

Colorado Central Planning Region Plan for the Execution of Workforce Innovation and Opportunity (WIOA) Title I and Title III Workforce Development Activities

**Developed in accordance with the
Workforce Innovation and Opportunity Act of 2014**

May 2024



Colorado Central Planning Region

Adams, Arapahoe, Boulder, Broomfield*, Clear Creek, Denver, El Paso, Douglas, Gilpin, Jefferson, Larimer & Teller Counties

Forward

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

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

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

Colorado and local workforce boards have embraced the work to enhance the focus of utilization of evidence to inform workforce development strategies and to influence the design and execution of initiatives based on that work.

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

As the Colorado Workforce Development system has worked to continue alignment efforts across the state of Colorado, thus that alignment should also focus on the four key issues that affect all aspects of talent development: **quality, equity, access, and affordability**. Each region in the state of Colorado will continue to diligently work to enhance each of these domains in relation to the programs that connect Coloradoans to pathways to prosperity and ultimately in-demand careers that define lifelong success. While aligned to the Colorado State Plan, it is believed that this true north star will allow every learner to attain the skills, knowledge and abilities needed to thrive.

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

On behalf of the Colorado Central Planning Region (CCPR) representing the following local areas: Adams County, Arapahoe/Douglas Counties, Boulder County, City and County of Denver, Larimer County, Pikes Peak (El Paso and Teller Counties), and Tri-County (Jefferson, Clear Creek and Gilpin Counties) we welcome all to the Colorado Workforce Ecosystem.¹

¹ Although the City and County of Broomfield is part of the Colorado Rural Workforce Consortium (CRWC), data has been included in the Colorado Central Planning Region report due to its location in the middle of the region and shares a natural labor shed.

Colorado Central Planning Region WIOA Regional Plan 2024-2027

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Analysis of Regional Economic Conditions

Data used in this Planning document comes from several sources:

- Lightcast
 - Economic data
 - Traditional labor market information
 - Real-time labor market information (job posting data)
- U.S. Bureau of Labor Statistics
 - Data on employment, unemployment, labor force and unemployment rates
 - Consumer Price Index data (inflation)
- U.S. Census Bureau
 - Data profiles
 - Social characteristics
 - Economic characteristics
 - Demographic and population characteristics
 - Housing characteristics
- Other data
 - 2022 Colorado Childcare Market Survey (Brodsky Research and Consulting) presented to the Colorado Department of Human Services

1: Regional economic conditions, in-demand industry sectors and occupations, employment needs of employers and occupations.

Background

Economic Overview of Colorado Central Planning Region							
Area	Population (2023)	Labor Force (Sep 2023)	Jobs (2023)	Cost of Living	GRP	Imports	Exports
CCPR	4,419,654	2,520,817	2,573,156	114.1	\$403,086,994,438	\$263,012,113,844	\$342,388,696,794
Colorado	5,874,618	3,253,072	3,249,917	111.1	\$481,875,096,107	\$332,993,689,800	\$406,493,555,598
Percent of Colorado	75.2%	77.5%	79.2%	102.7%	83.6%	79.0%	84.2%

Source: Lightcast

- As of 2023 the region's population increased by 2.7% since 2018, growing by 116,126. Population is expected to increase by 1.8% between 2023 and 2028, adding 80,261.
- From 2018 to 2023, jobs increased by 6.6% in the Colorado Central Planning Region from 2,412,948 to 2,573,156. This change outpaced the national growth rate of 3.6% by 3.0%. As the number of jobs increased, the labor force participation rate increased from 69.6% to 70.8% between 2018 and 2023.
- The CCPR has 1,066,142 Millennials (ages 25-39), 16% above the national average for an area its size.
- There are 273,761 veterans in the CCPR, which is 16% above the national average for this size area.

Regional Economic Conditions

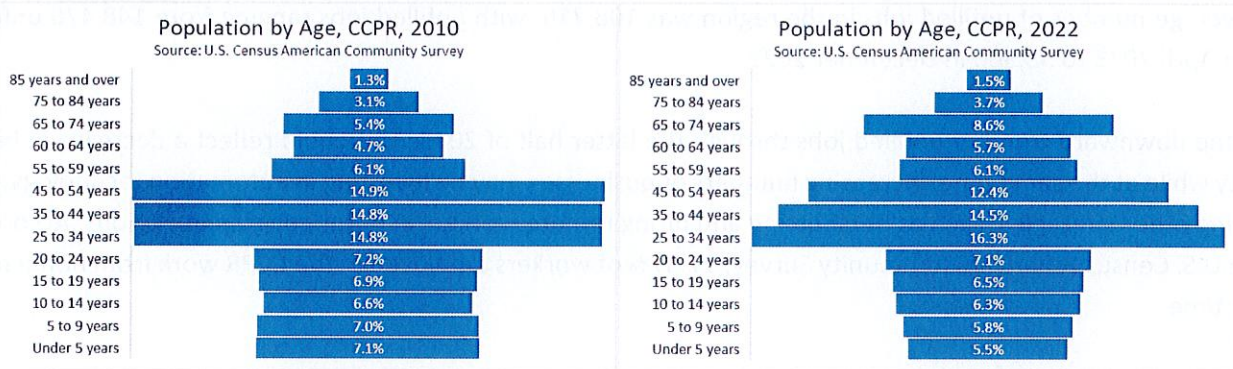
There are several overarching themes in workforce development through the remainder of the decade:

1. Structural scarcity of labor in the face of rapid economic growth and new job creation.
2. Measurable gap between the skills of unemployed workers and employer demand (skill gap).
3. National policies affecting workforce development:
 - a. Federal waiver allowing localized delivery of Wagner-Peyser Career and Business Services.
 - b. Colorado has retained U.S. Space Command, which means that Peterson Airforce Base, located in the Pikes Peak Workforce Region, is now the epicenter of our national effort to work with Allies and Partners to plan, execute, and integrate military space power into multi-domain global operations in order to deter aggression, defend national interests, and when necessary, defeat threats.
 - c. Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act of 2022 calls for upgrades in semiconductor and other advanced manufacturing. This could bring in \$780 million to \$1.2 billion in grants and tax credits to companies like Microchip in Colorado Springs, which has already been awarded \$90 million. The overall purpose behind the Act is to give manufacturing companies the help they need to accelerate the domestic development and production of microelectronics and strengthen the domestic microelectronics workforce.
 - d. Bipartisan Infrastructure Law (BIL), which addresses a wide array of new infrastructure needs as well as upgrades. To date, \$5.9 billion in BIL funding is appropriated to Colorado with over 357 specific projects identified for funding:
 - i. Roads and bridges
 - ii. High-speed broadband access
 - iii. Water treatment
 - iv. Public transit
 1. Clean school and public buses
 2. Electric and hydrogen vehicle charging
 3. Rail projects such as the proposed line connecting Ft. Collins to Pueblo

- v. Power infrastructure upgrades, including new lines, clean energy technologies, carbon capture, storage batteries and weatherization
 - vi. Modernization and replacement of airport infrastructure throughout the state
 - vii. Upgrading Colorado’s resiliency:
 - 1. Extreme weather events
 - 2. Cyberattacks
 - viii. Legacy environmental cleanup, which includes eight sites in the CCPR
4. State policies and sector initiatives:
- a. Skill-based hiring.
 - b. Apprenticeship Colorado, housed in CDLE’s Office of Future Work (OFW).
 - c. Digital Equity, Literacy and Inclusion Initiative, also housed in OFW.
 - d. Colorado Office of New Americans, which works to advance the integration and inclusion of New Americans in Colorado communities. New Americans are defined by law as Coloradans and their families who have arrived, or will arrive, to Colorado as immigrants or refugees.

Structural Scarcity of Labor

The population in the CCPR has not been growing fast enough to produce enough workers to fill all the new jobs being created through economic growth.

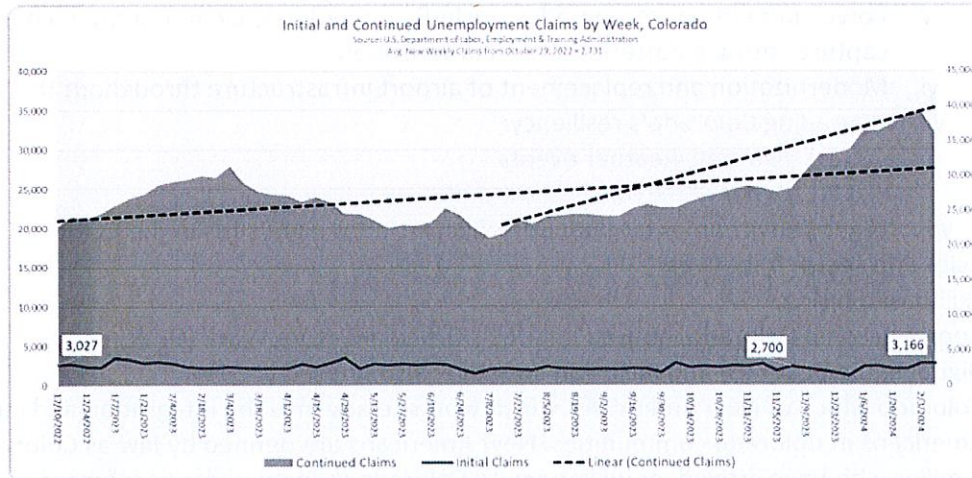


These two bar graphs illustrate the growing structural deficit in labor supply in the CCPR.

- The percent of the population 65 and older moved from 9.8% in 2010 to 13.8% in 2022.
- The prime working age population 25 to 64 years old moved from 55.4% in 2010 to 54.9% in 2022, a drop of 5/10 of a percentage point.
- Most significantly, the population aged 0 to 19 years fell from 27.6% in 2010 to 24.2% in 2022. This is a 3.4% drop in the number of people who will be entering the labor force over the next decade.

New Unemployment Claims Still Low

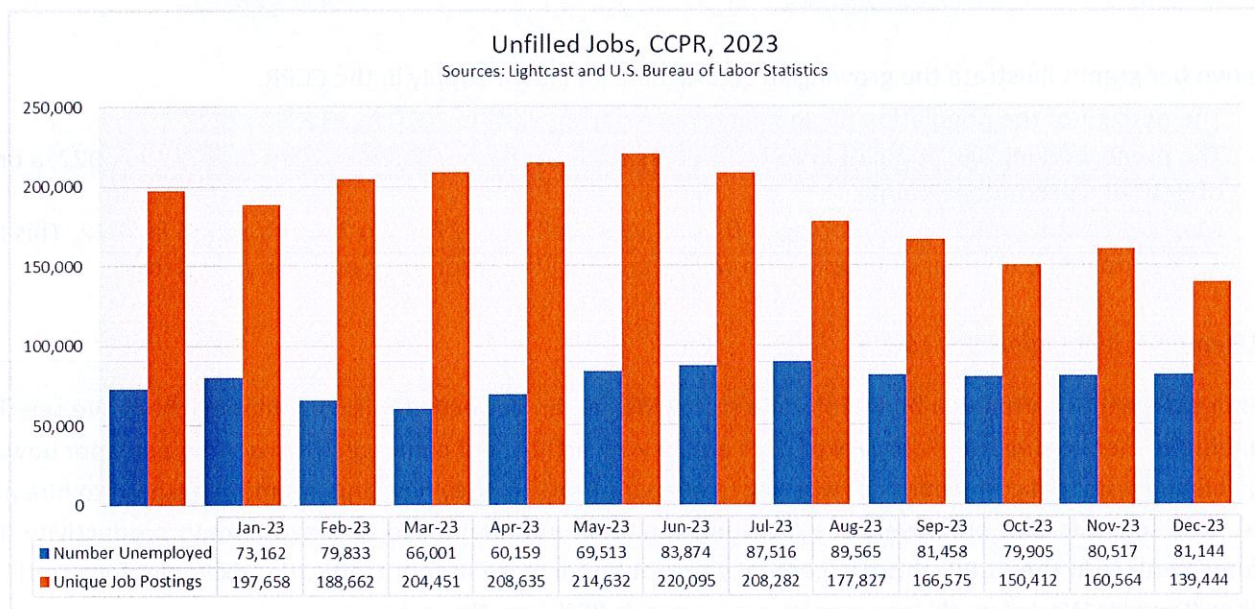
The labor market has softened a bit in Colorado statewide, as can be seen in this combination chart. We see that new unemployment claims into February of 2024 are up very slightly, but continued claims show a steeper upward trend. This suggests that companies are working to keep the workers they have but are more hesitant to hire new people. This suggests that employers are investing capital in automation to leverage human productivity. For workforce centers in the CCPR, this has generally meant an increase in foot traffic. For example, foot traffic in Arapahoe/Douglas Works! workforce centers are up nearly 80% over the last year.



Unfilled Jobs

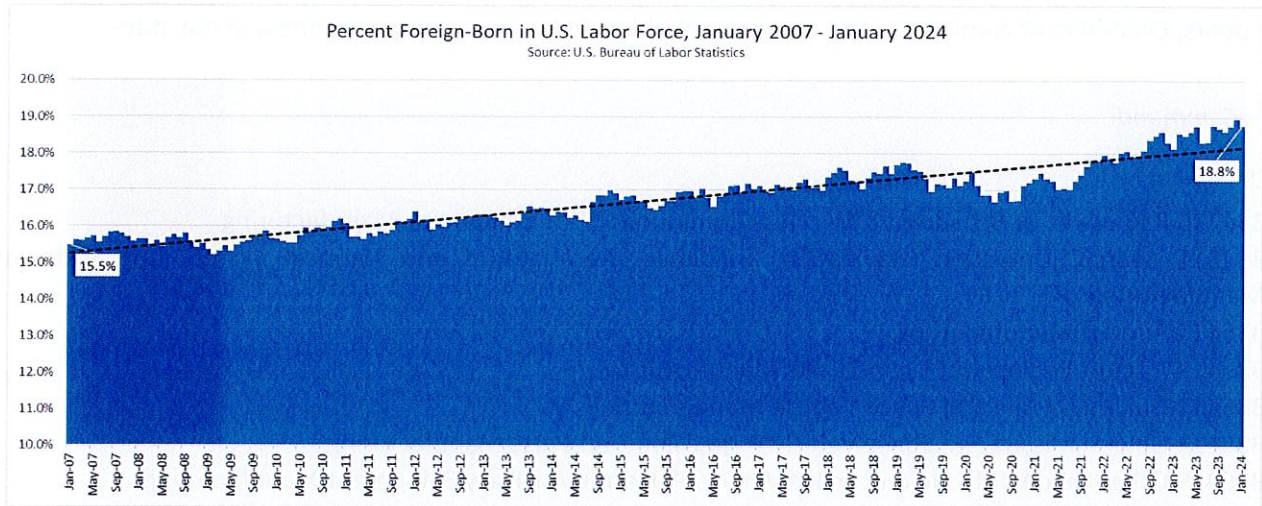
The structural labor shortage in the CCPR is apparent from this bar graph, which shows the number of unique job postings by month (Lightcast) vs the estimated number of unemployed individuals (U.S. Bureau of Labor Statistics). The average number of unfilled jobs in the region was 108,716, with unfilled jobs ranging from 148,476 unfilled jobs in April 2023 to 58,300 in December 2023.

