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Division of WIA Adult Services and Workforce System
Employment and Training Administration
U.S. Department of Labor
200 Constitution Ave. NW Room S-4209
Washington, DC 20210
Attn: Heather Fleck

Dear Ms. Fleck,

Enclosed you will find the Colorado State Workforce Investment Act Plan for July 1, 2012 – June 30, 2017. This plan is submitted jointly by the Colorado Department of Labor and Employment (CDLE) and the Colorado Workforce Development Council (CWDC), the CWDC is Colorado's State Workforce Investment Board (SWIB). Along with the CO WIA Plan you will find attached Labor Market Information (LMI) Charts with required information, public comments and responses, assurances, and the signature pages.

Over the past two years Colorado has taken great strides towards collaboration across state agencies and with local and regional partners to ensure the best opportunity for Colorado's citizens and businesses to succeed. These efforts are documented in the enclosed plan, and were instrumental in the development of this plan for Colorado's workforce investment.

If you have any questions please do not hesitate to contact Stephanie Steffens, Director of the CWDC at 303-318-8235 or stephanie.steffens@state.co.us.

Jointly submitted:

Ellen Golombek
Executive Director, CDLE

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**COLORADO STATE
WORKFORCE INVESTMENT ACT PLAN
July 1, 2012 – June 30, 2017**

Jointly Prepared and Submitted By



COLORADO DEPARTMENT OF LABOR and EMPLOYMENT

"We Keep Colorado Working"

And The



Every Colorado Business has access to a skilled workforce and every Coloradan has access to meaningful employment resulting in statewide economic vitality!

**COLORADO
WORKFORCE DEVELOPMENT COUNCIL**

Table of Contents

1.	State Workforce Strategic Plan.....	4
2.	State Operational Plan.....	24
3.	Wagner-Peyser Agricultural Outreach Plan.....	55
4.	WIA Waiver Requests.....	70
5.	State Plan for the Senior Community Service Employment Program.....	93
6.	Business Services Plan.....	Attachment
7.	PY WIA 25% DW Plan Letter.....	Attachment
8.	Program Data.....	Attachment
9.	Labor Market Information Charts.....	Attachment
10.	Public Comments and Responses.....	Attachment
11.	Assurances.....	Attachment
12.	Signature Page.....	Attachment

Section I. State Workforce Strategic Plan – Colorado

1.1. Governor's Vision: This portion of the Integrated Workforce Plan must describe the governor's **strategic vision for the state's economy and overarching goals for the state's workforce system**. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

Upon his inauguration in January 2011, Governor Hickenlooper signed Executive Order 2012-03 – Implementing a Statewide Economic Development Strategy. The goal was to listen to Coloradans from all 64 counties about the vision, needs, priorities, strengths and weaknesses of our local economies. Through the Bottom-Up Economic Development Process, the Governor and his cabinet met publicly with more than 5,000 Coloradans across the state and received specific comments from more than 8,600 people through an online survey. Every county submitted a summary of its local economic development priorities and challenges to the Office of Economic Development and International Trade (OEDIT). Citizens and community leaders in each county came together to reach consensus on shared economic development priorities in their respective regions. This amazing spirit of collaboration involved almost every state agency, along with business and community leaders from every county in Colorado. Colorado is intent on building new and stronger relationships within local and regional communities, as well as with state government. This will be carried out through implementation of the Colorado Blueprint (www.advancecolorado.com/blueprint).

The priorities reflected in this Blueprint are not only the Governor's, but Colorado's as spoken by its citizens and businesses. Many dedicated leaders are working on these initiatives. True progress is happening on a local level, supported by state partnerships. Success breeds more success, and communities that embrace collaboration will reap the benefits. The State of Colorado is committed to a collaborative approach to economic development and will continue to work closely with all agencies and communities.

The Colorado Department of Labor and Employment (CDLE) and the Colorado Workforce Development Council (CWDC) are critical partners in the process, planning and implementation of the Colorado Blueprint. Below have outlined how we will work to ensure engagement of local Workforce Investment Boards (WIBs) and workforce centers throughout Colorado.

The Governor's first and only economic development priority is the retention and creation of jobs across the state. To that end, the Colorado Blueprint provides six core objectives and a series of key tactical steps designed to foster a more competitive Colorado that will drive job growth.

- 1) Build a Business-Friendly Environment;
- 2) Retain, Grow, and Recruit Companies;
- 3) Increase Access to Capital;
- 4) Create and Market a Stronger Colorado Brand;
- 5) **Educate and Train the Workforce of the Future;** and
- 6) Cultivate Innovation and Technology.

In partnership with Colorado citizens and businesses, the state developed twenty-four implementation objectives that are explicit with details, clear leadership roles and accountability, tight timelines and specific measurable outcomes. The Colorado Blueprint is a living document that will be updated and adjusted as the tactics are implemented or conditions change. These core objectives will be accomplished through three approaches: key industries, regional planning and state alignment.

