Council Meeting

May 10-11, 2018

Vail, Colorado
Welcome to Day 1

Meeting will begin promptly at 10:45 am
Welcome

Kyle Sickman, Chair

- Introductions
- Meeting goals
- Approval or agenda
- Approval of last meeting minutes
- Success stories
Introductions

*Kyle Sickman, Chair*

- Name
- Organization/Company
- Region/Industry
Goals of the meeting

Kyle Sickman, Chair

• Efficiently conduct CWDC business
• Refine and advance our plan for work-based learning in Colorado
• Select industries for 2018-2019 career pathways development
• Advise final development of the TalentFOUND Gateway
• Learn about opportunities, challenges and solutions for talent development in mountain communities
• Members individually advance in their understanding and engagement of the work of the CWDC
• Get to know your fellow Council members and HAVE FUN!
The Six Levels of Commitment

<table>
<thead>
<tr>
<th>Level</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Interested</td>
<td>1. Aware of the basics and adding to that knowledge on a casual basis</td>
</tr>
<tr>
<td>2. Informed</td>
<td>2. Knowledgeable as a result of persistent, intentional study</td>
</tr>
<tr>
<td>3. Involved</td>
<td>3. Knowledgeable as a result of both study and activity</td>
</tr>
<tr>
<td>4. Immersed</td>
<td>4. Recognized as an expert of specialist</td>
</tr>
<tr>
<td>5. Invested</td>
<td>5. Recognized as “a” leader in the field</td>
</tr>
<tr>
<td>6. Innovative</td>
<td>6. Recognized as “the” leader in the field</td>
</tr>
</tbody>
</table>

Do you approve the May meeting agenda?

A. Yes
B. No
Do you approve the January meeting minutes?

A. Yes
B. No
Success Stories

Kyle Sickman, Chair
Mentimeter

Lee Wheeler-Berliner
High-Performing Board

Lisanne McNew, President & CEO, McNew & Associates
Business Council Member
Wendy Brors, CWDC
### Seeking High Performance

<table>
<thead>
<tr>
<th>LISTEN</th>
<th>State: Organize listening with local boards to determine what they value and they recognize as high-performing attributes to identify criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUILD</td>
<td>Local + State: Write definition of high-performing, identify KPIs, and build self-assessment survey for board to identify what they want to improve</td>
</tr>
<tr>
<td>ASSESS</td>
<td>Local Board: Take self-assessment and select area(s) for improvement</td>
</tr>
</tbody>
</table>
| INVEST         | State: Provide assistance to boards for performance improvement initiatives  
Local Board: Host meaningful discussion, make a plan, seek state support |
| RECOGNIZE      | State: Recognize high-performing local boards |
Council Results

#1 Board is made up of diverse and knowledgeable members.

#4 The local board accomplishes goals and strategic priorities through business-led meetings as demonstrated by the data.

#2 Board members actively participate in board meetings and activities supporting the local workforce system.

**Opportunity to improve having members more actively participate in a committee.**

#3 Board members serve as liaisons between the community and the local workforce center, exhibiting community engagement through active participation in events or initiatives beyond the workforce system.

**Opportunity to improve members facilitating partnerships between local businesses in their industry including developing and supporting sector partnerships.**
Areas to Improve

• Opportunity to improve having members more actively participate in a committee.
  – Circulate committee structure and rosters

• Opportunity to improve members facilitating partnerships between local businesses in their industry including developing and supporting sector partnerships.
  – Industry Champion Role
CWDC Board

Executive Committee

Advocacy
- Marketing & Outreach
- Policy & Legislation
- Data & Alignment

Education & Training
- State Youth Council
- Career Pathways
- STEM

Sectors
- College in CO Task Force
- Disability Employment Initiative
Select one of the two areas identified for improvement

1. Opportunity to improve having members more actively participate in a committee.
2. Opportunity to improve members facilitating partnerships between local businesses in their industry including developing and supporting sector partnerships.
Proposed Council Meeting location for the September 2018 meeting.

Meeting Date
Thursday - Friday, September 27-28, 2018

Meeting Location Proposal
Weld County

Council Member
Paul Harter & Kevin Cory
Do you approve the meeting location proposal for the September 2018 meeting?

A. Yes
B. No

Graph showing 100% for Yes and 0% for No.
Proposed Council Meeting location for January 2019 meeting.

Meeting Date
Thursday - Friday, January 2019 (TBD)

Meeting Location Proposal
Denver Metro Area: Aurora

Council Member
Teina McConell
Do you approve the meeting location proposal for the January 2019 meeting?

A. Yes
B. No
Call for Local Plan Reviewers

*Lee Wheeler-Berliner, CWDC*

- Nancy Jackson
- Diane Hegeman
- Kevin Cory
- Lisanne McNew
- Kristin Todd
- Kristie LaRose
Do you approve to delegate the Board Certification to the Executive Committee?

- Yes
- No

100% Yes
0% No
Do you approve to delegate the Plan Approval to the Executive Committee?

- Yes
- No
Call for Local Board Grant Reviewers

Lee Wheeler-Berliner, CWDC

- Nancy Jackson
- Rachel Patrick
- Diane Hegeman
- Evan Abbott
- Kristie LaRose
Many partners in the TalentFOUND network currently issue awards related to talent development. Current common industry awards categories include: Outstanding Talent Champion; Diversity Champion; Educator of the Year.

Winners of industry and sector awards related to Colorado’s talent development network are automatically qualified as nominees for the annual TalentFOUND Talent Champion Awards.