Note the downward trend of unfilled jobs through the latter half of 2023. This could reflect a decrease in hiring activity while at the same time, increasing numbers of businesses may be investing in automation technology, and pursuing other strategies, such as outsourcing and hiring remote workers in other geographic regions. According to the U.S. Census American Community Survey, 17.97% of workers employed in the CCPR work from home most of the time.



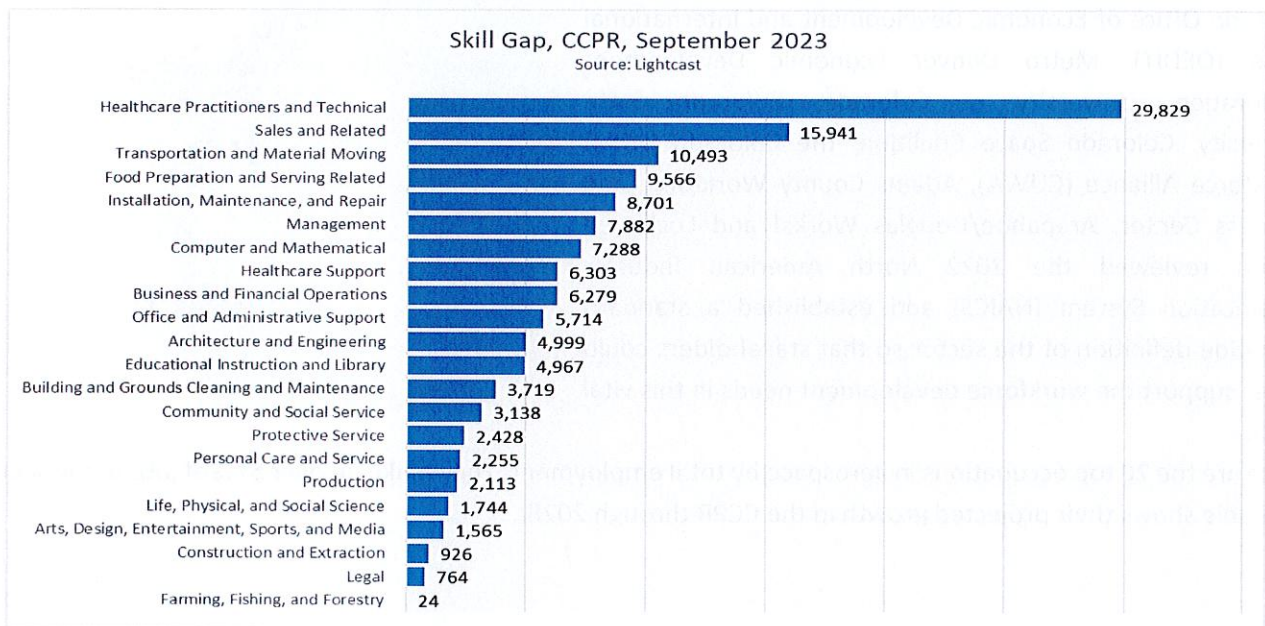
Foreign Born Workers

In 1990, the percentage of foreign-born workers in the U.S. labor force was 9%. By December 2023, the percentage of foreign-born workers in the U.S. labor force (age 16 and older) had more than doubled to 18.8%. The graph shows the progression of foreign-born workers in the U.S. labor force and demonstrates that immigrants play a vital role in the continued competitiveness of businesses throughout the nation.



Skill Gap

Not only is the number of unique postings significantly higher than the total number of unemployed people in the region, but there is also a mismatch between the skills unemployed workers have and the skills employers in the region are demanding. The graph below illustrates this gap. For example, in September 2023, there were 29,829 more job postings for healthcare practitioners and professionals than there were unemployed people to fill them.



Federal Policies Affecting Workforce Development

Local Delivery of Wagner-Peyser Services

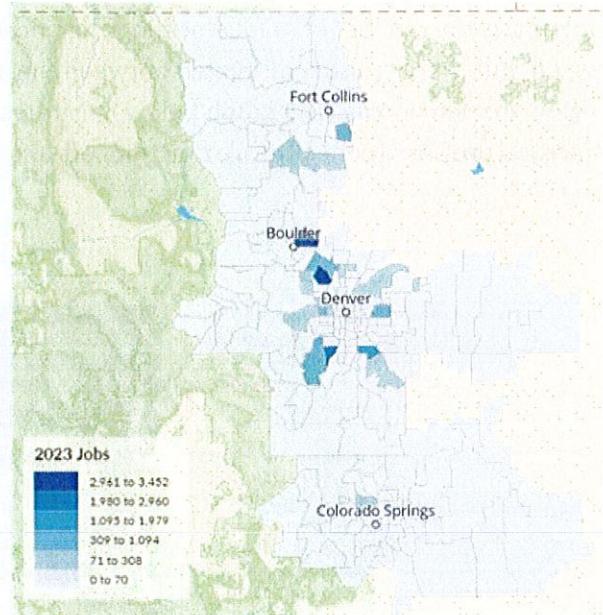
The federal waiver allowing local delivery of Wagner-Peyser job seeker and business services has helped Colorado create a *powerful and effective workforce development infrastructure* that works closely with educators, economic developers, chambers of commerce, and other stakeholders in business competitiveness in our state.

Space Command

NAICS

- 334220 Radio and TV Broadcast & Wireless Communications Equipment Manufacturing
- 334511 Search, Detection, Navigation, Guidance, Aeronautical and Nautical System and Instrument Manufacturing
- 336411 Aircraft Manufacturing
- 336412 Aircraft Engine and Engine Parts Manufacturing
- 336413 Guided Missile and Space Vehicle Manufacturing
- 336414 Guided Missile and Space Vehicle Propulsion Unit Parts Manufacturing
- 336419 Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing
- 423860 Transportation Equipment and Supplies, (Except Motor Vehicle) Merchant Wholesalers
- 517810 All Other Telecommunications

While Peterson Airforce Base, located in the Pikes Peak Workforce Region (El Paso and Teller counties) is the epicenter of U.S. Space Command, the aerospace sector has a strong presence throughout the CCPR (Heat Map). A statewide group consisting of representatives from the Colorado Office of Economic Development and International Trade (OEDIT), Metro Denver Economic Development Corporation, University of Colorado, Colorado State University, Colorado Space Coalition, the Colorado Urban Workforce Alliance (CUWA), Adams County Workforce and Business Center, Arapahoe/Douglas Works! and Lockheed Martin reviewed the 2022 North American Industry Classification System (NAICS) and established a standard statewide definition of the sector so that stakeholders could better support the workforce development needs in this vital sector.



These are the 20 top occupations in aerospace by total employment. They make up over 57% of jobs in the sector. This table shows their projected growth in the CCPR through 2028:

Top 20 Occupations in Aerospace Sector with Posting Activity in 2023, CCPR								
SOC	Description	Jobs in Sector	Total Jobs in Sector	Jobs Across all Industries	Competitive Strength of Sector	Unique Postings in Sector (2023)	Posted Wage (2023)	Median Wage
15-1252	Software Developers	948	6.5%	42,807	2.2%	2,952	\$60.18	\$62.32
17-2071	Electrical Engineers	292	2.0%	3,476	8.4%	891	\$62.52	\$50.07
17-2011	Aerospace Engineers	1,057	7.3%	3,422	30.9%	691	\$65.23	\$60.62
17-2141	Mechanical Engineers	398	2.7%	5,066	7.8%	619	\$57.60	\$48.07
11-9041	Architectural and Engineering Managers	244	1.7%	3,540	6.9%	479	\$80.98	\$82.78
17-2072	Electronics Engineers, Except Computer	533	3.7%	7,270	7.3%	423	\$62.77	\$57.75
17-2112	Industrial Engineers	647	4.5%	4,738	13.7%	307	\$52.55	\$47.15
17-2199	Engineers, All Other	191	1.3%	2,556	7.5%	239	\$58.58	\$54.90
13-1028	Buyers and Purchasing Agents	364	2.5%	8,650	4.2%	235	\$51.82	\$36.44
13-1081	Logisticians	181	1.2%	3,994	4.5%	134	\$45.17	\$39.96
41-4012	Sales Representatives, Wholesale and Manufacturing	225	1.5%	25,547	0.9%	116	\$52.31	\$34.19
13-1082	Project Management Specialists	232	1.6%	25,750	0.9%	115	\$51.69	\$47.43
51-4041	Machinists	308	2.1%	2,779	11.1%	112	\$24.98	\$24.92
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	312	2.1%	4,338	7.2%	92	\$29.17	\$22.76
51-1011	First-Line Supervisors of Production and Operating Workers	264	1.8%	6,937	3.8%	57	\$48.37	\$32.31
51-2028	Electrical, Electronic, and Electromechanical Assemblers	760	5.2%	4,266	17.8%	54	\$18.46	\$19.80
13-1199	Business Operations Specialists, All Other	530	3.6%	40,886	1.3%	43	\$43.20	\$39.22
51-2098	Miscellaneous Assemblers and Fabricators	365	2.5%	10,183	3.6%	30	\$28.43	\$18.54
49-3011	Aircraft Mechanics and Service Technicians	238	1.6%	4,260	5.6%	20	\$35.08	\$31.37
43-5071	Shipping, Receiving, and Inventory Clerks	229	1.6%	14,024	1.6%	16	\$16.98	\$19.32

Source: Lightcast

Note that the aerospace sector must compete against all other industries for many of these occupations. For example, there are 948 software developers employed in aerospace companies in the CCPR, with 2,952 unique postings in the sector in 2023, but there are over 42,800 software developer jobs across all industries in the region. Thus, only 2.2% of all software developers working in the CCPR are employed in the aerospace sector. This illustrates the *competitive strength* of the sector in attracting software developers.

Information on skill needs in the aerospace sector, including common, specialized, software and credentials will be found in the Question 2 section below.

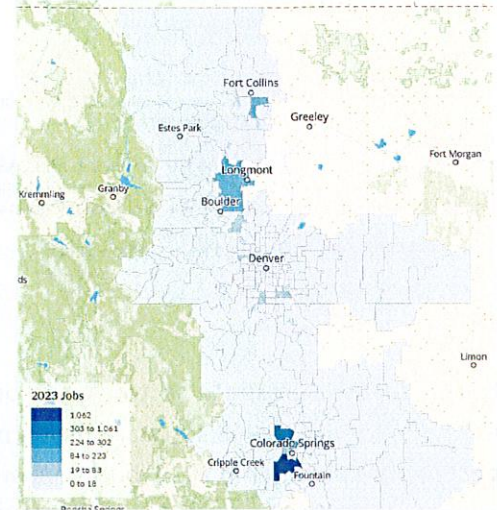
Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act

None of the funding for the CHIPS and Science Act has been awarded to Colorado’s workforce development system, though it is uniquely positioned to enhance competitiveness in advanced manufacturing through traditional and work-based-learning strategies.

NAICS

- 334413 Semiconductor and Related Device Manufacturing
- 541713 Research and Development in Nanotechnology

The map shows employment throughout the CCPR in semiconductor manufacturing and research and development in nanotechnology. So far, one company in the CCPR, Microchip, has been awarded \$90 million under the CHIPS and Science Act, but there is potential for an additional \$1 billion or more to help build this advanced manufacturing capacity in Colorado.



This sector employs over 2,400 people in the CCPR, and with the influx of CHIPS and Science Act funding, may grow faster than currently projected.

This table shows the top 20 occupations in semiconductor manufacturing and nanotechnology research and development.

Top 20 Occupations in Semiconductor Manufacturing and Nanotechnology Research Sector with Posting Activity in 2023, CCPR								
SOC	Description	Jobs in Sector	Percent of Total Jobs in Sector	Jobs Across all Industries	Competitive Strength of Sector	Unique Postings in Sector (2023)	Posted Wage (2023)	Median Wage
11-9041	Architectural and Engineering Managers	30	1.3%	3,540	0.9%	66	\$78.03	\$82.78
13-1028	Buyers and Purchasing Agents	34	1.4%	8,650	0.4%	61	\$37.29	\$36.44
13-1082	Project Management Specialists	27	1.1%	25,750	0.1%	56	\$50.83	\$47.43
13-1199	Business Operations Specialists, All Other	30	1.2%	40,886	0.1%	20	\$39.75	\$39.22
13-2011	Accountants and Auditors	29	1.2%	33,148	0.1%	39	\$44.92	\$38.35
15-1252	Software Developers	94	3.9%	42,807	0.2%	463	\$62.65	\$62.32
17-2061	Computer Hardware Engineers	100	4.1%	4,040	2.5%	27	\$49.97	\$63.24
17-2071	Electrical Engineers	38	1.6%	3,476	1.1%	172	\$61.29	\$50.07
17-2072	Electronics Engineers, Except Computer	213	8.8%	7,270	2.9%	59	\$65.35	\$57.75
17-2112	Industrial Engineers	102	4.2%	4,738	2.1%	106	\$44.68	\$47.15
17-2141	Mechanical Engineers	28	1.2%	5,066	0.6%	93	\$53.54	\$48.07
17-3023	Electrical and Electronic Engineering Technologists and Technicians	38	1.6%	1,282	2.9%	30	\$25.97	\$34.82
17-3026	Industrial Engineering Technologists and Technicians	39	1.6%	725	5.4%	85	\$24.98	\$32.26
43-5071	Shipping, Receiving, and Inventory Clerks	31	1.3%	14,024	0.2%	18	\$19.08	\$19.32
49-9041	Industrial Machinery Mechanics	29	1.2%	3,437	0.9%	2	\$27.82	\$30.48
51-1011	First-Line Supervisors of Production and Operating Workers	57	2.3%	6,937	0.8%	22	\$34.83	\$32.31
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Welders	236	9.8%	4,266	5.5%	10	\$19.94	\$19.80
51-2098	Miscellaneous Assemblers and Fabricators	52	2.1%	10,183	0.5%	15	\$19.94	\$18.54
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	56	2.3%	4,338	1.3%	47	\$20.55	\$22.76
51-9141	Semiconductor Processing Technicians	405	16.8%	665	60.9%	22	\$20.43	\$18.81

Source: Lightcast

Bipartisan Infrastructure Law (BIL)

None of the funding for the Bipartisan Infrastructure Law (BIL) has been awarded to Colorado’s workforce development system, though it is uniquely positioned to enhance competitiveness through traditional and work-based-learning strategies.