Each of the core objectives has champions responsible for its success; CWDC and CDLE jointly share the responsibility for Core Objective 5: Educate and Train the Workforce of the Future, along with our education partners.

Strategic direction for the state workforce system, including investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor’s vision are directed through the alignment of the CWDC’s strategic plan and the Colorado Blueprint. The workforce and education systems have come together to build a strategic approach to these opportunities. The [CWDC Strategic Plan](http://www.colorado.gov/cdle/cwdc) is in direct alignment (www.colorado.gov/cdle/cwdc) with the Colorado Blueprint. CDLE’s strategic plan, as with other agencies involved, has goals that are directly in line with the CWDC, as are the local workforce regional plans, assuring alignment vertically and horizontally. Additionally, CWDC has worked with these agency partners to establish a priority of creating core measures across all agencies including job creation, job placement, job retention, and customer satisfaction.

These agencies include:

- CDLE – Colorado Department of Labor & Employment, which includes the Employment and Training Division and Unemployment Insurance Division.
- CDHS – Colorado Department of Human Service, which includes Temporary Assistance for Needy Families (TANF), Senior Community Service Employment Program (SCSEP), Vocational Rehabilitation and other wrap-around services.
- CDHE – Colorado Department of Higher Education, which includes all public and private trade schools, two-year schools and four-year colleges and universities.
 - CCCS – Colorado Community College System and CTE – Career & Technical Education
- CDE – Colorado Department of Education, which includes K-12 education, Adult Basic Education and the State Libraries.
- CDOC – Colorado Department of Corrections, including training, rehabilitation and re-entry divisions.

By working together, each agency’s goals will be achieved and joint success will be captured and measured uniformly.

- Key Industries
- Trade Organizations
- Businesses

Industry

Workers & Students



Business Workforce Needs

- Priorities
- Opportunities
- Challenges
- Current and Future Needs



Policies, Standards and Metrics

Federal, State and Local Agencies, Boards and Councils

Career Pathways

Workforce and Education Partners

- Assessments
- Placements
- Services
- Training
- Education
- Workplace learning

Job Opportunities

Connecting Businesses and Qualified Workers



Continuous Improvement

- Business Feedback
- Evaluation & Analysis
- Global Standards
- Best Practices
- Lessons Learned

Workforce of the Future

- Every Coloradan has access to meaningful employment
- Every Colorado business has access to a skilled workforce



Overarching Goal for the State's Workforce System:

Vision:

Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

Mission:

To create of a business-focused workforce system that effectively helps to prepare Coloradans for the jobs of today and tomorrow.

1. Goal: Align the efforts of economic development, education/training, workforce development programs, and government and business stakeholders at the local, regional and state levels.

2. Goal: Transform systems that impact Colorado's businesses by viewing workforce needs with a business focus.

3. Goal: Ensure that all efforts align around the vision, mission and goals of the CWDC through committee work that sparks cross-agency collaboration and partnerships at the local, regional and state levels.

- a. State Youth Council/Career Pathways
- b. Sectors Steering Committee/Key Industry Network
- c. Policy and Legislative Committee

A critical part of successful implementation of our plan and goals is a commitment to joint planning and coordination of the programs and activities in this plan, as well as to each partner in our greatest goals of better service to both the business and the job seeker (student).

Executive Order B 2010-012 charged the CWDC with the specific **alignment of workforce development, education and economic development** with business and government. Since September 2010, CWDC has been convening critical partners around this effort and supporting the Governor's Office in development of the economic development strategy; all of this work has rolled up into this State Plan. These efforts included:

- CWDC Strategic Plan approved in June 2011 and updated in July 2012
- Colorado Statewide Local Workforce Directors Strategic Planning Session in August 2011
- Colorado Blueprint – Colorado's Statewide Economic Development Strategy, published in October 2011
- Establishment and ongoing work of the Alignment Task Force
- Establishment and ongoing work of a Career Pathways and Assessment Task Group
- Establishment and ongoing work of the Data Driven Strategic Decisions and Workforce System Impact Analysis Task Group
- Weekly conversations with all partners responsible for drafting all parts of this plan
- CWDC in-person July 2012 board meeting and August 2012 Executive Committee Meeting

In addition to CWDC and CDLE convening partners for the purpose of writing this plan, we have been taking advantage of our ongoing partnerships over the last two years to create the best workforce system for Colorado, and this critical work has all been incorporated into this plan. All partners, Council members, businesses and citizens have been invited to comment on this plan during a public comment period; it was intended that all comments would be documented and taken into serious consideration before the final plan was approved. No comments to the general State Plan were received other than approval and “no comment”. We believe this is a result of the continuous collaboration of all partners to help create the plan. Comments were received on the agricultural plan and are summarized along with actions taken, at the end of this plan.