Jan–Nov 2018: Organizations issue talent related awards.
Dec 15, 2018: Deadline for awarding organizations to submit the names of their winners as nominees to TalentFOUND awards.
Finance Update

Kristie LaRose, Treasurer
Wendy Brors, CWDC
## 2017 / 2018 Actuals to Budget

<table>
<thead>
<tr>
<th>Name</th>
<th>Budget</th>
<th>Actuals + Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerator</td>
<td>28,700</td>
<td>28,700</td>
</tr>
<tr>
<td>Discretionary (Annualized PY15-PY17)</td>
<td>3,868,115</td>
<td>3,868,115</td>
</tr>
<tr>
<td>Expansion</td>
<td>1,200,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>HB 15-1170 Postsecondary &amp; Workforce Readiness</td>
<td>110,180</td>
<td>110,180</td>
</tr>
<tr>
<td>HB 15-1230 Innovative Industries Workforce Development Program</td>
<td>87,375</td>
<td>87,375</td>
</tr>
<tr>
<td>HB 15-1274 Career Pathways</td>
<td>477,988</td>
<td>477,988</td>
</tr>
<tr>
<td>HB 16-1288 Industry Infrastructure Grant Program</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Operating (includes $55K reserves)</td>
<td>580,296</td>
<td>580,296</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$6,652,654</strong></td>
<td><strong>$6,652,654</strong></td>
</tr>
</tbody>
</table>
## 2017/18 Highlights

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector Partnerships Grants</td>
<td>$646,856</td>
</tr>
<tr>
<td>Performance Incentive Funds</td>
<td>$540,650</td>
</tr>
<tr>
<td>Thriving WBL Communities</td>
<td>$469,817</td>
</tr>
<tr>
<td>CDLE Workforce Development Programs</td>
<td></td>
</tr>
<tr>
<td>Service Augmentation</td>
<td>$465,000</td>
</tr>
<tr>
<td>Workforce Innovation Pilot &amp; Acceleration</td>
<td>$350,000</td>
</tr>
<tr>
<td>Local Workforce Development Board Support Grant</td>
<td>$50,000</td>
</tr>
</tbody>
</table>
### 2018 / 2019 Allocation

<table>
<thead>
<tr>
<th>Name</th>
<th>BOY Balance</th>
<th>Committed %</th>
<th>Concept %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discretionary (Annualized)*</td>
<td>$3,110,618</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>HB 15-1170 Postsecondary &amp; Workforce Readiness</td>
<td>$110,180</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>HB 15-1230 Innovative Industries Workforce Development Program</td>
<td>$87,375</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>HB 15-1274 Career Pathways</td>
<td>$477,988</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>HB 16-1288 Industry Infrastructure Grant Program</td>
<td>$300,000</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Operating (includes $50K reserves)</td>
<td>$580,296</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,666,820</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

* Finalize amount in September
## Business Portfolio Investment

<table>
<thead>
<tr>
<th>Goal</th>
<th>$ Total Funding</th>
<th>% Total Funding</th>
<th>$ Total Funding</th>
<th>% Annualized Discretionary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Pathways</td>
<td>1,476,542</td>
<td>32%</td>
<td>398,000</td>
<td>13%</td>
</tr>
<tr>
<td>Council Ops</td>
<td>360,431</td>
<td>8%</td>
<td>80,700</td>
<td>3%</td>
</tr>
<tr>
<td>Sectors</td>
<td>833,807</td>
<td>18%</td>
<td>702,542</td>
<td>23%</td>
</tr>
<tr>
<td>TalentFOUND</td>
<td>425,180</td>
<td>9%</td>
<td>363,515</td>
<td>12%</td>
</tr>
<tr>
<td>Workforce Infrastructure*</td>
<td>1,565,861</td>
<td>34%</td>
<td>1,565,861</td>
<td>50%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,666,820</strong></td>
<td><strong>$3,110,618</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* examples include grants, performance incentive funds
18/19 Discretionary Gov Letter

I. CWDC Initiatives

$1,840,229

1. Industry-Led State and Regional Sectors Networks (Sectors Steering Committee)
Sector Partnerships*, Industry Intermediaries, Workforce Development Boards

2. Talent Development Innovation Initiatives (Education and Training Steering Committee)
• Competency-Based Career Pathways*; Work based Learning

3. Talent Development Research, Information, and Communications (Advocacy Steering Committee)
• Update and Maintenance of Colorado Talent Development Platforms*
• Access to Economic and Labor Market Information*
II. CDLE Workforce Development Programs

Service Augmentation $465,000

*Improving Quality Through Technical Assistance and Evaluations for Local Workforce Areas*

III. CDLE Workforce System

Performance Incentive Funds $425,000

To provide incentive funds to local workforce boards for exemplary performance, regional cooperation among local boards and local coordination of program activities across systems, for better alignment and outcomes.
Council Member Spotlight

Carol Lewis
Human Resources Manager
Sonnenalp Hotel
Lunch

The meeting will resume at 1:20 pm
Work-Based Learning
Overview of Work-Based Learning

Sam Walker
Executive Director
Colorado Department of Labor and Employment
Plan for Accelerating Work-Based Learning Through April 2019

Renise Walker, CWDC & CDE
Jenny Smith, Denver Chamber of Commerce/CWDC
WBL as a Core Talent Dev Strategy

Renise Walker, CWDC
Jenny Smith, Metro Denver Chamber of Commerce/CWDC

Goal #1: Operationalize Work-Based Learning as a Core Strategy
Break

The meeting will resume at 3:35 pm
Business Engagement and Marketing

Wendy Brors, CWDC

• Sectors Updates
• Goal #2: Develop a coordinated strategy to engage and market to businesses
Sector Partnerships

R 2 NOCO Manufacturing
R 2 NOCO Health

R11 Mesa County Health Care
R11 Mesa Manufacturing

R13 Upper Arkansas Healthcare
R13 Upper Arkansas Outdoor Recreation & Tourism
R13 Upper Arkansas Tech