BIL calls for a wide range of infrastructure projects in Colorado and is likely to bring in \$5.9 billion in federal funding. The workforce development system in the CCPR will be integral in ensuring that regional businesses have the talent they need to carry out the infrastructure buildouts and upgrades. The table below shows these key talent clusters:

Key Talent Clusters Supporting BIL Initiatives, CCPR									
SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Entry Level Wage	Median Wage	MIT Living Wage: One Adult	MIT Living Wage: One Adult, One Child
13-1	Business Operations Specialists	167,147	176,227	9,080	5.4%	\$29.20	\$39.02		
15-12	Computer Occupations	125,793	138,546	12,754	10.1%	\$39.18	\$52.73		
47-1	Supervisors of Construction and Extraction Workers	15,811	16,388	577	3.6%	\$30.35	\$36.84		
47-2	Construction Trades Workers	77,997	81,172	3,175	4.1%	\$20.69	\$24.95		
47-3	Helpers, Construction Trades	1,198	1,274	76	6.4%	\$17.47	\$20.26		
47-4	Other Construction and Related Workers	8,158	8,586	428	5.2%	\$21.47	\$26.84		
49-1	Supervisors of Installation, Maintenance, and Repair Workers	10,019	10,454	435	4.3%	\$29.07	\$36.68		
49-2	Electrical and Electronic Equipment Mechanics, Installers, and Repairers	11,627	11,877	251	2.2%	\$23.69	\$30.27	\$19.19	\$40.34
49-3	Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	27,015	28,210	1,195	4.4%	\$20.30	\$25.94		
49-9	Other Installation, Maintenance, and Repair Occupations	40,930	43,618	2,689	6.6%	\$20.33	\$24.68		
51-1	Supervisors of Production Workers	6,937	7,191	253	3.7%	\$25.04	\$32.31		
51-2	Assemblers and Fabricators	15,702	15,823	121	0.8%	\$16.67	\$19.14		
51-4	Metal Workers and Plastic Workers	12,019	12,444	425	3.5%	\$19.12	\$22.69		
51-8	Plant and System Operators	3,636	3,726	90	2.5%	\$27.33	\$33.92		
51-9	Other Production Occupations	21,580	22,218	638	3.0%	\$17.60	\$20.67		
CCPR Totals		545,570	577,755	32,186	5.9%				

Sources: Lightcast, Massachusetts Institute of Technology (MIT)

State Policies and Sector Initiatives

Skill-Based Hiring

Localized delivery of Business Services funded through Wagner-Peyser has allowed the workforce development centers in the CCPR to work closely with local employers to help them write more effective job descriptions that highlight the essential skills needed for open positions. For example, the table below shows the top skills needed for software developers in the aerospace sector.

Colorado Central Planning Region, Unique Job Postings Top Skills and Credentials Needed for Software Developers Aerospace Sector, Unique Postings, January through December 2023		
Skill or Qualification	Number Postings Requiring Skill or Qualification	Hourly Median Advertised Salary
Software Engineering	1,850	\$60.06
Agile Methodology	1,567	\$60.06
Software Development	1,442	\$60.18
Security Clearance	1,439	\$60.06
C++ (Programming Language)	1,326	\$60.06
Python (Programming Language)	1,190	\$60.06
Linux	1,123	\$59.57
Top Secret-Sensitive Compartment	1,087	\$60.43
Java (Programming Language)	1,024	\$59.08
C (Programming Language)	993	\$60.06

Source: Lightcast

This table, taken from Lightcast, shows the top ten specific skills needed by software developers in the aerospace sector.

The workforce development system in the region routinely supplies education partners with this type of data to inform curriculum design, and data like this can be used by the statewide Apprenticeship Hub to help consortia of aerospace companies develop registered apprenticeships.

This is important because while Colorado’s training pipeline is generally strong, the market has moved faster than that system can respond in some occupations requiring quickly evolving technological skills.

Apprenticeship Colorado

Apprenticeship Colorado is housed under the Colorado Department of Labor and Employment Office of Future Work and serves to close the historic gap that has existed between local workforce business service delivery and the creation of registered apprenticeships.

This is important because the creation of apprenticeships in key occupations can measurably increase diversity, equity and inclusion. For example, 14.9% of the Latinx population in the state has a bachelor’s degree while 30.2% of the jobs have traditionally required this level of education. As employers have more difficulty finding candidates with traditional educational attainment levels, they may work through sector partnerships or industry associations to create registered apprenticeships. This can level the playing field for racial and ethnic minorities who do not have the required degree but have the potential to enter an occupation through a registered apprenticeship.

Educational Attainment by Race/Ethnicity vs Education Level Traditionally Required at Entry, Colorado Statewide						
Race/Ethnicity	White	Black/African American	American Indian/Alaskan Native	Asian	Latinx	Required Education Level for Entry
Graduate or professional degree	19.0%	10.3%	7.9%	27.8%	6.6%	4.9%
Bachelor's degree	32.0%	22.1%	14.7%	29.7%	14.9%	30.2%
Associate's degree	8.5%	8.4%	8.2%	6.6%	8.2%	2.1%
Some college, no degree (Including Nondegree Credential)	18.7%	24.9%	20.2%	11.1%	18.5%	7.9%
GED or alternative credential	3.2%	4.8%	10.7%	2.0%	6.2%	34.9%
Regular high school diploma	15.2%	19.5%	20.6%	11.6%	23.5%	
9th to 12th grade, no diploma	2.5%	7.3%	12.1%	4.7%	11.8%	20.0%
Less than 9th grade	1.1%	2.7%	5.6%	6.5%	10.2%	

Sources: U.S. Census American Community Survey B15002 Tables, Lightcast

Digital Equity, Literacy and Inclusion Initiative

With the passage of the federal Infrastructure Investment and Jobs Act, every state is required to develop a Digital Equity State Plan (known as the Digital Access Plan) which explores access to affordable broadband and digital devices as well as digital skill levels and cybersecurity practices for eight covered populations:

1. Low-income households
2. Aging populations
3. Incarcerated individuals
4. Veterans
5. People with disabilities
6. People with language barriers
7. Racial and ethnic minorities
8. Rural inhabitants

Six strategies have been set forth in Colorado’s digital equity plan. Key occupations necessary for our state to deploy these strategies successfully have been identified under the Bipartisan Infrastructure Law (BIL) section above.

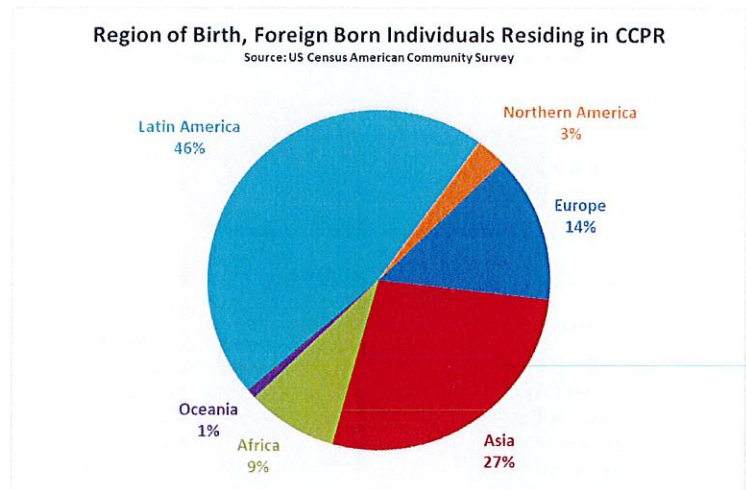
Data from the U.S. Census American Community Survey shows that of the 2,384,584 households in Colorado, 162,438 do not have a broadband internet subscription. Of these households, 119,134 (73.4%) are in the CCPR. The local workforce centers serving the public in the CCPR have worked with partners to help these customers with both devices that can access high-speed internet services, training in how to use those devices to engage in the labor market, and subscriptions to these services.

New Americans

The CCPR is home to 455,395 (10.4% of the population) who were foreign-born. Of the population 5 years old and over, 696,733 (16.9%) speak a language other than English.

This pie chart shows the regions of origin for foreign-born individuals in the CCPR.

- 233,137 (33.5%) speak English less than ‘very well.’
- Primary languages include:
 - Spanish (10.8%)
 - Other Indo-European (2.7%)
 - Asian/Pacific Islander (2.3%)
 - Other languages (1.1%)



Local workforce centers in the CCPR have partnerships in their communities to provide assistance to English Language Learners, who can then use other workforce center programming to successfully enter the labor force.

Local Wagner-Peyser funded Business Services teams work closely with local employers to place foreign-born individuals who can legally work in the United States in critical occupations throughout the CCPR. Partnerships also exist to help foreign-born individuals who have degrees and credentials earned outside the United States to be reviewed and accredited here.

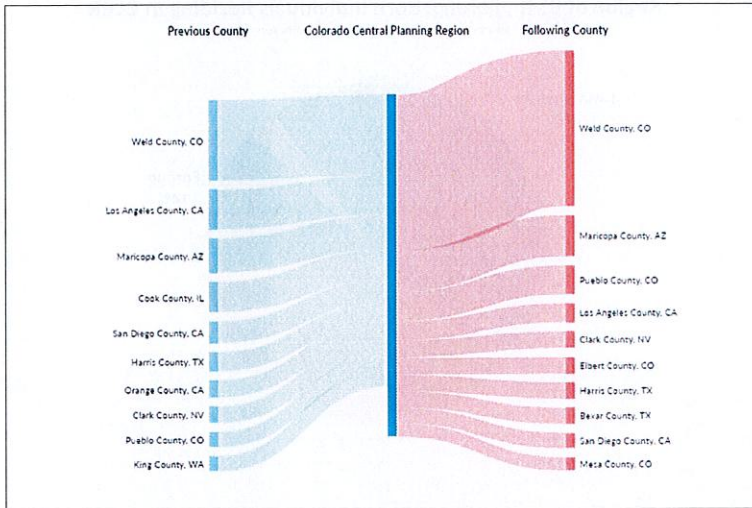
Existing and Emerging In-Demand Industry Sectors and Occupations

Projected Growth, Earnings, Benefits, and Turnover

The table shows projected growth by major industry sector through 2028 in the CCPR. Note that the overall turnover rate in 2023 for all sectors in the region was 77.8%. This is the natural turnover rate of all workers by sector and speaks to recent efforts by the U.S. Department of Labor, Employment and Training Administration to gauge the success of the region’s locally delivered Wagner-Peyser Business Services teams by retention with the same employer for a one-year period. A better measure would be continuity of earnings from the second quarter to the fourth quarter post-exit.

Projected Growth by Industry Sector, CCPR												
NAICS	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Payrolled Business Locations (2023)	Employment Concentration	Current Wages, Salaries, & Proprietor Earnings	Current Employer-Paid Benefits	2023 Hires	2023 Separations	2023 Turnover Rate
54	Professional, Scientific, and Technical Services	273,816	302,477	28,661	10%	48,044	1.63	\$130,371	\$17,810	151,026	129,595	49.4%
90	Government	407,658	428,318	20,660	5%	1,405	1.09	\$69,671	\$16,500	213,096	228,720	57.2%
62	Health Care and Social Assistance	259,051	276,679	17,628	7%	17,657	0.79	\$67,300	\$12,679	192,701	169,368	67.1%
72	Accommodation and Food Services	219,546	230,062	10,516	5%	10,581	1.03	\$32,596	\$3,866	320,976	303,296	141.2%
48	Transportation and Warehousing	92,546	100,337	7,791	8%	3,483	0.88	\$73,132	\$14,943	94,408	89,984	101.1%
81	Other Services (except Public Administration)	109,520	115,393	5,873	5%	15,911	1.05	\$47,776	\$5,578	83,528	79,731	74.1%
23	Construction	144,281	149,410	5,129	4%	15,092	1.17	\$82,792	\$14,263	108,988	107,634	75.9%
52	Finance and Insurance	108,387	112,504	4,117	4%	11,717	1.05	\$127,803	\$20,006	55,070	55,842	52.3%
61	Educational Services	54,106	58,220	4,114	8%	3,711	0.91	\$48,158	\$8,411	38,774	36,496	69.4%
42	Wholesale Trade	101,213	104,948	3,735	4%	12,611	1.09	\$116,744	\$15,139	54,184	50,592	50.9%
55	Management of Companies and Enterprises	42,619	45,954	3,335	8%	3,608	1.08	\$167,011	\$22,984	25,358	28,613	69.3%
71	Arts, Entertainment, and Recreation	43,203	46,520	3,317	8%	3,047	1.13	\$51,908	\$6,944	54,945	50,029	119.9%
31	Manufacturing	121,002	124,213	3,211	3%	11,618	1.25	\$96,735	\$10,948	33,347	31,643	97.7%
44	Retail Trade	206,955	209,616	2,661	1%	12,907	0.88	\$44,007	\$7,997	214,149	201,165	68.0%
53	Real Estate and Rental and Leasing	47,706	50,329	2,623	5%	11,618	1.25	\$86,735	\$10,948	33,347	31,643	97.7%
56	Administrative and Support and Waste Management and Remediation Services	132,971	135,485	2,514	2%	11,211	0.91	\$62,870	\$8,524	206,524	201,563	153.0%
51	Information	71,396	73,114	1,718	2%	5,336	1.50	\$143,524	\$25,142	31,690	30,850	43.7%
99	Unclassified Industry	2,230	3,158	928	42%	854	0.40	\$66,990	\$10,996	1,347	1,334	71.2%
11	Agriculture, Forestry, Fishing and Hunting	6,520	6,876	356	5%	512	0.28	\$45,446	\$11,449	8,394	9,295	145.2%
22	Utilities	5,715	6,065	351	6%	207	0.66	\$142,048	\$48,712	1,549	1,307	23.5%
21	Mining, Quarrying, and Oil and Gas Extraction	9,229	8,971	(257)	(3%)	676	1.04	\$236,287	\$35,935	4,301	4,442	47.6%
Totals		2,459,669	2,588,650	128,981	5%	194,698		\$79,791	\$13,557	1,956,211	1,873,715	77.8%

Source: Lightcast



Workers also migrate to and from the CCPR. This diagram from Lightcast shows the top 10 origin counties of people who migrated into the CCPR, and the top 10 destination counties for people leaving the CCPR.

It is worthy of note that in 2021, according to IRS and online resume records obtained by Lightcast, 16,883 more people left the CCPR than moved into the region. This negative migration has implications for labor supply throughout the remainder of this decade and beyond.

Over the next five years, the CCPR is projected to add 128,981 new jobs. However, in 2021, net migration was negative, with 16,883 more people leaving the region than coming in. In addition, the population is aging, and has not been growing fast enough to supply workers for new jobs created through economic growth.