1.2. Economic and Workforce Information Analysis: The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan.

Colorado is slowly emerging from its worst economic downturn since the Great Depression. The recession that was caused by the financial crisis of 2007 and 2008 has proven costly in terms of job losses and stagnating or declining real wages. The state lost 151,600 jobs over 21 consecutive months from April 2008 through January 2010. Slightly more than half of these jobs have been recovered as of June 2012, meaning the period of time to reach the former employment peak will almost certainly exceed the 60 months that it took to regain the jobs lost in the 2001 recession.

Goods-producing industries have been hit particularly hard by the recession of 2007 through 2009, with their share of total employment declining from 14.6 percent in 2007 to only 11.9 percent in 2011. Employment in the three industries that collectively comprise this sector is down 71,900 from their August 2007 peak. Payrolls in mining and logging have fluctuated with oil and natural gas prices over the past five years. Mining and logging employment declined by 15.1 percent from 2008 to 2009, changed little from 2009 to 2010 and then led all sectors in growth from 2010 to 2011 with an 11.9 percent growth rate. The increase in demand for domestically produced oil and gas coupled with large increases in oil production in northeastern Colorado has directly benefited Colorado's rural communities. Construction was the hardest hit of all industry sectors, losing 54,400 workers during five straight years of employment declines from 2006 through 2011, resulting in the loss of one out of three jobs in this industry. Employment in construction reached a trough in June 2011 and this industry was the second fastest expanding industry in June 2012 at 6.0 percent, trailing only mining and logging. Manufacturing employment declined for ten consecutive years from 2000 to 2010; growth returned in 2011 with the industry expanding by 2.8 percent and growth in 2012 is continuing at roughly the same rate.

The service-providing sector accounted for 88.1 percent of all employment in Colorado in 2011. About 15 percent of Colorado workers are employed in wholesale and retail trade. Trade employment grew by 1.0 percent in 2011, but its payrolls remained 6.2 percent below their 2008 level. Professional and business services, comprised of businesses such as accounting, legal, architectural, engineering, computer, marketing, technical, veterinary, management, temporary help, and business and administrative services, also employ about 15 percent of working Coloradans. Professional and business services are one of the drivers of Colorado's economy, paying above average wages and delivering many innovative products. This industry sector grew at twice the rate of the rate of total employment in 2006 and 2007 posting average growth rates of 4.8 percent in those two years. In 2011, this important industry sector's 3.2 percent growth rate was slightly more than double that of the state as a whole. Colorado's appeal as vacation destination has helped to moderate the employment declines in leisure and hospitality; in 2011 employment in this sector was down only 0.5 percent from 2008 levels and it comprised 12 percent of all payroll jobs in the state. Education and health services, a demographically driven industry that includes private education, health care and social services, has been a bright spot over past five years. This industry has grown in every year from 1990 to 2011 and its share of total employment has increased from 10.3 percent in 2007 to 12.1 percent in 2011. Financial activities had experienced sixteen straight years of employment gains from 1990 through 2006. But the largess of the financial system and real estate that contributed to this recession also has impacted this industry over the past six years, with employment falling in each of those years and payrolls in this industry having shrunk by 10.5 percent during this period. Information has relatively high paying jobs, but its payrolls have declined by 7 percent from 2008 to 2011. Government employed more than 1 in 6 Coloradans in 2011 as it comprised 17.4 percent of all jobs. Just over 7 out of 8 public sector employees work in either state or local government and the vast majority of these employees have seen declining real wages over the past five years due to payroll freezes and furlough days. Tight state and local budgets, coupled with declining transfer payments from the Federal Government threaten to constrain growth in this industry.

The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB). The Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:

1.2.a. An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and industrial and occupational sectors

Colorado's diverse economic base, continued population growth from in migration, and employment gains in 2011 and the first half of 2012 bode well for the current and near term prospects for many of Colorado industry sectors and occupations. Mining employment is projected to continue its current growth trend and post the fastest growth of all industries, with the support activities for oil and gas operations component driving the bulk of this growth. Extraction workers, petroleum engineers, rotary drill operators and derrick operators will all be needed to fuel the growth in this field. The professional and business services industry sector is

expected to grow at nearly double the pace of all industries, with the expansion being led by its professional, scientific and technical sector and its management of companies sector. Opportunities for network systems and data communications analysts, computer software engineers, biochemists and biophysicists, along with refuse and recyclable materials collectors are all occupations with above average growth trends in professional and business services. Similarly, education and health services appears poised to continue to grow at a rate double that of the statewide average over the next few years as younger people continue to move into the state and many older residents age in place. Personal, home care and nursing aides, physician assistants, dental and medical assistants, physical therapists, medical secretaries and registered nurses are occupations that will continue to grow to meet the increased demand for health care. Leisure and hospitality is projected to be the fourth fastest growth industry in the near term, but drought conditions that caused increased fire danger in 2012 and considerably lower than average winter snow pack could adversely affect its growth potential. Food preparation and serving related workers, along with hotel and resort desk clerks will be needed to meet this demand. Other industries that are expected to do well in the long term include aerospace, bioscience, homeland defense, wholesale trade agents and brokers, securities and other financial investments, and heavy and civil engineering construction. Growth in these industries will create opportunities for high-skilled knowledge workers such as biomedical and petroleum environmental engineers, scientists, civil, mechanical and electronics engineers, and geological and petroleum technicians.