R 8 SLV Value-Added Ag
R 8 SLV Health and Wellness

R 9 Southwest Colorado Healthcare

R 7 Southern Colorado Healthcare
R 7 Southern Colorado Manufacturing

R 1 Northeastern Colorado Manufacturing NECOM

R 3 Metro Denver Retail
R 3 Metro Denver Construction
R 3 Denver Metro Technology
R 3 Northwest Metro Tech
R 3 Metro Denver Manufacturing
R 3 Greater Metro Denver Healthcare

R 5 Health & Wellness

R 4 COS Health
R 4 CAMA South

R 6 Southeastern Colorado Healthcare
R 6 Southeast Colorado Manufacturing
WBL Best Practices

Business
- Bryan Dear
- Jay Hardy
- Lisanne McNew
- Kevin Cory
- Paul Harter
- Ryan Keiffer
- Tim Fry

Partners
- Diane Hegeman
- Evan Abbott
- Karla Grazier
- Katy Anthes
- Kelly Folks
- Kristin Todd
- Nancy Jackson
Wrap Up
The Finance Update was interesting, timely and valuable use of my time as a council member

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree

Strongly Agree: 56%
Agree: 44%
Unsure/Neutral: 0%
Disagree: 0%
Strongly Disagree: 0%
The work sessions focusing on Work-Based Learning was interesting, timely and valuable use of my time as a council member

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
The Business Engagement Sectors Update was interesting, timely and valuable use of my time as a council member?

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
Meals

Tonight

– Dinner on your own. We encourage you to join fellow council members and staff to get to know each other better.
– We will meet in the lobby at 6:15 pm

Tomorrow

– Breakfast at 7:00 am
– Meeting will begin at 7:30 am
Welcome to Day 2

Meeting will begin promptly at 7:30 am
Welcome

Kyle Sickman, Chair

- Recap day 1
- Success stories
Work-Based Learning Cont’d
Goal #3: Establish common messages and implement a coordinated communications strategy to raise awareness of, drive understanding and involvement in work-based learning initiatives.
WBL Community of Practice

Goal #4: Launch and convene WBL community of practice to identify and scale promising practices

Renise Walker, CWDC/CDE
Lee Wheeler-Berliner, CWDC
Break

The meeting will resume at 9:35 am
Career Pathways for Critical Occupations

Lee Wheeler-Berliner
Assistant Director
Colorado Workforce Development Council

Melissa Martin
Director of Pathways
CCCS
Discuss and select two Industries to focus Career Pathways development on from July 2018 - June 2019 from the following:

1. Education
2. Mental & Behavioral Health
3. Energy & Natural Resources
4. Investment Services (formerly titled financial services)
Context • Career Pathways
HB15-1274
Creation of Career Pathways for Students for Critical Occupations in Growing Industries.

(3)(a) The State Council, in collaboration with its partners and after consulting with local work force boards, and a task force within the Department of Education consisting of leadership from the Department of Education and Superintendents of local school districts, shall design integrated career pathways for students within industry sectors identified in the annual Colorado Talent Report prepared pursuant to Section 24-46.3-103 that are growing industries and that have critical occupations that are without clearly articulated career pathways.

Top Jobs in Colorado

Looking at jobs that have above average growth rates, high annual openings, and offer a living wage helps us anticipate where there are great opportunities for Coloradans, the education required, and where we may wish to prioritize talent development strategies.
Colorado Career Pathways Progress To Date

✓ Advanced Manufacturing
✓ Information Technology
✓ Healthcare
✓ Construction & Skilled Trades

Under Development in 2017-2018:
✓ Cybersecurity  ✓ Business Operations
CareersInColorado.org

A free online resource for career pathways & critical occupations in Colorado
Pathway Selection

- Decision Factors
- Data Sources
- Sector Strategies
- TalentFOUND & Industry Engagement
Decision Factors

1. **Top Jobs** and the share of all top jobs in that industry

2. **Critical occupations**: Is there a critical need for the industry or for our state?

3. Readiness for **Industry Engagement**
   a. Is there industry leadership and infrastructure to drive engagement?

4. **Strategy Alignment** (competency-based, work-based learning opportunities, etc.)
   a. Are there work-based learning opportunities? Are there apprenticeable occupations?
Weight of Factors

Scoring Guide

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of Top Jobs</td>
<td>4</td>
</tr>
<tr>
<td>Critical Need</td>
<td>3</td>
</tr>
<tr>
<td>Industry Leadership</td>
<td>2</td>
</tr>
<tr>
<td>Strategy Alignment</td>
<td>1</td>
</tr>
</tbody>
</table>
Today’s Process

• Share data and insights on the top industries for each decision factor
• Group discussion and Q & A
• Staff Recommendation
• Scoring and Adjustment
• Vote
Utilizing Labor Market & Colorado Demographic Data
Top Jobs in Colorado: Tier 1 & Tier 2

Share of annual job openings for jobs that show high growth (>2.05% annually), high openings (>40 annually), and pay a living wage for a family of 3 with 1 working adult ($24.19/hr.).

Tier 1 Top Jobs - Share of Projected Job Openings by Occupation Cluster

<table>
<thead>
<tr>
<th>Occupation Cluster</th>
<th>Share of Job Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare Practitioners &amp; Technical</td>
<td>5,074 (23%)</td>
</tr>
<tr>
<td>Business &amp; Finance</td>
<td>4,267 (20%)</td>
</tr>
<tr>
<td>Management</td>
<td>3,928 (18%)</td>
</tr>
<tr>
<td>Computer &amp; Mathematical</td>
<td>3,301 (15%)</td>
</tr>
<tr>
<td>Architecture &amp; Engineering</td>
<td>909 (4%)</td>
</tr>
<tr>
<td>Education, Training &amp; Library</td>
<td>885 (4%)</td>
</tr>
<tr>
<td>Life, Physical, &amp; Social Science</td>
<td>869 (4%)</td>
</tr>
<tr>
<td>Installation, Maintenance &amp; Repair</td>
<td>734 (3%)</td>
</tr>
<tr>
<td>Construction &amp; Extraction</td>
<td>642 (3%)</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports &amp; Media</td>
<td>392 (2%)</td>
</tr>
<tr>
<td>Sales</td>
<td>259 (1%)</td>
</tr>
<tr>
<td>Community &amp; Social Service</td>
<td>184 (1%)</td>
</tr>
<tr>
<td>Healthcare Support</td>
<td>87 (0.4%)</td>
</tr>
<tr>
<td>Transportation &amp; Material Moving</td>
<td>44 (0.2%)</td>
</tr>
<tr>
<td>Production</td>
<td>40 (0.2%)</td>
</tr>
</tbody>
</table>