Commute Patterns, Telework and Automation Potential

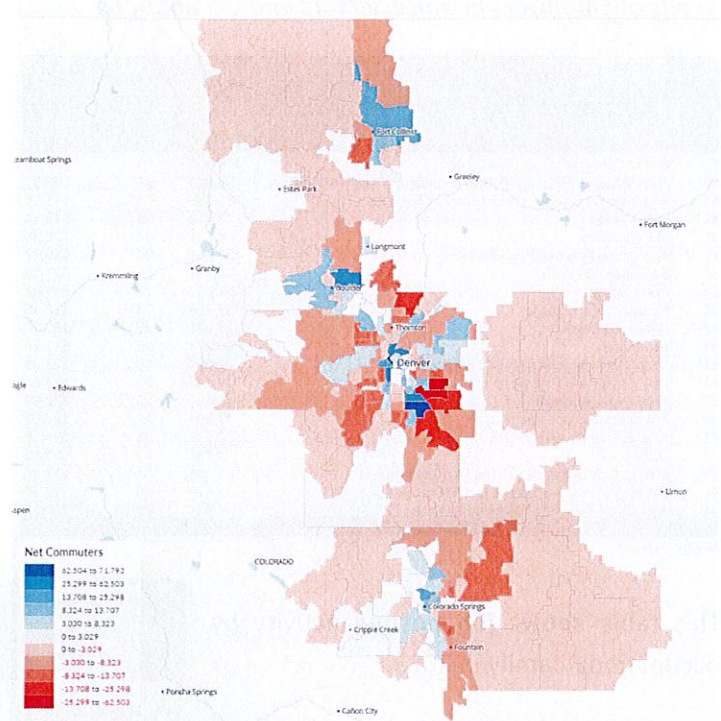
CCPR: Where Talent Works		
ZIP	Name	2023 Employment
80202	Denver (in Denver county)	87,008
80112	Englewood (in Arapahoe county)	86,026
80111	Englewood (in Arapahoe county)	60,943
80301	Boulder (in Boulder county)	48,693
80524	Fort Collins (in Larimer county)	39,166

CCPR: Where Talent Lives		
ZIP	Name	2023 Workers
80134	Parker (in Douglas county)	47,103
80013	Aurora (in Arapahoe county)	42,948
80015	Aurora (in Arapahoe county)	41,633
80022	Commerce City (in Adams county)	38,440
80016	Aurora (in Arapahoe county)	35,773

Source: Lightcast

This map and the table above show commute patterns in the CCPR. According to the U.S. Census American Community Survey, of the 2.34 million workers in the region who are 16 years and older:

- 1.6 million (67.5%) drove alone
- 175.4K (7.50%) carpooled
- 55.9K (2.39%) took public transit
- 59.1K (2.53%) walked to work
- 420.2K (17.97%) worked from home most of the time



Teleworking and Automation, CCPR						
SOC	Occupation Family	Number of Jobs	Percent Teleworking	Telework Capacity	Automation Index	Automation Capacity
11	Management	142,067	36.6%	51,996	85.0	N/A
13	Business and Financial Operations	231,822	53.8%	124,720	89.4	N/A
15	Computer and Mathematical	132,667	67.6%	89,683	83.4	N/A
17	Architecture and Engineering	67,261	45.7%	30,738	87.0	N/A
19	Life, Physical, and Social Science	32,821	45.6%	14,966	84.5	N/A
21	Community and Social Service	48,974	44.9%	21,989	82.3	N/A
23	Legal	23,547	57.7%	13,587	84.0	N/A
25	Educational Instruction and Library	135,645	44.5%	60,362	85.8	N/A
27	Arts, Design, Entertainment, Sports, and Media	37,458	42.0%	15,732	89.7	N/A
29	Healthcare Practitioners and Technical	130,671	13.1%	17,118	88.3	N/A
31	Healthcare Support	84,956	4.0%	3,398	95.0	N/A
33	Protective Service	48,702	8.8%	4,286	98.8	N/A
35	Food Preparation and Serving Related	210,006	2.3%	4,830	125.4	-53,382
37	Building and Grounds Cleaning and Maintenance	67,961	2.8%	1,903	122.5	-15,299
39	Personal Care and Service	60,059	7.7%	4,625	96.6	N/A
41	Sales and Related	243,985	17.0%	41,478	94.8	N/A
43	Office and Administrative Support	274,881	24.8%	68,171	98.3	N/A
45	Farming, Fishing, and Forestry	6,198	1.4%	87	109.9	-614
47	Construction and Extraction	106,401	2.8%	2,979	123.3	-24,749
49	Installation, Maintenance, and Repair	89,590	3.5%	3,136	108.8	-7,845
51	Production	78,243	3.4%	2,660	113.7	-10,681
53	Transportation and Material Moving	178,104	2.1%	3,740	111.0	-19,524
Totals		2,432,020	23.9%	582,184	Automation Reduction	-132,094

Source: Lightcast

The numbers in this table are for 2023 and show the potential impact for regional employers in applying remote and hybrid work and automation strategies. In a structurally scarce labor market, employers can ascertain which positions can be done remotely and then increase the geographic scope of their outreach. Automation can also compensate for labor scarcity. Artificial intelligence, machine learning, and robotics can be applied to potentially offset over 132,000 unfilled jobs in the CCPR.

Needs of Employers in those Sectors and Occupations

NAICS	Industry	Unique Postings	Median Posting Duration in Days	Advertised Hourly Wage
62	Health Care and Social Assistance	146,402	29	\$33.66
56	Administrative, Support, Waste Management and Remediation	93,828	27	\$28.00
54	Professional, Scientific, and Technical Services	89,996	28	\$41.05
44	Retail Trade	72,719	29	\$19.51
31	Manufacturing	58,731	30	\$37.35
72	Accommodation and Food Services	54,484	30	\$18.77
61	Educational Services	49,821	31	\$27.38
23	Construction	31,632	29	\$31.32
52	Finance and Insurance	28,284	28	\$32.18
42	Wholesale Trade	26,027	28	\$25.29
51	Information	22,273	28	\$43.75
81	Other Services (except Public Administration)	21,090	28	\$22.95
53	Real Estate and Rental and Leasing	19,147	29	\$24.80
92	Public Administration	18,463	25	\$32.92
48	Transportation and Warehousing	17,404	29	\$27.02
71	Arts, Entertainment, and Recreation	8,299	29	\$21.35
22	Utilities	4,257	29	\$39.82
21	Mining, Quarrying, and Oil and Gas Extraction	3,066	31	\$36.86
55	Management of Companies and Enterprises	2,176	30	\$22.95
11	Agriculture, Forestry, Fishing and Hunting	1,937	29	\$22.58
Total Across All Industries		950,192	28	\$27.75

Source: Lightcast

This table tells the story of occupational demand by industry sector in the CCPR. There were over 950,192 unique jobs posted, as calculated by Lightcast’s job posting analytics team. Overall, the average duration of postings was 28 days, with the average posted wage at \$27.75/hour.

Healthcare and social assistance had the most postings, and of these, 66,578 (45.47%) were for registered nurses. In fact, postings for registered nurses made up 7% of all unique jobs posted in the CCPR.

This table shows job posting activity by occupational family in 2023.

The ratio of median advertised hourly salary to the official median hourly earnings from the U.S. Bureau of Labor Statistics Occupational Employment and Wage Statistics. Note that the OEWS survey is done yearly with the reference month being May. Thus, this table depicts the median wage prevalent in the CCPR region in May 2022.

SOC	Occupation	Unique Postings	Median Duration in Days	Hourly Advertised Salary	Median Hourly Earnings (OEWS)	Ratio: Advertised to Median Wage
29	Healthcare Practitioners and Technical	138,922	28	\$42.28	\$39.90	105.9%
11	Management	108,885	28	\$46.46	\$65.94	70.5%
41	Sales and Related	88,398	29	\$21.48	\$20.67	103.9%
15	Computer and Mathematical	76,648	28	\$53.60	\$52.56	102.0%
43	Office and Administrative Support	70,629	27	\$20.98	\$21.96	95.6%
13	Business and Financial Operations	54,337	28	\$35.14	\$39.13	89.8%
53	Transportation and Material Moving	52,800	28	\$20.98	\$19.87	105.6%
35	Food Preparation and Serving Related	47,251	30	\$17.78	\$16.04	110.9%
49	Installation, Maintenance, and Repair	41,118	29	\$26.03	\$26.88	96.8%
31	Healthcare Support	34,526	29	\$20.98	\$18.12	115.8%
17	Architecture and Engineering	33,300	29	\$42.71	\$45.26	94.4%
25	Educational Instruction and Library	29,930	29	\$22.95	\$25.58	89.7%
51	Production	21,718	28	\$20.98	\$20.66	101.6%
37	Building and Grounds Cleaning and Maintenance	18,704	30	\$18.77	\$17.55	106.9%
27	Arts, Design, Entertainment, Sports, and Media	18,358	28	\$23.94	\$29.60	80.9%
47	Construction and Extraction	16,244	29	\$27.02	\$26.40	102.3%
39	Personal Care and Service	15,259	29	\$19.51	\$16.95	115.1%
21	Community and Social Service	15,079	28	\$30.95	\$26.02	119.0%
33	Protective Service	12,929	29	\$20.98	\$23.62	88.8%
19	Life, Physical, and Social Science	11,461	28	\$37.60	\$38.65	97.3%
23	Legal	5,640	28	\$42.03	\$50.09	83.9%
45	Farming, Fishing, and Forestry	789	28	\$21.23	\$15.83	134.2%
Total Across All Occupations		950,192	28	\$27.75	\$25.32	109.6%

Source: Lightcast

This is significant because it shows the movement of wage offers during 2023 as structural labor scarcity drove wages up. For example, the highest job posting volume in the CCPR was for healthcare workers, and because many of these workers must have specific education and credentials, wage offers moved up to 105.9% of the OEWS median wage for this occupation group.

The table below shows the top ten occupations posted in the CCPR in 2023.

Top 10 Occupations Posted, CCPR (2023)

SOC	Occupation	Unique Postings	Median Duration in Days	Hourly Advertised Salary	Median Hourly Earnings (OEWS)	Ratio: Advertised to Median Wage
29-1141	Registered Nurses	66,578	29	\$42.22	\$39.91	105.8%
41-2031	Retail Salespersons	24,386	29	\$17.05	\$15.81	107.8%
15-1252	Software Developers	21,794	28	\$60.18	\$62.32	96.6%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	19,940	29	\$31.20	\$34.19	91.3%
41-1011	First-Line Supervisors of Retail Sales Workers	18,912	29	\$22.58	\$23.55	95.9%
11-9199	Managers, All Other	15,859	28	\$53.05	\$75.28	70.5%
43-4051	Customer Service Representatives	15,486	27	\$20.00	\$19.60	102.1%
15-1299	Computer Occupations, All Other	14,702	29	\$58.46	\$54.48	107.3%
49-9071	Maintenance and Repair Workers, General	13,571	29	\$22.95	\$22.98	99.9%
11-9111	Medical and Health Services Managers	13,355	28	\$46.40	\$58.27	79.6%

Source: Lightcast

2: Analysis of knowledge and skills needed in region, including employment needs in in-demand industry sectors and occupations.

Education Levels Required in CCPR by Posting Volume (2023)			
Level	Unique Postings	Percent of Postings	Hourly Median Advertised Salary
No specified education level	437,360	46.0%	\$23.45
High School or GED	212,077	22.3%	\$21.72
Associate's Degree	45,085	4.7%	\$34.89
Bachelor's Degree	225,068	23.7%	\$44.00
Master's Degree	21,319	2.2%	\$40.55
Ph.D. or Professional Degree	9,238	1.0%	\$56.55

Source: Lightcast

Type of Job Posted, CCPR (2023)			
Level	Unique Postings	Percent of Postings	Hourly Median Advertised Salary
Full-time (>32 hours)	737,205	77.6%	\$31.20
Part-time (≤32 hours)	130,984	13.8%	\$20.00
Flexible hours	82,003	8.6%	\$20.98

Source: Lightcast

Job Location Posted, CCPR (2023)			
Location	Unique Postings	Percent of Postings	Hourly Median Advertised Salary
Remote	62,279	6.6%	\$39.82
Hybrid	9,718	1.0%	\$41.54
Non-Remote (On Site)	21,305	2.2%	\$22.95
Unspecified	856,890	90.2%	\$27.02

Source: Lightcast

These tables show education requirements, whether a posted job is part-time or full-time, and the location of the job.

In the first table, we see that 46% of the 950,192 unique jobs posted in the CCPR in 2023 specified no required educational attainment level. This suggests that more employers are deploying skill-based hiring strategies, particularly in those occupations where new technology has grown faster than traditional postsecondary schools can keep up. This is particularly true of software development and a number of other computer occupations.

It is still significant that 26.9% of the postings require a bachelor’s degree or above.

In terms of full-time vs part-time jobs, Arapahoe/Douglas Works! conducted research in 2023, and found that the average number of hours worked in retail and hospitality industries had gone down from pre-pandemic levels, as shown in this figure. Note this is national data.

Average Hours Worked					
Sector	2019	2020	2021	2022	2023
Retail	30.6	30.8	30.8	30.2	29.9
Leisure and Hospitality	25.9	25.5	26.2	25.7	25.5

Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

These tables show the top common (soft) skills, essential (job-specific) skills, software skills, and credentials demanded by employers in the region in 2023. In the bottom table, note the prevalence of credentials related to healthcare. It is also worth noting that Top Secret and TS/SCI Clearance are in the top ten credentials require. This reflects the strength of the aerospace sector in the region.

Top Specialized Skills Posted in the CCPR, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Nursing	70,130	7.4%	20,016	0.9%	20.1%	Growing
Project Management	58,818	6.2%	214,140	9.8%	19.8%	Growing
Marketing	48,728	5.1%	224,935	10.3%	23.0%	Rapidly Growing
Accounting	40,437	4.3%	81,454	3.7%	24.0%	Rapidly Growing
Auditing	40,424	4.3%	64,427	2.9%	21.8%	Rapidly Growing
Merchandising	38,993	4.1%	42,719	2.0%	15.0%	Growing
Cardiopulmonary Resuscitation (CPR)	34,323	3.6%	9,336	0.4%	14.8%	Growing
Life Support	31,073	3.3%	0	0.0%	12.7%	Growing
Finance	31,007	3.3%	67,316	3.1%	27.3%	Rapidly Growing
Warehousing	30,843	3.2%	27,513	1.3%	13.0%	Growing
Selling Techniques	28,355	3.0%	47,281	2.2%	(1.2%)	Lagging
Restaurant Operation	27,865	2.9%	27,833	1.3%	28.0%	Rapidly Growing
Care Coordination	25,281	2.7%	4,614	0.2%	15.6%	Growing
Direct Patient Care	25,256	2.7%	0	0.0%	16.6%	Growing
Construction	24,089	2.5%	43,312	2.0%	10.5%	Growing
Computer Science	23,762	2.5%	7,513	0.3%	26.8%	Rapidly Growing
Workflow Management	22,943	2.4%	29,333	1.3%	18.0%	Growing
Invoicing	22,339	2.4%	35,193	1.6%	16.2%	Growing
Billing	21,686	2.3%	38,674	1.8%	20.0%	Growing
Data Analysis	21,487	2.3%	80,792	3.7%	25.8%	Rapidly Growing

Source: Lightcast

Note that the specialized skill 'automation' did not appear in the top 20 above but was mentioned in over 19,000 job postings during 2023 and is rapidly growing relative to the market.