See the attached Labor Market Information charts for more information (attachment to this plan).

1.2.(b). An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state; (c) A description of the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities; (d) Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan; (e) An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment; (f) A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps

As reflected in the attached Labor Market Information charts, Colorado has a diverse economy with multiple industries projected to grow, creating jobs at every level of occupation from entry to very highly skilled occupations. Over the next year education and workforce partners, led by CWDC will evaluate these projection, compare them to the information collected directly from industry through the Key Industries Networks, and establish action plans to identify skills gaps and solutions to fill them, in partnership with industry and business leaders. These solutions will involve a statewide STEM vision, Career Pathways, and other proven best practices customized for Colorado's needs.

A priority of the CWDC and CDLE, along with economic development and education partners, is to have a comprehensive understanding of the answers to the questions above. Currently, we

are only able to provide anecdotal evidence and access limited data to begin to identify these gaps and develop solutions to address them. To that end an Alignment Taskforce (described below) of State Leadership has determined that the capability to collect and analyze this data is needed and should be housed at CWDC as a partnership of all education/training, workforce development and economic development entities, including all who serve special populations such as veterans, seniors, low income and disabled individuals, etc. This partnership will utilize the existing databases and research resources of each partner, and collect them into a common platform for collection and analysis of data. A research analyst will support the effort and provide information to set a baseline (looking back 5 years), analyze what has changed without a coordinated effort to work together over the last 5 years, and set a benchmark point to measure Colorado's success moving forward. This effort will coordinate all individual organizational goals under unified statewide goals to include, job creation, job placement in sustainable wage jobs, job retention beyond one year, and customer satisfaction. With these common goals in place Colorado's leadership believes that all efforts will work better together to address the identified challenges of all citizens but especially those of special populations.

According to recent research we do know that Colorado has challenges related to meeting the needs of businesses for an appropriately skilled workforce:

- According to The Bell Policy Center, about 362,500 Coloradans age 18-64 do not have a high school diploma or GED—equivalent to about 14 percent of Colorado's total workforce of 2.7 million. Of these people, only about 14,000, or 4 percent, are enrolled in adult education programs. The state of Colorado appropriates no state funds for adult basic education. The workforce system needs to provide Colorado's low skilled workers, the unemployed, newly dislocated, and entry level workers with the skills to compete for and succeed in the middle- and high-skill jobs of the new economy.
- A study by the Colorado Community College System in March of 2010 demonstrated that an average of any credential increases the average wage by 17%, as analyzed by Career Cluster. For example, Health Science Cluster jobs pay an average of 97% more with an AAS degree.
- The Complete College America report for Colorado in 2011, graduation rates for certain ethnic groups are very low, too few students complete college, and the number of students requiring remediation is dismal. The report can be found at; <http://www.completecollege.org/docs/Colorado.pdf>
- Additionally, a report by the Western Interstate Commission for Higher Education released in June of 2012 found that Colorado faces several challenges in its efforts to sustain and improve its programs that serve adults, specifically those who need to complete their education. <http://www.wiche.edu/info/publications/ntnmStateCaseStudiesExecSum.pdf>

To address these challenges Colorado is moving forward with the following initiatives, all of which are explained in more detail below and in the attached operational plan.

- Integration at the state and local level, creating alignment of multiple agencies and departments, and improving the coordination of service delivery amongst education, workforce development, and economic development. The alignment serves to build upon the best of state and local initiatives and to better serve employers in such areas as transferable competencies and skills across sectors and industries.

- Creation of a statewide cross-agency Career Pathways initiative to develop strategies to serve all citizens, but especially specific populations. The initiative serves to leverage resources to meet the overarching needs of individuals outside of the silos of limited assistance, and connect the individuals with opportunities and meaningful employment.
- Expansion of sector strategies into the Key Industry Initiative to solicit action items from employers and chief executive officers in specific key industries. The action items are then evaluated by a tactical team to create a business plan. Then workforce and education partners are convened to implement the business plan for each of the key industries. A Sectors Steering Committee is monitoring all outcomes of each key industry, identifying common trends and unique challenges, and determining the best approach for dealing with these across all industries and for each industry specifically. Through support of the key industry workforce and education tactical teams, CWDC is working to integrate the information into the statewide Career Pathways Program.
- Over the next five years Colorado will build upon the above initiatives and programs such as Sector's Partnerships, Governor's Summer Job Hunt, Work Place Learning Opportunities, Veteran's Programs, Seniors' Programs and others already in use, as well as increased use of virtual technologies such as the Virtual Job Fair and Virtual Workforce Centers, each of which is described in our operational plan.
- Additionally we will work to expand the use of technology to develop a common front door to unemployment insurance applications and job services registrations, increased Web presence and social media, and to enhance the available resources for evaluating skills and experience of clients, with special attention to special populations, and translating those skills into valuable career skill sets.

