centers and hospitals have all lost substantial numbers of jobs since the pandemic began.

## New Workforce Strategies in a New Employment Market

While workforce centers have educated job seekers for many years about the 'hidden employment market,' by which they mean those jobs that are filled before they are ever posted, there is increasing recognition by employers of a 'hidden candidate market,' which includes those job seekers that are being served through various workforce programs – job seekers that might not have been visible in another time.

Now, employers throughout the CPR are depending on the region's workforce centers to tap into this hidden candidate market in a variety of ways, and to assist in the rapid reskilling and upskilling of people to enter critical jobs quickly.

## Work-Based-Learning, Telework & Automation

For example, locally run business services teams in the CPR's workforce centers have assisted employers with work-based-learning strategies, which can include internships, subsidized on-the-job training, and apprenticeships.

At this writing, the CPR has 954 people in work-based-learning activities. This is 75% of work-based-learning currently happening in Colorado.

CPR workforce centers have developed strong working relationships with local chambers, economic developers, sector leaders and educators. This has allowed Wagner-Peyser business services teams throughout the region to better understand the needs of local employers in this rapidly changing labor market, and work with partners to identify solutions.

Teleworking Capacity, Colorado Central Planning Region				
SOC	Occupation Family	2022 Jobs	Percent Teleworking Successfully in January 2021	Potential Telework Capacity
13	Business and financial operations	213,431	53.8%	114,826
15	Computer and mathematical	133,393	67.6%	90,174
43	Office and administrative support	278,039	24.8%	68,954
25	Education, training, and library	133,216	44.5%	59,281
11	Management	130,501	36.6%	47,763
41	Sales and related	245,643	17.0%	41,759
17	Architecture and engineering	64,805	45.7%	29,616
27	Arts, design, entertainment, sports, and media	54,908	42.0%	23,061
21	Community and social services	44,391	44.9%	19,932
29	Healthcare practitioners and technical	130,809	13.1%	17,136
23	Legal	26,200	57.7%	15,118
19	Life, physical, and social science	32,633	45.6%	14,881
39	Personal care and service	75,983	7.7%	5,851
35	Food preparation and serving related	172,445	2.3%	3,966
33	Protective service	44,035	8.8%	3,875
53	Transportation and material moving	183,930	2.1%	3,863
31	Healthcare support	92,151	4.0%	3,686
47	Construction and extraction	120,607	2.8%	3,377
49	Installation, maintenance, and repair	88,273	3.5%	3,090
51	Production	80,916	3.4%	2,751
37	Building and grounds cleaning and maintenance	75,701	2.8%	2,120
45	Farming, fishing, and forestry	7,680	1.4%	108
	Totals	2,429,690	23.7%	575,185

Source: EMSI Burning Glass

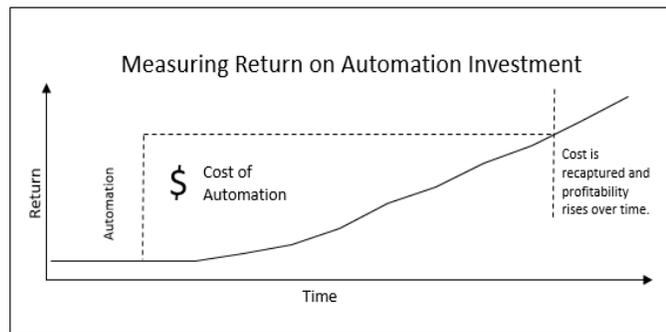
For example, the Arapahoe/Douglas Works! Business Services Team has developed a tool kit for local businesses to help them stay competitive in the current scarce labor market. These include work-based-learning, automation and telework strategies.

Denver Workforce Services at DEN (Denver International Airport) hosted monthly professional development workshops for employers for DEN. These workshops included presentations on career pathways, skills-based hiring, Connecting Colorado ([www.connectingcolorado.com](http://www.connectingcolorado.com)), and social media strategies.

This table uses pandemic data from the Bureau of Labor Statistics to estimate the teleworking capacity of the overall labor force in the CPR. Businesses can determine which functions can work remotely, and can compensate for scarce labor by increasing the geographic scope of their outreach.