Top Common Skills Posted in the CCPR, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Communication	280,017	29%	189,353	9%	4%	Lagging
Customer Service	225,257	24%	404,555	19%	5%	Stable
Management	191,967	20%	336,326	15%	5%	Stable
Operations	141,749	15%	217,391	10%	8%	Stable
Leadership	132,578	14%	303,845	14%	8%	Stable
Sales	132,385	14%	358,328	16%	8%	Stable
Detail Oriented	93,596	10%	16,373	1%	7%	Stable
Problem Solving	90,563	10%	54,343	2%	11%	Growing
Planning	86,159	9%	99,607	5%	11%	Growing
Writing	79,988	8%	64,185	3%	12%	Growing
Coordinating	69,451	7%	60,301	3%	15%	Growing
Research	60,865	6%	231,952	11%	17%	Growing
Microsoft Office	59,204	6%	246,556	11%	19%	Growing
Lifting Ability	58,120	6%	717	0%	11%	Growing
Critical Thinking	57,327	6%	20,531	1%	23%	Rapidly Growing
Scheduling	56,984	6%	61,340	3%	16%	Growing
Interpersonal Com	56,901	6%	18,297	1%	13%	Growing
Microsoft Excel	55,555	6%	202,304	9%	18%	Growing
Self-Motivation	50,122	5%	5,703	0%	23%	Rapidly Growing
Multitasking	49,574	5%	16,044	1%	18%	Growing

Source: Lightcast

As noted in the chart above, many job postings have requirements that include skills that can be used in a variety of settings. Three of the top five in the list are skills typically associated with leaders including management, operations and leadership.

Top Software Skills Posted in the CCPR, 2023						
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Microsoft Office	59,204	6.2%	246,556	11.3%	18.5%	Growing
Microsoft Excel	55,555	5.8%	202,304	9.3%	17.7%	Growing
Microsoft Outlook	31,837	3.4%	43,218	2.0%	25.0%	Rapidly Growing
Microsoft PowerPoint	27,608	2.9%	138,228	6.3%	26.1%	Rapidly Growing
Microsoft Word	18,255	1.9%	149,815	6.9%	7.2%	Stable
Python (Programming Language)	17,115	1.8%	31,230	1.4%	24.5%	Rapidly Growing
SQL (Programming Language)	12,174	1.3%	45,283	2.1%	6.4%	Stable
Spreadsheets	11,380	1.2%	14,183	0.6%	22.2%	Rapidly Growing
Linux	10,711	1.1%	26,535	1.2%	8.9%	Stable
Operating Systems	9,862	1.0%	15,095	0.7%	22.6%	Rapidly Growing
Amazon Web Services	9,770	1.0%	13,100	0.6%	24.0%	Rapidly Growing
Java (Programming Language)	9,483	1.0%	30,067	1.4%	17.4%	Growing
Salesforce	8,475	0.9%	40,917	1.9%	24.7%	Rapidly Growing
SAP Applications	8,031	0.8%	15,205	0.7%	21.6%	Rapidly Growing
JavaScript (Programming Language)	7,567	0.8%	27,992	1.3%	18.6%	Growing
C++ (Programming Language)	7,354	0.8%	24,363	1.1%	10.0%	Growing
Application Programming Interface (API)	7,190	0.8%	14,251	0.7%	9.5%	Growing
JIRA	6,445	0.7%	9,713	0.4%	24.1%	Rapidly Growing
Microsoft Access	6,431	0.7%	21,709	1.0%	3.9%	Lagging
AutoCAD	6,080	0.6%	25,257	1.2%	16.9%	Growing

Source: Lightcast

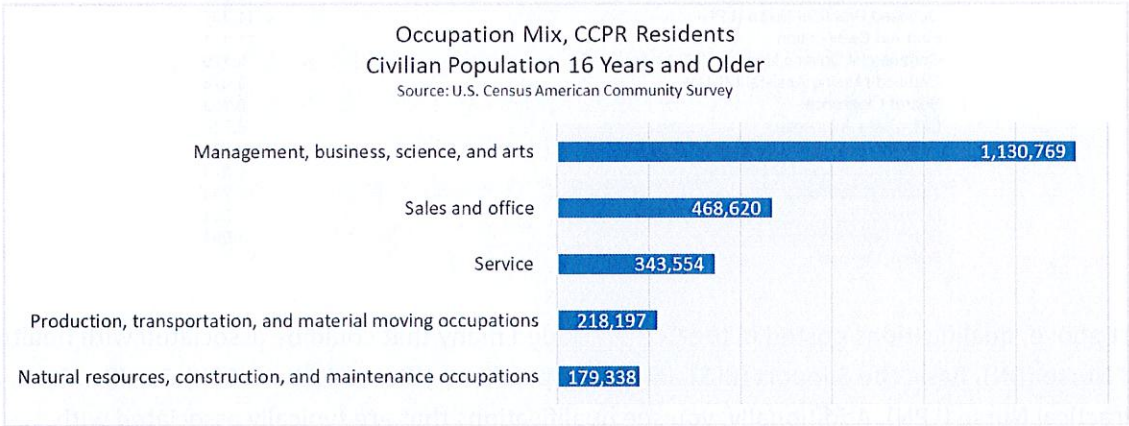
In 2020, the Central Planning Region received the H1B Tech grant, title Technology Employment in Colorado Partnership (TECP) v 2 was launched in 2021. Led by Denver Workforce Development Team, this is the second time that this regional grant was awarded. Culminating in 2025, the employment and placement outcomes have continued to place TECP in the top of USDOL H1B awardees, and the hope is to continue to seek additional funding for sector work that compliments Title I and Title III, and additional funding sources to provide opportunities for individuals to continue to upskill.

Top Qualifications Posted in the CCPR, 2023	
Qualification	Postings with Qualification
Valid Driver's License	91,945
Registered Nurse (RN)	80,522
Basic Life Support (BLS) Certification	59,623
American Red Cross (ARC) Certification	33,015
CPR/AED For The Professional Rescuer	29,526
Cardiopulmonary Resuscitation (CPR) Certification	21,382
Security Clearance	17,702
Advanced Cardiovascular Life Support (ACLS) Certification	15,929
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	15,250
Licensed Practical Nurse (LPN)	11,787
First Aid Certification	11,111
Commercial Driver's License (CDL)	9,129
Certified Nursing Assistant (CNA)	9,078
Secret Clearance	8,783
CDL Class A License	6,714
Pediatric Advanced Life Support (PALS)	6,255
Nurse Practitioner (APRN-CNP)	5,874
Teaching Certificate	5,755
Licensed Clinical Social Worker (LCSW)	5,021
Board Certified/Board Eligible	4,994

Source: Lightcast

In the chart above, qualifications posted in the CCPR included many that could be associated with healthcare, Registered Nurse (RN), Basic Life Support (BLS) and Cardiopulmonary Resuscitation (CPR) Certifications, and Licensed Practical Nurse (LPN). Additionally, you see qualifications that are typically associated with government/military/security like Security Clearance, Top-Secret – Sensitive Compartmented Information (TS/SCI) Clearance, and Secret Clearance.

3: Analysis of workforce in 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 Coloradoans who arrived in the U.S. as immigrants or their children) and veterans.



Of the 2.34 million people living and working in the CCPR, nearly half (48.3%) work in management, business, science and arts occupations. These occupations generally require higher educational attainment and higher skill levels.

The CCPR region has 79.2% of the jobs in Colorado. The industries in which residents work reflect the diversity and robustness of the economy in the 12 counties that comprise Colorado’s urban front range.

Industry Mix, CCPR Residents, Civilian Population Age 16 and Older		
Industry Group	Number	Percent
Educational services, and health care and social assistance	503,857	21.5%
Professional, scientific, and management, and administrative and waste management services	380,567	16.3%
Retail trade	238,425	10.2%
Arts, entertainment, and recreation, and accommodation and food services	211,414	9.0%
Finance and insurance, and real estate and rental and leasing	182,678	7.8%
Construction	175,607	7.5%
Manufacturing	166,053	7.1%
Transportation and warehousing, and utilities	117,435	5.0%
Other services, except public administration	112,428	4.8%
Public administration	100,398	4.3%
Information	71,359	3.0%
Wholesale trade	53,791	2.3%
Agriculture, forestry, fishing and hunting, and mining	26,466	1.1%

Source: U.S. Census American Community Survey

Education and Skill Levels

Field of First Major, Bachelor's Degree, CCPR Residents		
Academic Area	Number	Percent
Science and Engineering	595,878	42.4%
Science and Engineering Related Fields	108,356	7.7%
Business	264,967	18.9%
Education	99,159	7.1%
Arts, Humanities and Others	335,636	23.9%

Source: U.S. Census American Community Survey

There are over 1.4 million CCPR residents over age 25 who have at least a bachelor’s degree.

Field of First Major, Bachelor's Degree, CCPR Residents		
Age Grouping	Number	Percent
25 to 39 years	520,281	37.1%
Science and Engineering	231,099	16.5%
Science and Engineering Related Fields	38,898	2.8%
Business	98,622	7.0%
Education	20,320	1.4%
Arts, Humanities and Others	131,342	9.4%
40 to 64 years	612,702	43.6%
Science and Engineering	260,360	18.5%
Science and Engineering Related Fields	47,351	3.4%
Business	124,140	8.8%
Education	34,999	2.5%
Arts, Humanities and Others	145,852	10.4%
65 years and over	271,013	19.3%
Science and Engineering	104,419	7.4%
Science and Engineering Related Fields	22,107	1.6%
Business	42,205	3.0%
Education	43,840	3.1%
Arts, Humanities and Others	58,442	4.2%

Source: U.S. Census American Community Survey

In this century, the 12 county CCPR region has been on the short list of desirable places for new businesses to relocate or expand.

There are several reasons for this. One of the main reasons communicated is that the CCPR has a *very collaborative and business-friendly culture, with local governments, including the workforce development centers, educators, economic developers, chambers of commerce, and other stakeholders cooperating closely so our businesses can compete.*

The second reason is that the region has a highly educated and technologically savvy workforce and a strong training pipeline that ensures a steady labor supply for employers using advanced technology.

Top Online Skills and Qualifications

Top Specialized Skills and Qualifications from Online Profiles in CCPR				
Skill	Frequency in Profiles	Profiles with Skill / Total Profiles (2022 - 2024)	Qualification	Profiles with Qualification
Marketing	10%	224,935 / 2,186,075	Registered Nurse (RN)	29,470
Project Management	10%	214,140 / 2,186,075	Cardiopulmonary Resuscitation (CPR) Certification	29,030
Event Planning	5%	109,111 / 2,186,075	Basic Life Support (BLS) Certification	17,998
Business Development	4%	96,549 / 2,186,075	Security Clearance	17,446
Accounting	4%	81,454 / 2,186,075	Project Management Professional Certification	13,824
Data Analysis	4%	80,792 / 2,186,075	Certified Nursing Assistant (CNA)	13,653
Sales Management	4%	79,480 / 2,186,075	Automated External Defibrillator (AED) Certification	12,590
Customer Relationship Management	4%	77,047 / 2,186,075	First Aid Certification	12,183
Social Media	3%	74,935 / 2,186,075	CompTIA Security+	8,959
Process Improvement	3%	74,370 / 2,186,075	Advanced Cardiovascular Life Support (ACLS) Certification	8,933
Marketing Strategies	3%	71,868 / 2,186,075	FINRA Series 7 (General Securities Representative)	7,626
Operations Management	3%	69,868 / 2,186,075	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	7,600
Account Management	3%	67,814 / 2,186,075	Certified Public Accountant	6,513
Finance	3%	67,316 / 2,186,075	Certified Scrum Master	6,216
Social Media Marketing	3%	66,775 / 2,186,075	Emergency Medical Technician (EMT)	5,546
Auditing	3%	64,427 / 2,186,075	FINRA Series 63 (Uniform Securities Agent State Law)	5,535
Community Outreach	3%	57,339 / 2,186,075	CompTIA A+	5,478
Public Relations	3%	56,760 / 2,186,075	LEED Accredited Professional (AP)	4,969
New Product Development	3%	56,498 / 2,186,075	ServSafe Certification	4,554
Fundraising	3%	54,757 / 2,186,075	ITIL Foundation Certification	4,544

Source: Lightcast Profile Analytics

There are 2.2 million online resumes for individuals working in the CCPR as captured through Lightcast’s Profile Analytics function. This table shows the top 20 specialized skills and credentials by number of times mentioned in online profiles.

Individuals with Barriers, New Americans and Veterans

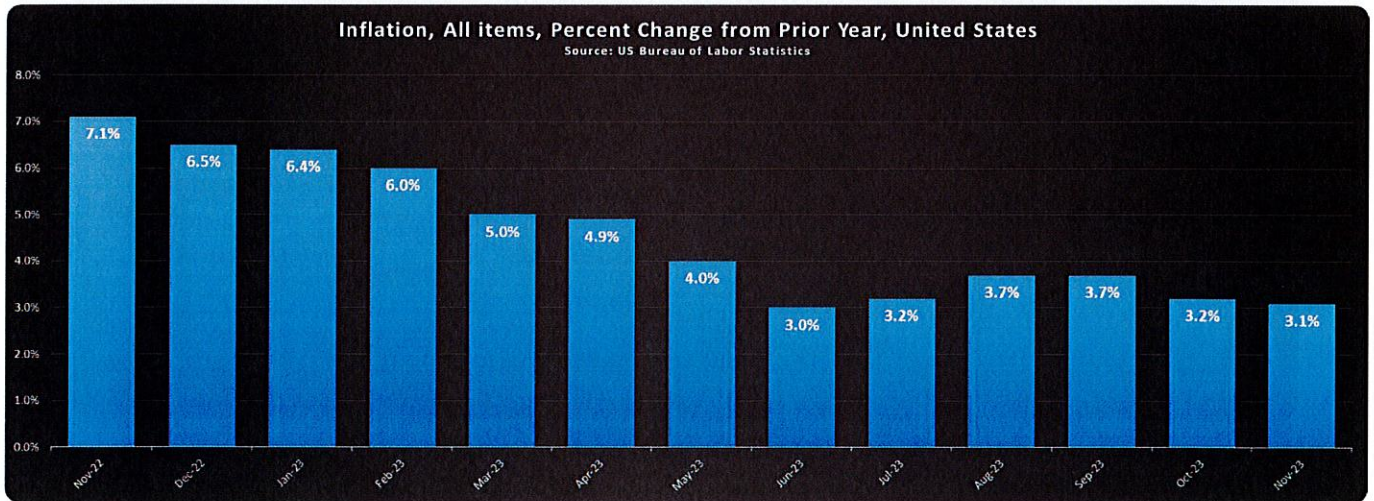
This table shows individuals with barriers, New Americans and veterans for each of the 12 counties that make it up for the CCPR:

Population	Populations With Barriers by County in CCPR												
	CCPR Total	Adams	Arapahoe	Boulder	Broomfield	Clear Creek	Denver	Douglas	El Paso	Gilpin	Jefferson	Larimer	Teller
Population in households	4,279,717	516,451	648,991	315,865	73,576	9,304	695,529	359,112	709,521	5,733	571,820	349,163	24,652
Total households	1,732,466	181,211	250,751	133,390	30,103	4,589	322,964	131,971	276,371	2,853	238,372	148,851	11,040
Average size of household	2	3	3	2	2	2	2	3	3	2	2	2	2
Single parents with children under 18	90,726	13,140	15,263	5,879	1,392	119	16,670	5,698	16,448	151	10,820	4,960	186
Civilian veterans	268,341	24,977	36,513	12,548	3,770	468	28,212	20,712	84,573	468	33,858	18,991	3,251
Individuals with a disability	443,328	57,376	67,778	27,883	5,817	1,123	69,637	27,047	86,690	695	60,205	35,687	3,390
Age 18 - 64	236,388	32,118	36,021	14,215	2,607	562	39,289	13,081	48,835	438	29,509	18,197	1,516
Under 18	35,375	6,170	5,715	1,738	409	25	4,217	2,593	9,168	0	3,492	1,741	107
65 and Older	171,565	19,088	26,042	11,930	2,801	536	26,131	11,373	28,687	257	27,204	15,749	1,767
Low income households	187,503	18,851	24,871	17,149	1,581	449	44,418	6,035	31,345	419	21,480	19,541	1,364
Supplemental Security Income (SSI)	50,798	6,039	7,700	3,038	641	81	10,758	2,084	10,439	90	5,529	4,073	336
Cash Public Assistance	39,757	4,967	5,894	3,457	527	71	9,458	1,387	6,649	30	4,167	2,970	170
SNAP	115,469	17,079	17,526	7,371	806	283	25,470	2,464	23,352	196	11,092	8,705	1,125
With Public Healthcare Coverage (Medicaid)	1,294,989	170,100	196,883	86,025	16,601	2,829	220,875	70,717	244,954	2,033	167,372	105,728	10,872
Households spending 35% or more of gross income on rent	251,663	25,075	37,060	23,811	3,574	332	59,260	10,930	39,496	299	28,750	22,147	929
Less than High School or GED	207,104	15,447	35,157	9,302	1,949	258	49,094	5,123	24,895	259	20,265	8,784	571
Completed 9th grade or less	88,568	23,482	16,127	4,191	545	83	23,672	2,256	8,879	15	6,332	2,912	74
No broadband subscription	119,194	16,123	16,016	7,893	1,518	436	28,038	3,554	17,569	289	14,877	11,834	1,047
Population over 5 who speak English less than 'very well'	233,137	54,940	54,221	11,095	2,282	179	57,324	7,325	22,411	115	14,394	8,692	159
New Americans (entered U.S. 2010 or later)	125,841	18,898	33,317	9,540	1,849	99	26,691	8,823	11,901	147	8,401	5,953	222
Individuals 21 and older with criminal records (estimate)*	259,522	29,372	38,673	19,416	4,475	639	44,541	20,717	42,186	376	36,021	21,496	1,610
Homeless individuals (estimate)^	6,684	807	1,014	493	115	15	1,086	561	1,108	9	893	545	39

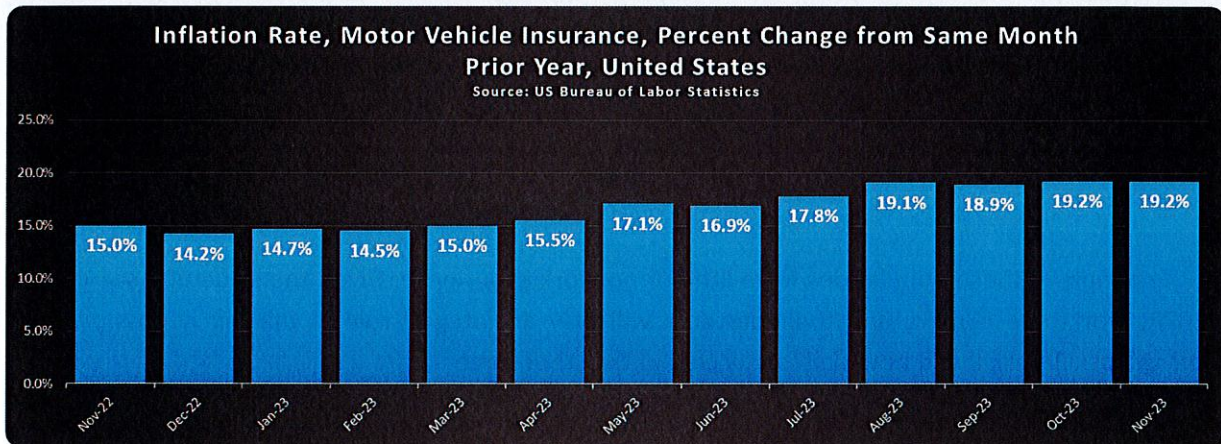
Sources: U.S. Census American Community Survey Data Profiles. *Number of individuals over 21 with criminal records estimated using information from Shannon, Sarah et al, Felon History and Change in U.S. Employment Rates, Social Science Research, Vol. 103, March 2022, 102649. ^Homeless estimates derived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

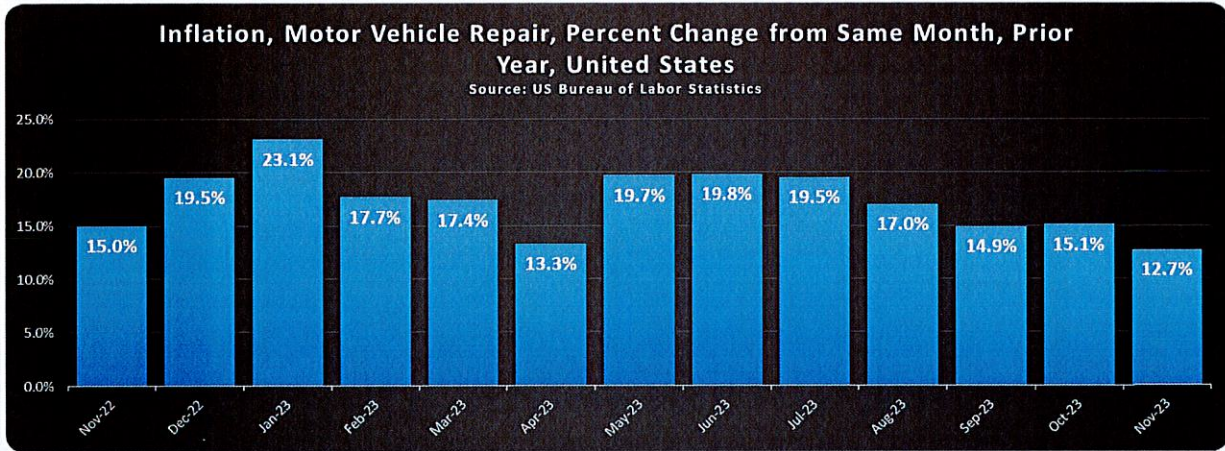
Kitchen Table Concerns for Workers

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

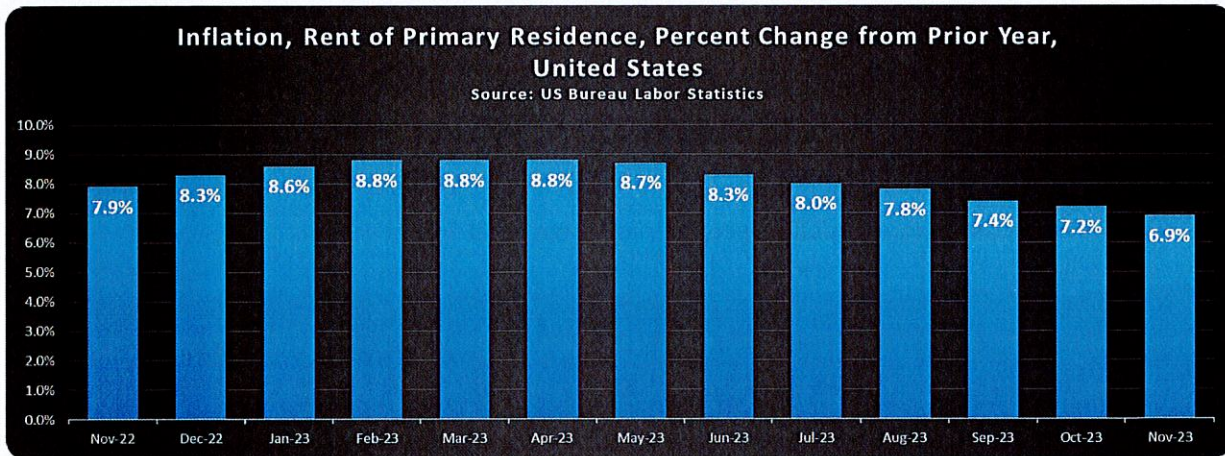


The high costs of insuring and repairing motor vehicles is also a concern, which is one reason hybrid and remote work schedules have become more popular since the pandemic.





Rents also remain high. According to the U.S. Census Bureau American Community Survey, 251,663 (42.25%) of the renters in the CCPR are paying 35% or more in gross rent as a percentage of household income.



Many of the people in these populations have little or no work experience. Given the structural scarcity of labor in the CCPR, workforce centers and their partners will play an integral role in making it possible for these individuals to upskill, reskill and new-skill for success in the labor force.

Childcare Costs as a Percent of Median Wage by Occupation Family, Colorado Central Planning Region							
SOC	Description	2023 Jobs	Median Annual Earnings	Annual Cost as Percent of Median Earnings			
				Infant, Childcare Center	Toddler, Childcare Center	Infant, Child Care Home	Toddler, Child Care Home
11	Management	137,758	\$137,163	13.2%	11.0%	8.6%	8.1%
13	Business and Financial Operations	226,561	\$81,398	22.3%	18.6%	14.5%	13.6%
15	Computer and Mathematical	127,476	\$109,331	16.6%	13.8%	10.8%	10.1%
17	Architecture and Engineering	65,675	\$94,149	19.3%	16.1%	12.6%	11.8%
19	Life, Physical, and Social Science	32,063	\$80,394	22.6%	18.8%	14.7%	13.8%
21	Community and Social Service	47,590	\$54,116	33.5%	27.9%	21.8%	20.5%
23	Legal	23,099	\$104,182	17.4%	14.5%	11.3%	10.7%
25	Educational Instruction and Library	132,147	\$53,212	34.1%	28.4%	22.2%	20.9%
27	Arts, Design, Entertainment, Sports, and Media	36,736	\$61,575	29.5%	24.5%	19.2%	18.0%
29	Healthcare Practitioners and Technical	127,723	\$83,002	21.9%	18.2%	14.2%	13.4%
31	Healthcare Support	82,333	\$37,697	48.1%	40.1%	31.4%	29.4%
33	Protective Service	47,573	\$49,139	36.9%	30.8%	24.1%	22.6%
35	Food Preparation and Serving Related	205,603	\$33,358	54.4%	45.3%	35.4%	33.3%
37	Building and Grounds Cleaning and Maintenance	66,822	\$36,507	49.7%	41.4%	32.4%	30.4%
39	Personal Care and Service	58,494	\$35,265	51.4%	42.9%	33.5%	31.5%
41	Sales and Related	241,092	\$42,992	42.2%	35.2%	27.5%	25.8%
43	Office and Administrative Support	271,781	\$45,680	39.7%	33.1%	25.9%	24.3%
45	Farming, Fishing, and Forestry	6,098	\$32,918	55.1%	45.9%	35.9%	33.7%
47	Construction and Extraction	104,492	\$54,903	33.0%	27.5%	21.5%	20.2%
49	Installation, Maintenance, and Repair	87,764	\$55,919	32.4%	27.0%	21.1%	19.8%
51	Production	77,250	\$42,977	42.2%	35.2%	27.5%	25.8%
53	Transportation and Material Moving	173,410	\$41,322	43.9%	36.6%	28.6%	26.9%
Totals		2,379,541	\$61,283	29.6%	24.7%	19.3%	18.1%

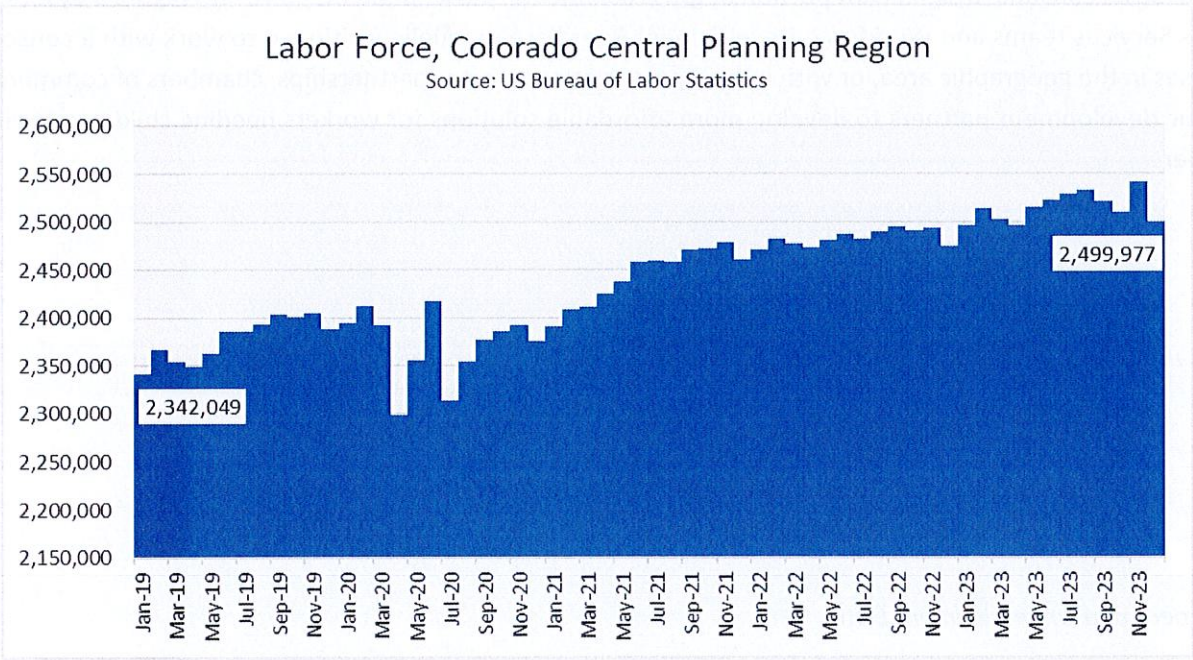
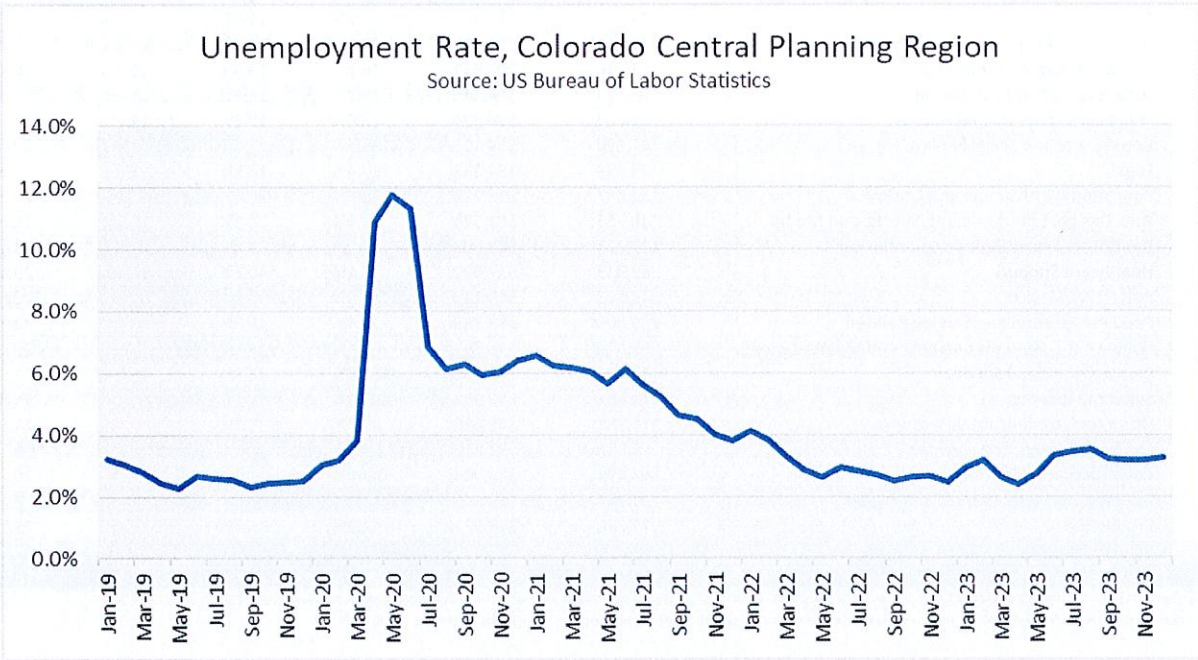
Sources: Lightcast (Jobs & Earnings), Childcare Costs (Broderick Research & Consulting Childcare Market Rate Study Presented to Colorado Dept. Human Services, 2022)
Average number days childcare needed based on data showing average number of paid time off and holiday days taken in the US (Forbes, 2018)