1.3. State Strategies: The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.

Our challenge is to respond as a system with the speed and agility of our business partners. We will continue to engage them as partners to ensure that government and private investments are integrated to maximize the combined impact. To do so, we must concurrently address needs in four primary areas:

- **Horizontal integration at both state and local levels.** At the state level, the Governor has charged the Colorado Workforce Development Council (CWDC) with creating alignment of multiple agencies and departments aimed at the employer-defined needs in the identified Key Industries. An Alignment Task Force engaging leaders at state agencies is already in place to lead the efforts, with oversight of the CWDC Executive Committee of business leaders, the Executive Director of the Colorado Department of Labor & Employment (CDLE) and the Executive Director of the Office of Economic Development & International Trade (OEDIT). Coordination of service delivery among education, workforce development, and economic development at the local level will also be addressed, including the need for common technology platforms for information sharing and customer solutions. Simply stated, the intent is to move to full multi-agency integration at both the state and local levels.

- ***This Alignment Task Force*** is made up of decision makers of all state agencies responsible for achieving accessible, seamless, integrated and comprehensive service, and ensuring that these efforts will support the Colorado Blueprint, specifically related to Core Objective 5: Educate and Train the Workforce of the Future.
- **Vertical alignment to build upon the best of state and local initiatives.** Throughout the process of developing the Colorado Blueprint, we discovered great collaborative efforts and also realized that we must work in sync to help Colorado meet its economic challenges. We must have alignment of workforce development, education, and economic development at every level and vertically between all levels. The **Key Industry** process will result in industry knowledge that can be shared to better serve employers within those industries, in such areas as knowledge about transferable competencies and skills across sectors and industries. The interaction of local staff with employers will also result in new insights and understanding of workforce trends, such as increased unemployment as jobs are terminated, or enable the potential for job creation. Clearly, improved two-way communication channels that allow rapid and timely information exchange between state and local staff across horizontal partners are essential.
 - All of Colorado’s working-age youth and adults will have better opportunities for career success as a result of this collaborative work and industry-wide approach. As resources continue to shrink and the number of citizens needing assistance continues to grow, we must find new and more effective ways to serve more citizens; we believe that through this integration, we will more efficiently serve more citizens and all citizens will have access to assistance.
- **Technology and virtual systems that keep pace with our customers’ demands and increased user sophistication.** Colorado is a national leader in implementing “e-government” solutions, allowing residents and employers access statewide. The State has been aggressive in upgrading online systems to take advantage of new technologies. Several forces have heightened the need for greater focus on electronic tools; higher unemployment has increased demand for workforce and education services, internet information overload has led to confusion among job seekers and employers on where to find the best sources of assistance, and there are new opportunities for simplifying portal platforms and providing new functionality. Our primary priority is not the creation of new platforms, but rather linking current ones while building more sophisticated and targeted customer interfaces.
 - **Expansion of e-solutions** will provide more effective and efficient services to all clients. For example, through continued expansion of Colorado’s self-developed Virtual Job Fairs, we will dramatically increase the number of job fairs held, the number of businesses and job seekers who utilize them, and the ability to customize the fairs specific to industry or demographics/skills.
- **Workplace learning approaches that connect our employers, workforce centers, and educational providers as partners in skills development.** Colorado’s employers increasingly experience difficulties in finding skill matches for job openings at all levels. As a result, they are actively seeking to build new partnerships with workforce development and education systems that include work-based learning in real-life settings (internships, apprenticeships, and on-the-job training). The work-based learning approach also has the

advantage of allowing both the employer and the worker a “try out” period to explore the level of ‘fit’ for each. Our current priority is to leverage this interest and build a more formal, shared workplace learning structure that allows employers to select an option best suited to their needs.

I.3.a. Cross-Program Strategies: The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state’s economic analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sector strategies tailored to the state’s economy.

Career Pathways Initiative: Through creation of a statewide cross-agency Career Pathways initiative, we are developing strategies to serve all citizens, but especially specific populations. By bringing together all special population program managers with all other programs to discuss the overarching needs of connecting individuals with opportunities to learn and obtain meaningful employment, we are creating an environment of leveraged resources to serve all people rather than silos of limited assistance. We have convened the partners, educated all partners on the programs and initiatives of the others and in September 2012, we will hold a strategy session to develop an action plan for the formal creation of a multi-agency, multi-program Career Pathways Program.

One area of frustration for job seekers and program staff is the overwhelming number of different assessments that are used to determine eligibility or qualifications for programs or resources. Colorado is currently undertaking an inventory of all assessment tools being used across all employment and training programs and agencies to identify opportunities for better information sharing and streamlining of the process for the client, as well as better matching of skill sets for job openings. This initiative will be critical to the success of cross-program collaboration.