Tier 2 Top Jobs - Share of Projected Job Openings by Occupation Cluster

<table>
<thead>
<tr>
<th>Occupation Cluster</th>
<th>Share of Job Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction &amp; Extraction</td>
<td>5,733 (21%)</td>
</tr>
<tr>
<td>Office &amp; Administrative Support</td>
<td>4,374 (16%)</td>
</tr>
<tr>
<td>Healthcare Support</td>
<td>3,142 (12%)</td>
</tr>
<tr>
<td>Food Preparation &amp; Serving</td>
<td>2,860 (11%)</td>
</tr>
<tr>
<td>Education, Training &amp; Library</td>
<td>2,181 (8%)</td>
</tr>
<tr>
<td>Personal Care &amp; Service</td>
<td>1,921 (7%)</td>
</tr>
<tr>
<td>Installation, Maintenance &amp; Repair</td>
<td>1,505 (6%)</td>
</tr>
<tr>
<td>Healthcare Practitioners &amp; Technical</td>
<td>1,457 (5%)</td>
</tr>
<tr>
<td>Community &amp; Social Service</td>
<td>1,381 (5%)</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports &amp; Media</td>
<td>588 (2%)</td>
</tr>
<tr>
<td>Transportation &amp; Material Moving</td>
<td>528 (2%)</td>
</tr>
<tr>
<td>Production</td>
<td>353 (1%)</td>
</tr>
<tr>
<td>Legal</td>
<td>266 (1%)</td>
</tr>
<tr>
<td>Life, Physical, &amp; Social Science</td>
<td>257 (1%)</td>
</tr>
<tr>
<td>Business &amp; Finance</td>
<td>138 (1%)</td>
</tr>
<tr>
<td>Management</td>
<td>49 (0.2%)</td>
</tr>
</tbody>
</table>

Share of annual job openings for jobs that show high growth (>2.05% annually), high openings (>40 annually), and pay above a living wage for an individual ($11.82/hr.) and below $24.19/hr.).
Largest Gaps Between Job Openings and Degree Completions

Registered Nurses
Airline Pilots, Copilots, and Flight Engineers
Civil Engineers
Mental Health Counselors
Accountants and Auditors
Elementary and Secondary School Teachers

CO Degree Completions 2016
Difference Between Job Openings and Completions
All Top Jobs by Education Required

- Bachelor’s degree: 35%
- HS diploma & moderate to no OJT: 22%
- No formal educational credential: 12%
- Postsecondary certificate: 7%
- Apprenticeship: 6%
- Long-term OJT: 4%
- Master’s degree: 4%
- Doctoral/professional degree: 4%
- Associate degree: 4%
- Some college, no degree: 3%
• Colorado’s Sector Strategies Network
• Industry-Driven Career Pathways Systems
• Work-Based Learning Initiatives
• Competency-Based Education & Hiring
• Expansion of Industry Recognized Credentials
• 2Gen Approach
Industry engagement: Sector Partnership & State-Level Associations

25 Sector Partnerships Engaging 750+ Businesses

- 10 Healthcare
- 7 Advanced Manufacturing
- 3 Tech
- 1 Construction
- 1 Tourism & Outdoor Rec
- 1 Tree Care (Arborist)
- 1 Retail
- 1 Value-Added Agriculture

10 State-Level Trade Associations

1. Associated General Contractors (AGC) of Colorado
2. Colorado Advanced Manufacturing Alliance (CAMA)
3. Colorado Bankers Association (CBA)
4. Colorado BioScience Association (CSBA)
5. Colorado Building and Construction Trades Council (CBCTC)
6. Colorado Cleantech Industries Association (CCIA)
7. Colorado Hospital Association (CHA)
8. Colorado Photonics Industry Association (CPIA)
9. Colorado Technology Association (CTA)
10. Tree Care Industry Association (TCIA)
Career Pathways Insights

- Progress
- Purpose
- Lessons Learned
By the Numbers:
Career Pathways Progress

Of the 168 Top Jobs highlighted in the Talent Pipeline Report (48,348 total openings), 88 have been covered in pathways (32,828 job openings).
Pathways Development

IS

– A process to engage industry and public partners in talent pipeline conversations
– Tools for students, jobs seekers, educators and career navigators to use in career development

IS NOT

– A policy lever/solution
– A resolution to living wage gaps
Lessons learned

Industry engagement is critical:
• Existing industry buy-in and organization
• Working with competition
• If the pathway is nebulous

Data limitations:
• Seasonal/Gig/Self-Employment Situations
• Attrition not reflected in demand
• Largely retrospective
• Limited to BLS categorization
  • Cross-sector fields (ie Ag, Green Economy)
  • Emerging fields (ie cybersecurity, data science/analytics)
  • Multifaceted roles (ie small business)
Pathway Selection