Childcare costs consume a significant portion of gross income for those in the CCPR. Local Wagner-Peyser funded Business Services teams and Workforce Development Board are uniquely positioned to work with a consortia of businesses in the geographic area, or with industry associations, sector partnerships, chambers of commerce and economic development partners to develop more affordable solutions for workers needing childcare for infants or toddlers.

Employment and Unemployment Data

The following information was taken from the U.S. Bureau of Labor Statistics Local Area Unemployment Data. Note that the labor force for the CCPR went up by nearly 158,000 between January 2019 and December 2023, an increase of 6.7%. This reflects the entry into the labor force of a number of workers who lost jobs during the pandemic and were gradually reabsorbed over 2022. Workforce development centers in the CCPR have been

steadily helping people with barriers to succeed in the labor market to surmount those barriers with supportive services while they reskill, upskill or new-skill.



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.

Sector Partnerships in the Colorado Central Planning Region:

- Aerospace Sector Partnership
- Construction Sector Partnership
- Denver Metro Retail Partnership
- Metro Denver Construction Sector Partnership
- Metro West Advanced Manufacturing Alliance
- NoCO Construction Sector Partnership
- NoCO Health Care Sector Partnership
- NoCO Hospitality Sector Partnership
- NoCO Manufacturing Sector Partnership
- NoCO Nonprofit Sector Partnership
- Pikes Peak Creative Sector Partnership
- Pikes Peak Retail and Hospitality Sector Partnership
- Southern Colorado Regional Healthcare Sector Partnership
- Tech Talent Denver
- Transportation
- Tree Care Sector Partnership
- West Metro Manufacturing
- West Metro Construction

Sector Initiatives/Emerging Sector Partnerships:

- Behavioral Health
- Clean Tech
- Healthcare Sector Partnership (Re-launch)
- Veterinary Health

Adams County

Adams County is engaged in the following Sector Partnerships:

- Transportation
- Aerospace-Aviation
- Retail, Hospitality, Food and Beverage
- Metro Denver Construction
- West Metro Manufacturing
- West Metro Construction
- Tech talent
- Behavioral Health Talent Nexus-Emerging
- Clean Tech –Emerging

The Greater Denver Metro Healthcare Partnership has dissolved.

The Adams County Workforce and Business Center (ACWBC) relies on a comprehensive approach to determine the development of sector initiatives. This includes leveraging Labor Market Information, gathering feedback from employers, engaging trade associations, and fostering discussions with post-secondary institutions. Additionally, consultations with Chambers of Commerce and economic development groups in Brighton, Commerce City, Northglenn, Thornton, Westminster, and Arvada, along with guidance from the board, inform decision-making.

Upon assessing industry needs, the ACWBC may adopt various strategies. These range from conducting roundtable discussions with relevant resources to organizing events tailored to address immediate challenges. Alternatively, the ACWBC may opt for a more extensive approach by aligning with the Colorado Workforce Development Council (CWDC) Sector Partnership launch for a deeper and longer-term solution. However, such initiatives are subject to approval and meticulous planning by the ACWBC.

Sector Partnerships serve as invaluable tools for networking with employers and resources during meetings and events. These partnerships enable direct connections to employer needs, allowing workforce teams to refer them to appropriate resources. This collaborative effort transforms the workforce center into a hub where industry finds solutions. Moreover, the networking opportunities provided by these partnerships help showcase ACWBC services to the industry, enhancing exposure and engagement.

Arapahoe / Douglas Counties:

The Arapahoe/Douglas Works! business services team convenes the Aerospace Sector Partnership, which launched in 2019; co-convenes Tech Talent Denver and actively participates in the Denver Metro Retail Partnership, Tree Care Sector Partnership, and the Metro Denver Construction Sector Partnership. Arapahoe/Douglas Works! is also working to re-launch the Healthcare Sector Partnership. In addition, Arapahoe/Douglas Works! actively participates in sector initiatives in behavioral health and veterinary health.

As a convener and partner in these sector initiatives, the Arapahoe/Douglas Works! business services team's philosophy is to listen to industry needs and the needs of individual business customers, including small, medium, and large businesses. It is critical that the three industry chairs for the Aerospace Sector Partnership represent small, medium, and large businesses. In alignment with this methodology, the task force groups can

continue to address the different needs of all business members. In addition to engaging business, it is critical to engage in strategic partnerships with education partners (including K-12 and higher education), economic development, chamber of commerce, and other workforce development partners to address industry needs.

The Arapahoe/Douglas Works! Business Services team ensures that business customers in in-demand industry sectors and occupations receive the services they need most. This can include talent pipeline strategizing, including utilizing work-based learning strategies to fill critical staffing needs; business education events with topics including the principles of skill-based hiring and job quality; and providing labor market information consultation and analysis.

Boulder County:

Boulder County is engaged in the following Sector Partnerships:

- Manufacturing
- Food, Beverage & Hospitality
- Retail
- IT
- Healthcare (including a new emerging Behavioral Health)
- Construction

Workforce Boulder County has started the process of sector partnerships in Manufacturing and Construction, which has allowed us to be a part of and listen to industry led conversations around relevant challenges, while providing access to community resources to help come up with solutions and provide support where needed. This has been a great way to make new connections and engage with employers in conversation and learn about our industry partners in the Boulder Area. One of those sector partnerships has been with Sun Construction. Sun Construction is a full-service general contractor specializing in unique projects focused on providing industry-best construction solutions to clients in the life sciences, manufacturing, government, and high-tech sectors. In particular to manufacturing, Sun Construction has created an apprenticeship program within their Architectural Millwork department. Apprentices learn and gain skills in custom cabinetry, countertops, woodwork and Installation. This has shown to have a positive impact with retention and allows those apprentices to have a career pathway into other divisions within Sun Construction.

City and County of Denver:

Strategies utilized in Denver:

- **Business Support:** Denver Workforce Development (DWD) provide tailored assistance to individual businesses, including small businesses, to address their workforce needs. This support may include talent recruitment, training programs, skill development initiatives, and workforce planning consultations.
- **Cooperation and Collaboration:** Collaboration between DWD and other local areas are encouraged when appropriate, especially for serving businesses with locations spanning multiple counties. This collaborative approach ensures seamless support and coordination for employers operating across different areas.

- **Sector Partnership Activities:** Active participation in sector partnerships is a key strategy employed by DWD. These partnerships bring together employers, industry associations, educational institutions, and workforce agencies to address specific workforce challenges and opportunities within targeted industries.

In Denver specifically, workforce development efforts include active involvement in various sector partnerships:

- Denver Workforce Development (DWD) actively convenes or co-convenes sector partnerships in various industries, including Information Technology (IT), Retail, and Construction. Additionally, DWD participates in a wide range of sector partnerships, encompassing Tech Talent, Retail, Construction, Metro Manufacturing, Greater Metro Denver Healthcare, Transportation, Aerospace/Aviation, and other key industries. The Denver employer services team collaborates with other workforce development areas across counties to serve business customers with locations in multiple areas, ensuring coordinated support and alignment with industry needs.
- Ongoing efforts are underway to explore forming new sector partnerships, particularly in green energy, based on business interest and workforce priorities.
- The Early Childhood Education Sector Partnership was disassembled during covid, however key stakeholders meet twice a year to address critical issues such as affordable childcare, childcare worker wages, and workforce preparation in the Denver area.

The City and County of Denver Workforce Services also received Federal H1B funding to serve the Technology Employment in Colorado Partnership (TECP) Grant. This funding is leveraged throughout the Colorado Workforce system in almost all workforce areas to supplement services in several occupations covered under USDOL H1B grants. TECP serves as a co-convenor of the Tech Talent Denver Sector Partnership, which focuses on addressing talent needs in the Denver Metro Region by generating discussion and action amongst tech industry leaders, public partners, and higher education/training providers. In coordination with our industry co-chairs and Colorado Technology Association, we convene Executive Roundtables as well as quarterly Whole-Body Meetings, to collectively develop and implement solutions to industry's most pressing tech talent issues. The partnership with Colorado Technology Association has also extended to co-presenting events, most recently the Tech Talent Unleashed Event on March 1, 2024, as well as convening an ongoing work group to promote and improve the tech ecosystem across the State of Colorado.

Larimer County:

Larimer County Economic and Workforce Development takes an active support role with the NoCO Manufacturing, Health, Construction, Hospitality, and Nonprofit Sector Partnerships, and has over many years developed strong relationships with regional businesses through these partnerships.

Current activities of each Sector Partnership:

LCEWD staff recently completed a three-year term on the NoCO Manufacturing Sector Partnership Board and continues to support the annual NOCOM trade show organized by the partnership. NOCOM is the largest manufacturing trade show in Colorado and includes a job fair, B2B reception and student experience included. This event routinely has over 60 vendor booths and over 420 attendees. Additionally, LCEWD staff manage the partnership's Summer Internship Program by actively recruiting businesses and students to participate. LCEWD also supported industry awareness projects like the recent video interview series highlighting key occupations. And LCEWD staff volunteered Regional CTE Advisory Meeting and NoCO Manufacturing Family Night.

LCEWD staff continued to participate in the NoCO Health Sector Partnership in Workforce Committee and convene the WBL subcommittee of the Workforce Committee. This work includes Informational Interview Session organization, connection to students and any advocating for cost reimbursements for schools. LCEWD also attend the All-Partner Quarterly meetings as well as help organize the annual Healthcare in my Future Summit and Nursing Conference.

The NoCO Nonprofit Sector Partnership is focusing effort on solidifying the role of their board and building the leadership that will operate the board. The partnership has formed 5 committees which are organized under two themes: Running Your Business and Program Excellence. Running Your Business is broken down into Workforce and Improving your organization. Program Excellence is broken into Board Development, Sustainable Funding, Community Awareness. LCEWD Staff support the leadership group, Workforce and Improving Your Organization subcommittees. The Board has recognized the partnership may have too many subcommittees to effectively maintain so they are working with the leaders of each subcommittee to combine efforts.

The NoCO Hospitality Sector Partnership includes industry leaders from hotels, food and beverage, and retail. The partnership has formed three working committees focused on customer experience, staffing and government regulations. The Staffing committee has developed four career pathway outlines with different archetypes to show a variety of ways to make hospitality a viable career choice and is currently looking for ways to promote the opportunities they represent. They plan to use these pathways for recruitment and retention of staff. Additionally, the Staffing committee recently received a grant from the Colorado Workforce Development Council which they will use to provide professional development opportunities to industry workers. The Regulations committee is working to help industry understand certain government practices and requirements, as well as including the business voice on rules pertaining to dogs on patios, the impact of new health dept regulations, local building/zoning processes and plastic/Styrofoam restrictions. As a part of the Regulations committee, there has been considerable work with local governments and construction contractors to develop a community development roadmap for local municipalities. The partnership has a stable Leadership Team with governance bylaws, officers, and established financial processes. LCEWD staff serve on the leadership team, support the committees, and provide guidance on partnership governance and industry engagement.

The NoCO Construction Sector Partnership continues to focus on creating meaningful work-based learning opportunities for students. Their efforts to train a corps of industry leaders to provide in-classroom learning experiences has grown with regional schools. Additionally, the partnership's annual Construction Con has been such a huge success that the student attendance has increased to over 750. During this event students are immersed in hands-on experiences showcasing a wide variety of career opportunities in the construction industry. They are also given the opportunity to apply for jobs and internships opportunities with participating businesses during this event. The partnership recently received a grant from the Colorado Workforce Development Council to offer expanded basic construction certification to regional students. Next steps for this partnership include launching the basic construction certification program, growing the scope of their school engagement, and growing financial support for the 2024 Construction Con. LCEWD staff participate on the leadership team for this partnership, serve as a liaison to school district partners for the ConstructionCon events, and help expand industry classroom presentations.

Pikes Peak (El Paso and Teller Counties):

The Pikes Peak Workforce Center is actively working with the following Sector Partnerships:

- Pikes Peak Retail and Hospitality Sector Partnership,

- Southern Colorado Regional Healthcare Sector Partnership,
- Pikes Peak Creative Sector Partnership

The Colorado Springs Manufacturing Sector Partnership is no longer active. However, we are exploring ways to re-establish a sector partnership in manufacturing and construction.

The Pikes Peak Workforce Center (PPWFC) is currently collaborating with the Pikes Peak Retail and Hospitality Sector Partnership, Southern Colorado Regional Healthcare Sector Partnership, and Pikes Peak Creative Sector Partnership. Through its Business Relations Team, PPWFC builds and strengthens relationships within these sector partnerships to support the business-led initiatives that address industry challenges. This promotes alignment of local businesses, education, and workforce. The Business Relations Team utilizes these meetings to promote its services to businesses, such as business education, job fairs, labor market information and more.