In addition, focus groups were done with businesses, sector leaders, economic developers, chambers of commerce, and business services staff and new industry profiles were developed for the key sectors in the region, with the template shared among the various CPR workforce centers, as well as Weld County, Mesa and the Rural Consortium. The new industry profiles, which presently include Aerospace & Aviation, Air Transportation, Biosciences, Broadband, Construction, Engineering Services, Finance & Insurance, Healthcare, Hospitality, Information Technology, Manufacturing, and Retail have those data elements most meaningful to businesses in today's rapidly changing labor market. The profiles are housed on the [Arapahoe/Douglas Works! website](#), and accessible throughout the CPR.

This figure is from the toolkit developed by the Arapahoe/Douglas Works! Business Services Team to help employers determine if automation can leverage scarce labor to keep productivity output up. The team at Arapahoe/Douglas Works! is developing a set of resources that can be applied in a consultive approach to help businesses implement these various strategies.



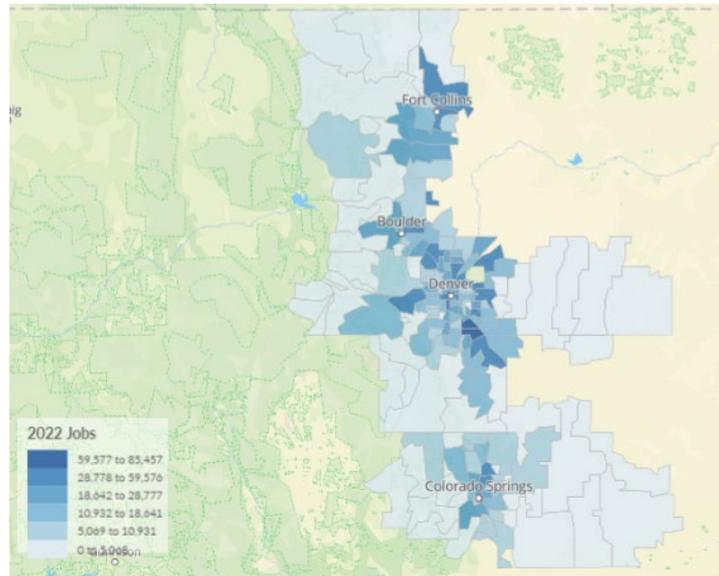
### Current Comparative Economic Conditions

Comparative Regional Economy									
Measure	Central Planning Region	Adams	Arapahoe/Douglas	Boulder	Broomfield	Denver	Jefferson (Tri-County)	Larimer	Pikes Peak
Population (2021)	4,451,218	527,353	1,032,867	329,621	73,985	748,218	604,985	367,419	766,769
GRP	\$339,189,884,190	\$29,155,189,009	\$79,673,916,731	\$31,410,646,794	\$8,757,571,072	\$89,326,925,935	\$36,736,879,985	\$21,001,977,143	\$43,126,777,521
Exports	\$307,299,935,765	\$34,094,074,270	\$66,954,102,722	\$30,382,560,497	\$9,869,616,561	\$97,938,269,849	\$45,706,610,611	\$22,414,687,666	\$62,168,762,422
Imports	\$235,970,725,498	\$34,574,973,908	\$68,905,152,605	\$24,457,312,601	\$7,402,919,572	\$54,584,011,537	\$46,118,339,137	\$21,854,463,129	\$50,569,509,331
Labor Force (Dec 2021)	2,477,676	284,235	581,032	199,627	41,531	436,110	355,434	207,229	372,478
Participation Rate (Dec 2021)	69.8%	70.0%	71.2%	72.4%	69.3%	70.7%	71.4%	68.1%	64.9%