• Deep dive into 4 options
Factor 1

Share of Top Jobs
<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Job Count</th>
<th># of Openings</th>
<th>% of total top jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Industries</td>
<td>7</td>
<td>980</td>
<td>6.6%</td>
</tr>
<tr>
<td>Education</td>
<td>21</td>
<td>4,039</td>
<td>27.3%</td>
</tr>
<tr>
<td>Early Childhood</td>
<td>5</td>
<td>1,623</td>
<td></td>
</tr>
<tr>
<td>Multi-level</td>
<td>3</td>
<td>1,249</td>
<td></td>
</tr>
<tr>
<td>Postsecondary</td>
<td>13</td>
<td>1,167</td>
<td></td>
</tr>
<tr>
<td>Food Preparation &amp; Serving</td>
<td>5</td>
<td>3,363</td>
<td>22.7%</td>
</tr>
<tr>
<td>Mental &amp; Behavioral Health</td>
<td>8</td>
<td>1,147</td>
<td>7.8%</td>
</tr>
<tr>
<td>Misc.</td>
<td>9</td>
<td>1,919</td>
<td>12.9%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>2</td>
<td>425</td>
<td></td>
</tr>
<tr>
<td>Skilled Trades</td>
<td>3</td>
<td>635</td>
<td></td>
</tr>
<tr>
<td>Veterinarians</td>
<td>2</td>
<td>285</td>
<td></td>
</tr>
<tr>
<td>Personal Financial Advisors</td>
<td>1</td>
<td>308</td>
<td></td>
</tr>
<tr>
<td>Legal Support</td>
<td>1</td>
<td>266</td>
<td></td>
</tr>
<tr>
<td>Personal Care &amp; Service</td>
<td>5</td>
<td>1,125</td>
<td>7.6%</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>4</td>
<td>222</td>
<td>1.5%</td>
</tr>
<tr>
<td>Science</td>
<td>15</td>
<td>1,407</td>
<td>9.5%</td>
</tr>
<tr>
<td>Aerospace</td>
<td>1</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>Cross-sector</td>
<td>4</td>
<td>344</td>
<td></td>
</tr>
<tr>
<td>Energy &amp; Natural Resources</td>
<td>10</td>
<td>976</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>4</td>
<td>584</td>
<td>3.9%</td>
</tr>
<tr>
<td>Totals</td>
<td>78</td>
<td>14,786</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

# 168 total top jobs (48,348 total openings)
# 92 covered in pathways (33,562 job openings)
# 78 not covered (14,786 job openings)
Remaining Top Jobs by Category

Jobs Count = 78

# of Openings = 14,786

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>27%</td>
</tr>
<tr>
<td>Food Preparation &amp; Serving</td>
<td>23%</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>7%</td>
</tr>
<tr>
<td>Science</td>
<td>9%</td>
</tr>
<tr>
<td>Mental &amp; Behavioral Health</td>
<td>8%</td>
</tr>
<tr>
<td>Misc.</td>
<td>13%</td>
</tr>
<tr>
<td>Personal Care &amp; Service</td>
<td>8%</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>1%</td>
</tr>
<tr>
<td>Transportation</td>
<td>4%</td>
</tr>
</tbody>
</table>

Transportation includes Production Occupations.
Of the 82 top jobs...

- 37 are Tier 1; 45 are Tier 2
- Median hourly and annual salaries vary greatly, from $11.90 an hour ($24,754 annual) for Bakers, to $67.89 an hour ($141,221 annual) for Petroleum Engineers
- Educational requirements are widely distributed, with 53.7% of top jobs requiring a Bachelor’s degree or higher
- The number of openings range from 40 (Health Educators & Stationary Engineers and Boiler Operators) to 1,844 (Cooks).
- Growth rates range from 20.59% for Instructional Coordinators to 53.45% for Interpreters and Translators
- 24 are apprenticeable by the USDOL
- 11 have existing apprenticeships in CO
- 17 are licensed occupations
<table>
<thead>
<tr>
<th>Subcategory</th>
<th>Occupation Title</th>
<th>SOC</th>
<th>Median Hourly ($)</th>
<th>Median Annual ($)</th>
<th>2016-2026 Growth Rate (%)</th>
<th>Annual Avg. Openings (#)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-level</td>
<td>Teacher Assistants</td>
<td>25-9041</td>
<td>13.13</td>
<td>27,303</td>
<td>21.93</td>
<td>861</td>
</tr>
<tr>
<td></td>
<td>Self-Enrichment Education Teachers</td>
<td>25-3021</td>
<td>17.39</td>
<td>36,180</td>
<td>31.24</td>
<td>282</td>
</tr>
<tr>
<td></td>
<td>Instructional Coordinators</td>
<td>25-9031</td>
<td>32.10</td>
<td>66,774</td>
<td>20.59</td>
<td>106</td>
</tr>
<tr>
<td>Early Childhood</td>
<td>Childcare Workers</td>
<td>39-9011</td>
<td>12.32</td>
<td>25,627</td>
<td>27.20</td>
<td>796</td>
</tr>
<tr>
<td></td>
<td>Preschool Teachers, Except Special Education</td>
<td>25-2011</td>
<td>13.37</td>
<td>27,813</td>
<td>33.40</td>
<td>544</td>
</tr>
<tr>
<td></td>
<td>Education Administrators, Preschool &amp; Childcare Center/Program</td>
<td>11-9031</td>
<td>21.57</td>
<td>44,862</td>
<td>33.42</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Kindergarten Teachers, Except Special Education</td>
<td>25-2012</td>
<td>22.48</td>
<td>46,758</td>
<td>20.97</td>
<td>193</td>
</tr>
<tr>
<td></td>
<td>Special Education Teachers, Preschool</td>
<td>25-2051</td>
<td>25.01</td>
<td>52,016</td>
<td>21.77</td>
<td>41</td>
</tr>
<tr>
<td>Postsecondary</td>
<td>Graduate Teaching Assistants</td>
<td>25-1191</td>
<td>17.56</td>
<td>36,532</td>
<td>20.71</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td>Education Teachers, Postsecondary</td>
<td>25-1081</td>
<td>23.20</td>
<td>48,247</td>
<td>23.86</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>English Language and Literature Teachers, Postsecondary</td>
<td>25-1123</td>
<td>24.28</td>
<td>50,501</td>
<td>25.47</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>Vocational Education Teachers, Postsecondary</td>
<td>25-1194</td>
<td>24.97</td>
<td>51,942</td>
<td>21.89</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td>Psychology Teachers, Postsecondary</td>
<td>25-1066</td>
<td>25.28</td>
<td>52,574</td>
<td>31.54</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Art, Drama, and Music Teachers, Postsecondary</td>
<td>25-1121</td>
<td>25.79</td>
<td>53,638</td>
<td>25.86</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Mathematical Science Teachers, Postsecondary</td>
<td>25-1022</td>
<td>27.11</td>
<td>56,387</td>
<td>32.29</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Nursing Instructors and Teachers, Postsecondary</td>
<td>25-1072</td>
<td>27.67</td>
<td>57,555</td>
<td>36.17</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Biological Science Teachers, Postsecondary</td>
<td>25-1042</td>
<td>29.88</td>
<td>62,146</td>
<td>31.30</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>Business Teachers, Postsecondary</td>
<td>25-1011</td>
<td>35.30</td>
<td>73,418</td>
<td>23.60</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>Education Administrators, Postsecondary</td>
<td>11-9033</td>
<td>37.74</td>
<td>78,496</td>
<td>23.28</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>Engineering Teachers, Postsecondary</td>
<td>25-1032</td>
<td>46.18</td>
<td>96,064</td>
<td>28.49</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Health Specialties Teachers, Postsecondary</td>
<td>25-1071</td>
<td>50.86</td>
<td>105,779</td>
<td>35.70</td>
<td>295</td>
</tr>
</tbody>
</table>
What about K-12?