Key Industries Initiative: Colorado has been a leader in sector strategies; we are currently expanding these by incorporating the existing work and structure into the larger Key Industries work of the Colorado Blueprint. CWDC is providing staff to act as the workforce and education core expert on all key industry efforts. This work involves working with OEDIT to garner specific action items from chief executives in the specific key industry. This information is then taken back to a tactical team of program and agency subject matter experts to create a business plan for meeting the goals of the chief executives. CWDC also provides staff for purpose of convening all workforce and education partners to create and implement the business plan for each of the key industries. The Sectors Steering Committee is monitoring all outcomes of each key industry, identifying common trends and unique challenges, and determining the best approach for dealing with these across all industries and for each industry specifically. Additionally, through support of the key industry workforce and education tactical teams, we are working with a model for industry-based career paths, and this information will be integrated into the statewide Career Pathway Program. A recent survey of all local, regional and state programs serving youth and adults by industry and geographic regions resulted in over 200 responses; the survey is currently being analyzed to establish a baseline for opportunities for collaboration and identification of gaps in services available. This information will be used to inform the implementation of all of the above strategies.

Business Services Alignment: A Business Services Standardization Taskforce representing all local regions and statewide business services programs has created an initiative to set policies and procedures across the WIA, Wagner-Peyser, TAA, veterans, and partner programs to increase business outreach and business engagement with the workforce system. Participation in this initiative is included in the local annual plans and Continuous Improvement Management System (CIMS) plans for all regions.

Data Driven Strategic Decisions and Workforce System Impact Analysis Task Group: State leadership, local leadership, systems and Labor Market Information experts are developing a Workforce System Impact Analysis report card that will allow the workforce system to demonstrate its value to a wide variety of constituents and stakeholders, including Congress and the U.S. Department of Labor. This effort will consider all of the data that is available, determine what is needed, where inconsistencies inhibit integrity, and how to turn this data in to meaningful information to drive strategic decisions for the best return on tax payer investments.

Unemployment Insurance Claimants, Long-Term Unemployed, Under-Employed, Dislocated Workers, Trade Displaced Workers, and Displaced Homemakers: Through strategic partnerships within and across state agencies and local organizations, Colorado is committed to serving the unemployed, under-employed and at-risk populations through a variety of programs and initiatives. The attached operational plan lays the foundation for multiple specific efforts which are supported by the CWDC and other partners. Colorado will continue to innovate and create dynamic solutions to the challenges these populations face.

Veterans: Colorado will continue its strong tradition of promoting the training, hiring and retention of veterans, plus ensuring that veterans receive priority of service in all USDOL-funded programs. This will be accomplished through close working relationships with workforce system partners to make sure that veterans are represented to potential employers and business owners as qualified and professional employees who bring a unique set of skills to the workplace. Colorado's commitment to employing veterans is demonstrated in policy such as a current effort to amend the Colorado Constitution to allow veterans to use their "preference points" in multiple applications for State jobs. Colorado, including CDLE and CWDC, will continuously seek to identify and mobilize resources for our veterans. Current programs are discussed in detail in the attached operational plan.

Older Workers: With high unemployment rates, older workers face increased challenges and potential age profiling. Through creative approaches, our workforce regions are developing local solutions for unemployed and under-employed citizens over 50-years-old, and research to determine the best practices nationally and within Colorado will provide a foundation for a statewide campaign to serve older workers. CWDC is proud to partner with the Colorado Department of Human Services in incorporating the SCSEP plan into this 5-year plan; as demonstrated in that section, a strong partnership is critical to serving the older worker population.

Ex-Offenders: Through a multi-agency steering committee, Colorado is working to reduce recidivism, acknowledging that one of the key elements of accomplishing this goal is ensuring

employment opportunities for ex-offenders. CDLE is partnering directly with the Colorado Department of Corrections to serve offenders prior to release, through the release process and post-release. This effort will continue with the use of virtual technologies and strong partnerships.

Low Income and Those with Multiple Challenges to Employment: A great return on taxpayer investment can be achieved by focusing efforts on those who need a variety of services most. By partnering with the Department of Human Services, we will continue to create and implement special initiatives to ensure comprehensive, customized and coordinated services to these targeted groups, such as those described in the operational plan. Additionally, there are many populations such as migrant and seasonal farmworkers, individuals with limited English proficiency, and those with non-traditional employment challenges who are served through a variety of services. Colorado will continue to work to sustain the valuable programs that serve these populations.

I.3.b. Partnerships: The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)

State Agency Strategic Partners:

CDLE – Colorado Department of Labor & Employment, which includes the Colorado Workforce Development Council, Employment and Training Division, Unemployment Insurance Division and Labor Market Information.