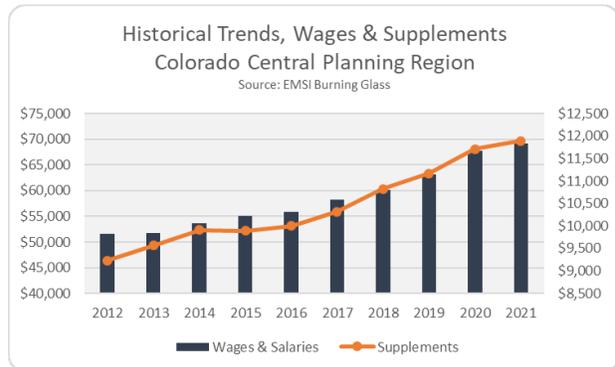
Source: EMSI Burning Glass

## Current CPR Employment Concentrations

In 2021, the Colorado Central Planning Region (CPR) had 79% of Colorado's total employment, with a total of 2,405,577 jobs (including 329,010 self-employed). The map shows employment concentrations throughout the region.



## Historical Trends (2012 – 2021)



The CPR added 360,361 new jobs, and 42,250 establishments, over the decade ending in 2021. Employment during the decade grew at 1.8% annually. During the same decade, wages and salaries rose \$17,624 per year (34.2%), while supplements, which includes the cost of employer-paid benefits, increased by \$2,660 (28.8%). Wages and salaries, and supplements, grew at 3.3% and 2.9% annually, respectively.

## Comparative Data by Workforce Area within CPR (2012 through 2021):

### Adams County Workforce & Business Center

- Jobs increased 39.9% to 250,025.
- Establishments, or payrolled business locations, increased 39.5% to 12,511.
- Wages and salaries rose 36.5% to \$59,340 annually.

- The average cost of supplements, or employer-paid benefits rose 38.8% to \$11,330 annually.

#### ***Arapahoe/Douglas Works!***

- Jobs increased 19.1% to 515,833.
- Establishments, or payrolled business locations, increased 31.4% to 37,772.
- Wages and salaries rose 28.5% to \$72,320 annually.
- The average cost of supplements, or employer-paid benefits rose 21.4% to \$11,729 annually.

#### ***Workforce Boulder County***

- Jobs increased 13.6% to 209,207.
- Establishments, or payrolled business locations, increased 29.9% to 17,060.
- Wages and salaries rose 40.6% to \$75,260 annually.
- The average cost of supplements, or employer-paid benefits rose 33.1% to \$12,822 annually.

#### ***Broomfield Workforce Center***

- Jobs increased 18.6% to 41,918.
- Establishments, or payrolled business locations, increased 43.1% to 3,126.
- Wages and salaries rose 40.7% to \$97,394 annually.
- The average cost of supplements, or employer-paid benefits rose 30.6% to \$15,082 annually.

#### ***Denver Workforce Center***

- Jobs increased 13.5% to 551,845.
- Establishments, or payrolled business locations, increased 43.4% to 37,484.
- Wages and salaries rose 39.5% to \$81,356 annually.
- The average cost of supplements, or employer-paid benefits rose 30.7% to \$14,309 annually.

#### ***Larimer County Workforce Center***

- Jobs increased 21.5% to 187,858.
- Establishments, or payrolled business locations, increased 33.4% to 13,537.
- Wages and salaries rose 36.0% to \$55,735 annually.
- The average cost of supplements, or employer-paid benefits rose 33.4% to \$10,193 annually.

#### ***Pikes Peak Workforce Center***

- Jobs increased 16.9% to 374,695.
- Establishments, or payrolled business locations, increased 32.0% to 22,326.
- Wages and salaries rose 25.9% to \$56,480 annually.

- The average cost of supplements, or employer-paid benefits rose 23.8% to \$8,805 annually.

**Jefferson County Business & Workforce Center**

- Jobs increased 8.6% to 274,197.
- Establishments, or payrolled business locations, increased 24.1% to 22,840.
- Wages and salaries rose 37.3% to \$65,032 annually.
- The average cost of supplements, or employer-paid benefits rose 33.7% to \$12,036 annually.

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 section 116(b)(2)(A) in order to support economic growth and economic self-sufficiency.
  
3. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:
  - a. What outreach activities are planned to increase business engagement in your local area?
  - b. How will the Business Services Team be utilized for this purpose?
  - c. How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?
  - d. How will sector partnerships be utilized for this purpose?
  - e. What are your objectives and goals for these activities?
  