- Growth is measured but not attrition
  - As a state we estimate the need to hire 50,000 education workers over the next five years. **This is just to replace for attrition and retirements.**

- Salary calculation based on 2,080 hours, rather than 1,560 for 9 months of work
# 2017 Top Jobs: Mental & Behavioral Health

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>SOC</th>
<th>Median Hourly ($)</th>
<th>Median Annual ($)</th>
<th>2016-2026 Growth Rate (%)</th>
<th>Annual Avg. Openings (#)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social and Human Service Assistants</td>
<td>21-1093</td>
<td>16.06</td>
<td>33,412</td>
<td>28.51</td>
<td>122</td>
</tr>
<tr>
<td>Rehabilitation Counselors</td>
<td>21-1015</td>
<td>17.21</td>
<td>35,789</td>
<td>27.81</td>
<td>88</td>
</tr>
<tr>
<td>Community and Social Service Specialists, All Other</td>
<td>21-1099</td>
<td>17.88</td>
<td>37,185</td>
<td>29.00</td>
<td>157</td>
</tr>
<tr>
<td>Child, Family, and School Social Workers</td>
<td>21-1021</td>
<td>21.54</td>
<td>44,813</td>
<td>22.83</td>
<td>316</td>
</tr>
<tr>
<td>Educational, Guidance, School, and Vocational Counselors</td>
<td>21-1012</td>
<td>23.28</td>
<td>48,423</td>
<td>23.15</td>
<td>192</td>
</tr>
<tr>
<td>Healthcare Social Workers</td>
<td>21-1022</td>
<td>24.57</td>
<td>51,098</td>
<td>35.45</td>
<td>144</td>
</tr>
<tr>
<td>Health Educators</td>
<td>21-1091</td>
<td>25.06</td>
<td>52,114</td>
<td>26.72</td>
<td>40</td>
</tr>
<tr>
<td>Social and Community Service Managers</td>
<td>11-9151</td>
<td>33.93</td>
<td>70,570</td>
<td>26.35</td>
<td>88</td>
</tr>
</tbody>
</table>
# 2017 Top Jobs: Energy & Natural Resources

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>SOC</th>
<th>Median Hourly ($)</th>
<th>Median Annual (%)</th>
<th>2016-2026 Growth Rate (%)</th>
<th>Annual Avg. Openings (#)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roustabouts, Oil and Gas</td>
<td>47-5071</td>
<td>18.38</td>
<td>38,240</td>
<td>26.2343</td>
<td>110</td>
</tr>
<tr>
<td>Service Unit Operators, Oil, Gas, and Mining</td>
<td>47-5013</td>
<td>21.23</td>
<td>44,152</td>
<td>22.514</td>
<td>101</td>
</tr>
<tr>
<td>Rotary Drill Operators, Oil and Gas</td>
<td>47-5012</td>
<td>28.67</td>
<td>59,624</td>
<td>32.9208</td>
<td>55</td>
</tr>
<tr>
<td>Wellhead Pumpers</td>
<td>53-7073</td>
<td>28.99</td>
<td>60,289</td>
<td>23.5294</td>
<td>44</td>
</tr>
<tr>
<td>Conservation Scientists</td>
<td>19-1031</td>
<td>30.63</td>
<td>63,707</td>
<td>22.7183</td>
<td>101</td>
</tr>
<tr>
<td>Environmental Scientists and Specialists, Including Health</td>
<td>19-2041</td>
<td>39.27</td>
<td>81,683</td>
<td>24.1421</td>
<td>181</td>
</tr>
<tr>
<td>Environmental Engineers</td>
<td>17-2081</td>
<td>44.29</td>
<td>92,120</td>
<td>33.2972</td>
<td>114</td>
</tr>
<tr>
<td>Geoscientists, Except Hydrologists and Geographers</td>
<td>19-2042</td>
<td>48.00</td>
<td>99,844</td>
<td>25.7323</td>
<td>125</td>
</tr>
<tr>
<td>Petroleum Engineers</td>
<td>17-2171</td>
<td>67.89</td>
<td>141,221</td>
<td>26.1032</td>
<td>86</td>
</tr>
</tbody>
</table>
### 2017 Top Jobs: Investment Services