Role: Oversight and administration of the state’s workforce system, including:

Colorado Workforce Development Council (CWDC): As Colorado’s state WIB, the CWDC’s role is to ensure a collective strategic vision for creation and implementation of programs and initiatives for job seekers and businesses. The CWDC is charged with the alignment of efforts related to workforce development, education and economic development.

Employment & Training: The Employment & Training (E&T) Division of CDLE is responsible for the administration of the workforce system, including management of statewide programs and initiatives for special populations.

Unemployment Insurance: The Unemployment Insurance (UI) Division of CDLE is responsible for administering the unemployment benefits program. As a partner, UI staff work closely with E&T staff and other partners in the development and implementation of solutions to getting unemployed workers back to work. Through effective partnerships, we will return workers to work sooner through a variety of approaches such as helping them receive the training they need to become employable, access to entrepreneurial training to create their own jobs and by providing meaningful information about the industries and occupations that hold the greatest opportunities.

Labor Market Information: The Labor Market Information (LMI) office of CDLE provides valuable insight that describes past and current conditions, as well as forecasts future conditions. LMI provides population data, labor force data, occupational data,

general economic trends and career data. The information is used to determine policy and program needs, to allocate resources and to establish program performance standards.

OEDIT – Office of Economic Development & International Trade, including Key Industries, Regional Planning and the Small Business Development Centers.

Role: As the Governor’s Office of economic development, OEDIT is responsible for implementation of the Colorado Blueprint - Colorado’s Economic Development Plan. A strong and appropriately educated labor force is critical to economic success. Through many strategic partnerships, OEDIT will work with CDLE and other partners toward a comprehensive approach to implementation of the Colorado Blueprint, including Key Industries initiatives combined with Sectors approaches to bring business needs to the forefront of program development to engage business in being a part of the solution. As the administrator of Colorado’s Small Business Development Center’s (SBDC), OEDIT will encourage and support collaboration between local SBDCs and local workforce centers.

CDHS – Colorado Department of Human Services, which includes TANF, SCSEP, Vocational Rehabilitation and other wrap-around services.

Role: As the primary agency charged with service to those most in need, the partnership with CDHS is vital to our success. CDHS will continue to partner closely with CDLE and other partners to ensure development and implementation of innovative solutions to serve our special needs populations, those on TANF, senior citizens and others. Examples of these partnerships include the Career Pathways initiative, Disability Navigators, the Alignment Task Force and the Department of Corrections Interdepartmental Re-Entry Initiatives Steering Committee.

CDHE – Colorado Department of Higher Education, which includes all public and private trade schools, two-year schools and four-year colleges and universities.

Role: CDHE has oversight of the higher education system in Colorado. The partnership with CDHE is critical to ensuring that higher education is aligned with education and workforce efforts to provide students with career pathways that have opportunities for employment. Through its College in Colorado (CIC) program, CDHE is partnering with P-20 education and the workforce system to help students better understand career opportunities and the educational paths that are needed to be successful.

CCCS - Colorado Community College System and Career & Technical Education (CTE). Partnership with the CCCS and its CTE programs is critical to accomplishing the strategic vision of Colorado’s workforce system in order to ensure that every Colorado business has access to a skilled workforce. Many of the programs that will ensure that Colorado’s workforce meets the needs of Colorado’s businesses will be accomplished in partnership with Community Colleges and Career and Technical Education Programs. Through participation in cross-agency collaboration such as Career Pathways, the Alignment Task Force and Sectors Steering Committee, this partnership will continue to create innovative solutions to the workforce challenges of Colorado’s businesses and provide the best career opportunities for our citizens.

CDE – Colorado Department of Education, which includes K-12 education, Adult Basic Education and the State Libraries.

Role: The role of the Colorado Department of Education is to oversee the K-12 education system in Colorado, as well as to provide Adult Basic Education and manage the Colorado State Library System. Through partnership with CDE, we will utilize their 21st Century Learning Skills initiatives, endorsed diplomas and other efforts to ensure that both youth and adult learners are being prepared to be both post-secondary and work ready. Partnerships like the State Youth Council and the Career Pathways initiatives bring workforce and P-20 education together for collaborative solutions. CDE is leading an effort for data sharing across education and workforce partners, and this effort will empower the efforts of our Data Driven Strategic Decisions Leadership Team with increased access to meaningful information.

CDOC – Colorado Department of Corrections, including training, rehabilitation and re-entry divisions.

Role: A primary goal for the Colorado Department of Corrections is to reduce recidivism, and employment of ex-offenders is critical to reaching this goal. Through the Interdepartmental Re-Entry Initiatives Steering Committee which is led by CDOC and includes CDLE, CDHE, OIT, and other partners, we will continue to work toward innovative solutions for more effective re-entry of ex-offenders into society, including increased opportunities for career success. Detailed efforts are discussed in the attached operational plan. CDOC also participates in the Alignment Task Force.

OIT – Office of Information Technology, which support all technology across state agencies.