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:
  - 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.  
**PY22 and PY23 bring expansion opportunities for Work Based Learning Programs through RUN/WIG and other Workforce funding sources to assist in ensuring new and incumbent workers have the skills to thrive in their employment, including with new skills that have**

emerged as a result of changes that occurred in the last two years during the COVID-19 Pandemic. Each of these programs are utilizing knowledge and data expressed in previous sections of this report to aid in program design, implementation, expansion and success tracking for all populations. By working with Sector Partners and gaining insights through Work Based Learning programs, CCPR centers have information on needs that is as close to real-time as possible and allows for systems to quickly change based on economic needs.

- 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.
- 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 Colorado Central Planning Region (CCPR) has more than 10 active sector partnerships including those in Aviation, Aerospace, Healthcare (4), Construction, Retail/Hospitality (2), Manufacturing (2), Technology (2), Early Childhood Education, among others. With the addition of additional partnerships noted above, this will bring the total to more than 15 that have at least 1 member of the CCPR as a convener. Denver has representation on the following sector partnerships and will be the convener of the new Aviation Sector Partnership that is launching in April 2022:

#### **PEAR Sectors**

- Professional and Financial Services / Support – Media Partnership
- Education / CO-Chair Early Childhood
  - Helps child care programs access resources to enhance and sustain quality services for children and families.
- Aviation / Co-Chair – After Launch
- Retail / Chair – Retail Partnership

#### **PACE Sectors**

- Production / Support – Manufacturing Partnership / Support – Transportation Partnership
- Agriculture / Support – Arbor Partnership
- Construction / Chair – Construction Partnership
  - The construction sector partnership is working together to build awareness of construction career opportunities and being a valued resource in developing a reliable talent pipeline for the skilled trades.
- Energy / Renewable Roundtables – Support CASR Green Jobs

#### **STEM Sectors**

- IT / Co-Chair – IT Partnership / Liaison for TEC-P
  - Tech Talent Denver serves to attract, retain, and grow ambitious tech talent by pioneering a progressive culture of diversity and innovation where anyone can thrive.

- Healthcare / Co-Chair – Healthcare Partnership
  - The Partnership provides a framework to offer direction and create solutions to meet healthcare’s workforce development needs through a single voice on the issues impacting the industry.
- Bioscience / Roundtables
- Aerospace / Support – Partnership

By being at the table with industry, this has allowed the workforce system to gain knowledge to be able to work on systems to better meet the sector needs while also allowing new programs to create credential or Apprenticeship programs to meet the sectors identified needs in a timely manner.

The CCPR has two new sector partnerships that local representatives are leading. These two sectors: Transportation & Logistics, and Aviation were identified due to significant activity during the pandemic that affected traditional methods within their pipelines as a result in changes within their “ecosystems”.

- 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>

See previous response

- 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.

With continued emphasis on emerging from the changes that occurred within industry and employment over the last two years, CCPR regions will utilize existing structures to ensure career pathways are aligned with local, regional and statewide systems to ensure success for all stakeholders. Additionally, with the additional knowledge and data gleaned through work with sector partners and other state agencies, PY22 and PY23 will continue to be years that regional Sector Partnerships will grow. Existing partnerships will continue to seek new membership and knowledge, and new sectors will establish and grow opportunities that were not existent prior to the COVID-19 pandemic.

- 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.

The CCPR has continued to work through our Business Services teams with employers on Skills based hiring models that work for them. As new employers post jobs that are reviewed, representatives from Business Services units across the regions reach out and provide guidance as to the services that are offered through the Colorado Workforce System as well as review how we can assist the business to obtain top talent. In each of these conversations, the core business services are explained and provided as needed by the organization.

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);
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.
7. Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.
8. 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;
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.
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.
- 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.
- c. Describe the roles and resource contributions of each of the one-stop partners.
- 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.
- 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.
- 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.
- 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 jobseekers;
- 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.
- 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?

- 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?

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;
  
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.
  
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.
  
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.
  
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.

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.
  
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.
  
18. 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.
  
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.
  
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).

## 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 [CLEAR.dol.gov](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?

22. Describe the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment 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.