*(formerly financial services)*

<table>
<thead>
<tr>
<th>Category</th>
<th>SOC</th>
<th>Median Hourly ($)</th>
<th>Median Annual ($)</th>
<th>2016-2026 Growth Rate (%)</th>
<th>Annual Avg. Openings (#)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Financial Advisors</td>
<td>13-2052</td>
<td>41.49</td>
<td>86,290</td>
<td>35.76</td>
<td>308</td>
</tr>
</tbody>
</table>
Factor 2

Critical Need
Critical Need

• Education
  - Secondary level teacher shortage
  - ECE capacity limitations
• Mental/Behavioral Health
  - Opioid and addiction issues
• Energy

• Investment Services
Known Engagement for each Industry

• Education
  - Early Childhood Leadership Commission and Professional Development Group
  - Competencies have been mapped and 1 apprenticeship established
  - Sector Partnerships forming in Denver, Boulder, and Mesa Counties
  - Early Childhood Councils exist throughout the state
  - CDE and CDHE have been invested through strategic planning

• Mental/Behavioral Health
  - Office of Behavioral Health convening a sector partnership

• Energy
  - Cleantech Industries Association
  - Colorado Petroleum Association

• Investment Services
  - Coalition of Investment Advisors
Factor 4

Strategy Alignment
Colorado’s Sector Strategies Network

Industry-Driven Career Pathways Systems

Work-Based Learning Initiatives
  • Apprenticeable occupations

Competency-Based Education & Hiring

Expansion of Industry Recognized Credentials

2Gen Approach
Pathway Selection

• Decision Factors
• Staff Recommendation
• Vote
Decision Factors

1. Top Jobs and the share of all top jobs in that industry
2. Is there a critical need for our state?
3. Readiness for Industry Engagement
   a. Is there industry leadership and infrastructure to drive engagement?
4. Strategy Alignment (competency-based, work-based learning opportunities, etc.)
   a. Are there work-based learning opportunities? Related, are there apprenticeable occupations?
## Comparison

<table>
<thead>
<tr>
<th>Decision Factors</th>
<th>K-20 Education</th>
<th>Behavioral Health</th>
<th>Energy</th>
<th>Investment Services</th>
<th>Early Childhood</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Raw Score</td>
<td>Weighted Score</td>
<td>Raw Score</td>
<td>Weighted Score</td>
<td>Raw Score</td>
</tr>
<tr>
<td>Share of Top Jobs</td>
<td>4</td>
<td>16</td>
<td>3</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Critical Need</td>
<td>5</td>
<td>15</td>
<td>3</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Industry Leadership</td>
<td>4</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Strategy Alignment</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>16</strong></td>
<td><strong>42</strong></td>
<td><strong>11</strong></td>
<td><strong>29</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>
Options

Option A:
Industry 1 – Early Childhood Education
Industry 2 – K-20 Education

Option B:
Industry 1 – Education (ECE – 20)
Industry 2 – Mental/Behavioral Health

Option C:
More discussion needed or recommendations from the floor
Staff Recommendation

Option A:
Industry 1 – Early Childhood Education
Industry 2 – K-20 Education
I vote to pursue:

A. Early Childhood Education **AND** K-20 Education

B. Education (all) **AND** Mental/Behavioral Health

C. None of the above, additional discussion needed.
Thank you.
JUST IN CASE SLIDES......
...and some more employment data

<table>
<thead>
<tr>
<th>Industry/Sector</th>
<th># jobs/CO</th>
<th>Notes: Sub-industry data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag:</td>
<td>250K (BLS)</td>
<td>(total number of workers minus number of nonfarm workers). $9B in value</td>
</tr>
<tr>
<td>Prof &amp; Business Services:</td>
<td>419K</td>
<td>(Education: 40K, HealthServices: 304K. Behav Health is 16K (3K Psych, 6K LP Counselor, 3K Addiction Couns, 4K Psychotherapists)).</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality:</td>
<td>340K</td>
<td>(Fed 53K, State General 47K, State Education 74K, Local General 123K, Local Education 142K)</td>
</tr>
</tbody>
</table>

Source/Notes:
- Grouped by USDoL and the Colorado Business Economic Outlook so slight variation from Top Jobs list categorization
- Industry & subindustry # discrepancy: industry data source is actual employment 2/2018, and subindustry is projected employment by calendar end 2018
Career Pathways Process

Engage sector partnerships & industry associations....

...To validate top jobs

...and core competencies...
From this

To this
Key Features:
COLORADO’S EARLY CHILDHOOD WORKFORCE PLAN 2020

Year 1

GOAL: WORKFORCE DEVELOPMENT
OBJECTIVE 1: PROVIDE EARLY CHILDHOOD EDUCATORS WITH A CLEAR CAREER PATHWAY ALIGNED TO PROFESSIONAL DEVELOPMENT AND EDUCATION.
OBJECTIVE 1: PROVIDE EARLY CHILDHOOD EDUCATORS WITH A CLEAR CAREER PATHWAY ALIGNED TO PROFESSIONAL DEVELOPMENT AND EDUCATION.

• Collaborate with Colorado state agencies (e.g., Education, Human Services, Higher Education) and early childhood experts to streamline workforce requirements, including those in program licensing, for early childhood educators.
• Establish clearly-defined, shared terminology for different roles and credentials that cross settings and sectors.
• Review and update Colorado’s Competencies for Early Childhood Educators and Administrators to confirm that they comprehensively include knowledge and skills, in a variety of domains, that professionals need to be successful.
• Map existing and potential career pathways based on an analysis of Colorado’s Competencies for Early Childhood Educators and Administrators and the qualifications and required credentials for early childhood educators.
• Ensure requirements and pathways for early childhood educators are aligned across systems and are clearly communicated to the field. (Years 1-2)
• Enhance and expand articulation agreements to provide seamless, stackable pathways for students across high school, two-year, and four-year institutions. (Years 1-3)
Leveraging existing work...