In addition, PPWFC will continue to promote its Incumbent Worker Training (IWT) program to support small employers and employers of in-demand industries. The IWT program will support employers in upskilling and retaining their employees. By providing their employees with new and valuable skills, employers can ensure that their organizations retain a competitive advantage and that their employees remain engaged through professional development.

Tri-County (Jefferson, Clear Creek and Gilpin Counties):

In alliance with the Arvada Chamber, Jefferson County Business & Workforce Center launched the Metro West Advance Manufacturing Alliance (MWAMA, this is a relaunch and replaced the Metro Manufacturing group). This group has an all-partner meeting quarterly and two action groups that meet every other month. The identified focus areas are workforce and community awareness. A Manufacturing Day event was held to educate job seekers on opportunities in manufacturing. A Construction Sector Partnership was also launched in collaboration with the Arvada Chamber. This group meets every two months and combines the all-partner meeting and action groups. They collectively decided to address workforce development, permitting and regulation and process improvement.

Behavioral Health and Clean Energy are both in the exploration space. The behavioral health kick-off event was scheduled for March 13th and provided information that educated industry partners about changes in stackable certifications and billing changes. An overview of sector partnerships will be shared at this event.

Clean Energy is also a targeted industry. It has been discussed partnering with Denver Workforce on a Clean Energy Sector partnership. A tentative launch is scheduled for April.

The Jefferson County Business & Workforce Sector Partnership Convener continues to participate and promote additional sector partnerships in the region and attend events to learn best practices. The convener leads a convener group meeting and regularly attends opportunities through Next Gen and the CWDC.

5: Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.

Since the inception of the Workforce Innovation and Opportunity Act in 2014, Local areas and the Colorado Central Planning Region have, in general, worked together with employers in sector partnerships to identify current and anticipate future training pipeline needs. The workforce development centers business services teams work with our employer and sector partners to help determine the most helpful strategies moving forward, including:

- Promoting career awareness in public school districts.
- Using sector partnership and other skills-based recruitment models to determine the specific skills needed in critical occupations.
- Developing combinations of postsecondary classroom training, work-based learning and apprenticeship opportunities designed to impart those critical skills.
- Maintaining awareness of the need for industry-recognized credential attainment through these training pipeline interventions.

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.

All workforce development areas within the CCPR are now actively partnering with economic development, chambers of commerce, small business development centers, public health, educators, and other stakeholders, to create an information and services clearing house to assist local employers in the new post-pandemic economy. All the workforce development areas have established and continue to cultivate strong community collaborations that will be maintained to ensure workforce ecosystem success as well as nimbleness to address unforeseen barriers in the event that we endure a new economic recession. It is the hope of the CCPR as well as the Colorado Local Areas that we capitalize on continuing to strengthen the relationships that we have through the use of the Workforce Intelligence Data Expert (WIDE) as well as the Evaluation Teams that have formed to review strengths and vulnerabilities of the workforce system service delivery.

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:

- 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.*
- Describe how the planning region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.*
- Describe how the planning region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.*
- 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.*
- 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.*
- 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);*

Regional Themes

The Colorado Central Planning Region (CCPR) works with a variety of partnerships through local and regional approaches to ensure that the four pillars of **quality, access, equity, and affordability** continue to be at the forefront of workforce development activities. As a collective region, these pillars are often interwoven into the work that we do with mandated partners through partnerships, although we continue to strive to give best in class services that ensure our participants have opportunities where they can acquire skills that lead to gainful employment.

The Colorado Operators Group (COG) work group was established and is continuing to be strengthened within the CCPR and has been expanded to include representation from all of Colorado's workforce development regions and serves as the coordinate mechanism toward the delivery of workforce development services to all customers and stakeholders. This group creates a uniform strategy around:

- Acts as a resource and information hub for the workforce development system region wide as new initiatives are created and new grants are awarded.
- Establishing standard MOUs, and standardizing operations under local policies (as applicable)
- Streamline service delivery across the regions.
- Coordinate the delivery of technical assistance and inform operations across the region.
- Deliver federal funding quickly and efficiently throughout the region by using a hub approach, whereby one area is designated as the fiscal agent and the other regions work together to coordinate services and meet project objectives and goals.
- Standardized procedures across region for operating new grants.

Strategies & Services with Economic Development

All workforce development areas within the CCPR are continuing to actively partner with economic development, chambers of commerce, small business development centers, public health, educators, and other stakeholders, to create an information and services clearing house to aid local employers during the post-pandemic recovery and normalization. All the workforce development areas have established strong community collaborations that continue to move workforce development forward across the CCPR. Through these collaborations, which will align with ensuring **quality** through **access** to opportunities that ensure success.

Strategies & Services to Coordinate Programs with Adult Education & Literacy

As the workforce systems continue to strengthen relationships with a variety of educational partners, some of the workforce development areas within the CCPR offer Adult Basic Education, GED preparation and English Language programming on site under financial MOUs as specified by the Workforce Innovation and Opportunities Act, while others work with partners to ensure seamless delivery of services. This continues to be an area that the CCPR and all workforce development regions ensure to collaborate with appropriate partners to lead to programmatic success. These relationships ensure **access** and **affordability** to educational opportunities that traditionally can be seen as barriers to WIOA participants.

Coordination with Division of Vocational Rehabilitation

The workforce development areas in the CCPR and the Colorado Division of Vocational Rehabilitation (DVR) have developed MOUs that outline coordinated service delivery and co-location of DVR personnel in designated

workforce centers. In addition, a designated DVR representative sits on the Business Services Executive and Leadership Teams. DVR personnel participate in all cross-training with workforce center staff. DVR personnel and local workforce center staff coordinate case management of customers who may be dual-enrolled in other programming to maximize wrap-around services. This model of relationship has been utilized to create opportunities for other co-location throughout CCPR and will continue to be supported for partnerships now and during this planning period. Relationships between local workforce boards and vocational rehabilitation help to ensure **equity, access** and **quality** opportunities to individuals seeking services through one or both systems.

Linkages Between One-Stop Delivery and Unemployment Insurance

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

The WIDE group will continue to provide information and data, in an effort to inform strategies for continued recovery through local partnerships between the workforce development boards, one-stop centers, economic developers, chambers of commerce, the Small Business Development Centers, and other stakeholders throughout the CCPR. This partnership allows for the workforce system to ensure **access** to participants who are customers of both systems, while also ensuring the pillar of **quality** is met based on labor market data.

Coordinating Activities with Statewide Rapid Response

Colorado Workforce System Business and career services teams continue to facilitate regional Rapid Response workshops for businesses who anticipate laying off workers. These workshops inform affected employees about available services through local workforce areas. In addition, local workforce regions may help affected workers in businesses anticipating layoffs to obtain employment prior to release. As a partnership between local workforce areas, and the state Rapid Response coordinator, there continues to be collaboration to ensure plant-closures and layoffs are as least impactful to both the business and employees that are affected.

For example, a large investment firm in the greater metro Denver was anticipating a layoff of a few hundred people. Local workforce regions worked together to coordinate a 'reverse hiring event,' whereby they held a job fair for the affected employees to expose them to opportunities in other investment and financial services firms. This resulted in a substantial number of the affected employees being placed in new jobs prior to separation and saved substantial amounts in potential unemployment payments. By having good working relationships to provide rapid response services, regions and local workforce boards can provide **access** to services, ensure **quality** opportunities for employment, and **equity** and **affordability** when seeking additional training either to avert layoff, or to reskill, upskill, or next skill.

Coordinating Activities with Community

As a collaborative effort, the Colorado Central Planning Region local areas work with Community-Based Organizations (CBOs), refugee resettlement agencies, and other organizations that serve priority populations throughout the region. The CCPR will continue to ensure streamlined service delivery as well as coordination throughout the system, as applicable. These collaborations ensure all four pillars are the north star as they are developed, maintained and continued.

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;

The Central Planning Region is committed to providing services to individuals with disabilities and other untapped talent. It will continue to support and explore opportunities for cooperative agreements among local boards and other local entities. Examples of these cooperative agreements may include but are not limited to: 1) sharing labor market information with WIOA partners, including adult basic education providers and the Division of Vocational Rehabilitation; 2) engaging key stakeholders from businesses and industries cooperatively; and 3) enhancing the coordination of the continuum of talent development strategies for shared customer bases across systems to build and maximize staff capacity, resources and communication.

CDLE applied for and was awarded a Disability Employment Initiative grant on behalf of several of the workforce areas within the CCPR. This has allowed workforce areas within the region to enhance services to individuals with disabilities and evaluate programmatic and physical accessibility in the local workforce centers within the CCPR. This effort led to regions throughout CCPR to host Disability Program Navigators that are dedicated to providing services to individuals who may be receiving services from one or more of our mandated partners to ensure participant success.

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.

The Central Planning Region's strategy for the coordination of transportation and other supportive services will continue to center on using the collective voice of the region to approach agencies and negotiate competitive rates, as applicable. This should improve the accessibility and affordability of these services to its customers. The region anticipates that the size and volume of its customer base will contribute to its ability to negotiate the best possible value for these services.

The region will prioritize these efforts based on the most prevalent needs of customers across the region (e.g., transportation services, childcare). This will require all local area workforce development boards to develop a comprehensive understanding of each other's local area needs and available resources, which has been achieved through the Colorado Operators Group (COG).

Workforce boards will acquire this knowledge through regular informal meetings as well as through formal regional planning sessions, as described above.

As an update, the workforce development areas that make up the Central Planning Region are committed to identifying and partnering with any additional resources that can provide a more comprehensive package of braided, wrap-around supportive services than are allowable under WIOA.

For example, state apprenticeship expansion grants now allow for supportive services to be funded for enrolled apprentices in USDOL registered apprenticeship programs. This includes transportation, equipment, tools, clothing, and other relevant services necessary for success in the apprenticeship.

Several local areas within the CCPR are reviewing alternative ways to disperse funds to program participants rather than utilize traditional vouchers or checks for delivery of supportive services and other customer expenses.

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.

The Central Planning Region will not pursue administrative cost agreements. Currently, each local area has its own unique budget structure and cost allocation plan that does not permit regional administrative cost arrangements.

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.

Within the Central Planning Region, local area workforce boards will operate autonomously, and the region will work to collectively negotiate with the governor the accountability measures for these local areas. Traditionally, this negotiation has been with local areas within the CCPR and other regions of the state and CDLE to ensure that there is a highlight to the local area strengths and success of the system as a whole. In addition, when it is strategically and financially in the best interest of the region and local areas, the Central Planning Region will report outcomes at the regional rather than local level.

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.

Though this effort was underway, the pandemic caused workforce centers in the CCPR to have to operate virtually for case management appointments, supportive services, and group orientations and intake. These efforts will continue as the recovery progresses and beyond with knowledge gained over the previous four years setting local areas up for success in in-person, hybrid and/or virtual service delivery based on the current need.

Tools being used include Zoom, MS Teams, Google Meet and several regions are using Electronic Signature software to obtain virtual signatures. It is anticipated that a combination of these tools and virtual services with in-person services will continue to be utilized throughout the central planning region, and the Colorado workforce system as a whole, now and in the future.

13: Briefly describe the activities and steps taken to develop this regional plan.

Through the relationship that has been fostered between local area workforce development leaders, the CCPR plan was developed through collaboration with the director of the Colorado Urban Workforce Alliance, as well as the Weld and Rural Consortium regions, to ensure that there is alignment between all 10 federally recognized workforce development areas. Through this effort, a number of local areas have completed strategic planning and alignment retreats that allowed local workforce board members to align local priorities with regional efforts, and state action items. Additionally, all local and regional area data comes from a consistent source so that users have the ability to easily read and understand when reviewing or reading multiple plans. The goal will continue to show how even with local control prevalent throughout Colorado, that there continues to be collaborative efforts from all workforce parties to ensure service delivery and outcomes are consistent.

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.

The development of this plan was coordinated by Colorado Urban Workforce Alliance (CUWA) and included assistance from various regional workforce development board staffs. Data for questions one through three was supplied by the Workforce Intelligence Data Expert (WIDE) group and was led by the economist from Arapahoe/Douglas Works! Workforce Center.

Leadership from the local areas making up the CCPR met and reviewed the plan and provided updates and edits. The draft plan was shared by workforce area directors with their boards and posted on the CWDC website for 30 day public comment period ending May 5, 2024. There were no comments from the public and no additional changes were made to the document. The finalized CCPR Regional Plan will be submitted to CDLE by May 31, 2024.

Attachment 1 – PY24-27 FOUR-YEAR REGIONAL/LOCAL PLAN NARRATIVE UPDATE

Signature Page

The undersigned below certify that all Plan modifications are accurately presented here to the best of their knowledge. This signature page shall become an Exhibit to the Master Agreement for Workforce Development Programs, indicating submission and approval.

Planning Region: Colorado Central Planning Region

<u>Elected Official</u>	<u>Elected Official</u>
<p>Signature: <u></u></p> <p>Date: <u>07/23/24</u></p> <p>Printed Name: Emma Pinter Elected Official for: Adams County Board of County Commissioners <u>Adams County Workforce Development Board</u></p> <p>Chair Signature: <u></u></p> <p>Date: <u>7/18/2024</u></p> <p>Printed Name: Peter Brissette <u>Local Area Director</u></p> <p>Signature: <u></u></p> <p>Date: <u>7/17/2024</u></p> <p>Printed Name: Jodie Kammerzell</p>	<p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Carrie Warren-Gully Elected Official for: Arapahoe County Board of County Commissioners <u>Arapahoe/Douglas Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Peter Hancock <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Sasha Easton</p>
<u>Elected Official</u>	<u>Elected Official</u>
<p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Ashley Stolzmann Elected Official for: Boulder County Board of County Commissioners <u>Boulder Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Corine Waldau <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Erin Jones</p>	<p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Mike Johnston Elected Official for: City and County of Denver <u>Denver Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Kelli Kelly <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Tony Anderson</p>

Elected Official
<p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: John Kefalas Elected Official for: Larimer County Board of County Commissioners <u>Larimer Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Julie Cila <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Mark Johnston</p>

Elected Official
<p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Bob Campbell Elected Official for: Consortium Executive Board (El Paso and Teller Counties) <u>Pikes Peak Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Tamara Moore <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Traci Marques</p>

Elected Official
<p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Leslie Dahlkemper Elected Official for: Jefferson County Board of County Commissioners <u>Tri-County Workforce Development Board</u></p> <p>Chair Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Annie Lozano <u>Local Area Director</u></p> <p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Kat Douglas</p>

ADDITIONAL SIGNATURES
<p>Signature: _____</p> <p>Date: __/__/____</p> <p>Printed Name: Todd Nielsen Title Director, Colorado Urban Workforce Alliance</p>