Colorado’s Competencies for Early Childhood Educators and Administrators

The domains included within Colorado’s Competencies for Early Childhood Educators and Administrators are:

- Child Growth, Development, and Learning
- Health, Safety, and Nutrition
- Child Observation and Assessment
- Professional Development and Leadership
- Family and Community Partnerships
- Program Planning and Development
- Guidance
- Teaching Practice
Additional Considerations

• Workforce demographics
  – Racial & ethnic composition
  – Generational
• Workforce preparedness
  – Educational levels
  – Education & training programs
• Labor Market Growth & unmet need

KEY INDUSTRIES
- Advanced Manufacturing
- Aerospace
- Bioscience
- Creative Industries
- Defense & Homeland Security
- Electronics
- Energy & Natural Resources
- Financial Services
- Food & Agriculture
- Health & Wellness
- Infrastructure Engineering
- Outdoor Recreation
- Technology & Information
- Tourism
- Transportation & Logistics
Possible Future Pathways Work

Programmatic developments:
• Sustainability planning: Refresh Manufacturing
• Develop ‘plug-n-play’ mechanisms for industries
• Update data definitions (in alignment with TPR)
• Pathway system and program integration

Industries:
• Creative industries
• Retail
• Hospitality, Tourism, and Outdoor Rec
• Agriculture
• Public Safety, Criminal Justice, Defense & Security
• Others?
Renewables Question

Categories:
1. Agriculture and Forestry
2. Energy and Carbon Capture and Storage
3. Energy Efficiency
4. Energy Trading
5. Environmental Protection
6. Government and Regulatory Administration
7. Green Construction
8. Manufacturing
9. Recycling and Waste Reduction
10. Renewable Energy Generation
11. Research, Design, and Consulting Services,
12. Transportation
Legislative Update Overview

Stephanie Veck, CWDC
Break

The meeting will resume at 10:35 am
TalentFOUND: Gateway Launch

Ryan Keiffer, A-Train
Britta Blodgett, CWDC
Lunch

Grab lunch
The meeting will resume at 12:00 pm
2018 Talent Pipeline Report Strategy Session

Brandon McReynolds, CDHE/CWDC
Local Area Roundtable: Realities of Operating in a Colorado Mountain Community. A discussion of opportunities, challenges and solutions

Johannes Faessler - Owner Sonnenalp Hotel
Katy Boothby - Employment Specialist/Youth Career Coach, CDLE
Mandy Spannagel - Career-X & Avid Coordinator, Eagle County Schools
Becky Burns - HR Manager, Vail Resorts
Diane Scherr, Development Officer - CMC Foundation
Goals of the meeting

Kyle Sickman, Chair

• Efficiently conduct CWDC business
• Refine and advance our plan for work-based learning in Colorado
• Select industries for 2018-2019 career pathways development
• Advise final development of the TalentFOUND Gateway
• Learn about opportunities, challenges and solutions for talent development in mountain communities
• Members individually advance in their understanding and engagement of the work of the CWDC
• Get to know your fellow Council members and HAVE FUN!
Feedback

• Get your clickers ready
The **Career Pathways** presentation was interesting, timely and valuable use of my time as a council member.

- Strongly Agree
- Agree
- Unsure/Neutral
- Disagree
- Strongly Disagree

64%

36%
The **Legislative Update** was interesting, timely and valuable use of my time as a council member

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
The TalentFOUND presentation was interesting, timely and valuable use of my time as a council member

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
The **Talent Pipeline Report Strategy Session** was interesting, timely and valuable use of my time as a council member.

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
The **Local Area Roundtable** was interesting, timely and valuable use of my time as a council member.

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
Did you complete the pre-work for the May meeting?

A. Yes
B. No

82% Yes
18% No
I completed the Pre-work and it helped me to be prepared for the meeting (do not respond if you did not complete the pre-work)

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
Based on your feedback at the January meeting staff implemented new Pre-work procedures. Were those new procedures helpful?

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
The CWDC staff was well prepared for the meeting.

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
There was a good balance between presentations and discussion-based sessions.

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
## The Six Levels of Commitment

<table>
<thead>
<tr>
<th>Level</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interested</td>
<td>1. Aware of the basics and adding to that knowledge on a casual basis</td>
</tr>
<tr>
<td>Informed</td>
<td>2. Knowledgeable as a result of persistent, intentional study</td>
</tr>
<tr>
<td>Involved</td>
<td>3. Knowledgeable as a result of both study and activity</td>
</tr>
<tr>
<td>Immersed</td>
<td>4. Recognized as an expert of specialist</td>
</tr>
<tr>
<td>Invested</td>
<td>5. Recognized as “a” leader in the field</td>
</tr>
<tr>
<td>Innovative</td>
<td>6. Recognized as “the” leader in the field</td>
</tr>
</tbody>
</table>

Remarkable Performance Feedback
This meeting provided content and structure that was helpful to in moving my self assessment in a positive way.

A. Strongly Agree
B. Agree
C. Unsure/Neutral
D. Disagree
E. Strongly Disagree
Remarkable Performance Feedback

The change in my self assessment from the beginning of this meeting to now is

A. I assess my level at more than one level higher
B. I assess my level at one level higher
C. I have definitely moved but not quite a level
D. I would not move my assessment level
E. I assess my level to be lower than where I started the meeting at
No Additional Survey

We value you and your time therefore we have merged the survey that usually follows the meeting into the feedback questions.

You will not receive a survey about this meeting.

If you have additional feedback, we would VALUE it, please email us at cwdc@state.co.us or if you’d prefer send it directly to Steph at stephanie.veck@state.co.us or feel free to reach out to Kyle as well.

THANK YOU for always giving us good meaningful feedback to help us serve you better!
Closing

Next in-person meeting:
September 27-28, 2018

THANK YOU for your time and contribution