Role: As the IT office for CDLE and most other state agencies, OIT is a critical partner in creating and implementing innovative solutions utilizing technology. OIT participates on the Alignment Task Force and assists with implementation of technology solutions.

Regional & Local Partners:

Local WIBS (see list in the operational plan): Colorado has 9 federally-recognized workforce regions; each region is governed by a local Workforce Investment Board (WIB) made up of business, labor and special population representatives. The local WIBs set the strategic direction for the local workforce region and ensure that the local strategic plan is in alignment with the CWDC (SWIB) strategic plan. Local WIBs identify opportunities for multi-regional collaborations and work with CWDC on statewide initiatives such as Sectors Partnerships and Standardized Business Services.

Local Workforce Centers (One Stops): Each of the 9 federally-recognized workforce regions has staff members that run the local workforce centers; these centers provide Wagner-Peyser and WIA services, as well as many of the programs for special populations. Partnership with the local workforce center directors and staff are vitally important to statewide success. CWDC and CDLE participate in monthly directors meetings, and local directors are invited to attend CWDC meetings; many initiatives are a result of joint collaboration. Examples include but are not limited to: Business Services Alignment, Career Pathways, Continuous Improvement, and the Data Driven Strategic Decisions Leadership Team.

Local Human Services Offices: Many local human services offices are operated by the same entity as the local workforce centers, and most of those that are not joint organizations are co-

located or at a minimum work closely to ensure that citizens receive a full spectrum of services available, including training, wrap-around services and employment services.

Local Small Business Development Centers (SBDC): Through partnerships with local SBDCs, Colorado's businesses will be linked to resources to find the skilled workforce they need to grow and succeed. The SBDCs are authorized training providers for entrepreneurial training to unemployed citizens.

Community Colleges and Career & Technical Education Centers: Community Colleges, specifically the Career and Technical Education Centers, participate on regional and multi-regional Sectors Partnerships and Key Industry initiatives, bringing training resources to meet the needs of industry.

1.3.c. Leveraging Resources: The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10).)

Through the alignment of local workforce plans, CWDC's strategic plan, CDLE's strategic plan and the Colorado Blueprint we will ensure that all discretionary and formula based investments support the governor's vision.

With the loss of the Governor's WIA Discretionary 10% funds, it is eminently vital that we effectively leverage formula funding and all other discretionary funds including State Energy Sector Partnership, H1B Technical Skills Training, Veterans Workforce Investment Program, and Trade Adjustment Assistance-Colorado Online Energy Training Consortium grants. These funds, along with Colorado Employment Support Funds and other funds raised through gifts, grants and donations that are allowed due to recent state legislation, will allow Colorado to continue to work toward the governor's vision. Colorado will continue to find resourceful ways to fund cross-agency efforts such as sector based initiatives (key industries), career pathways, business services alignment, program and service alignment, support of local and statewide youth initiatives, creative strategies for engaging businesses, and investments in virtual technologies to serve more people more effectively and efficiently. These initiatives have been described in detail in other sections of this strategic plan.

1.3.d Policy Alignment: The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).

As described in other portions of this strategic plan and in detail in the attached operational plan, a critical strategy for the State of Colorado is to ensure the alignment of programs, operations, and activities. The efforts of the Alignment Task Force and the many cross-agency partnerships work to ensure that every program leverages resources, communicates, and collaborates to ensure the most effective and efficient use of resources. Examples of this include the Career

Pathways initiative to align programs of multiple agencies around Career Pathways, where success will be measured by job placement and job retention and partnerships between CDLE's Workforce Development Programs and the Colorado Department of Corrections to better prepare offenders for re-entry into society. The CWDC supports the effort of the initiatives laid out in the attached plan through identifying and working to implement required policy, convening and facilitating task groups, and setting goals and holding all partners accountable for reaching them.

The CWDC's Policy and Legislative Committee oversees cross-program and agency policy initiatives; this committee includes business members as well as the legislative liaisons for Labor, Economic Development and Education. Additionally, all program plans are aligned with CDLE's strategic plan, CWDC's strategic plan and the Colorado Blueprint. Through multiple cross-program and cross-agency initiatives as discussed above, alignment of efforts is integrated into the work we do. Additionally, we work closely with the local workforce regions to encourage collaboration and utilization of cooperative agreements whenever possible.

Ultimately, this overarching commitment to alignment, effectiveness and efficiency comes from Governor Hickenlooper and his cabinet. This commitment is demonstrated in the actions and strategic plans of the Governor, each cabinet member and each state agency; nothing less is acceptable.

1.4. Desired Outcomes: The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes. (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)

Colorado is submitting our performance target proposal to USDOL as of the submission date of this plan, and negotiations with USDOL will occur following the submission of the proposal. We will modify the plan after the negotiations have occurred and performance targets are finalized.

1.5. Statewide Goals: In addition to the state's program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results.

As discussed above, the key partners for workforce and education have agreed to establish core measures for collaborative success. Once these measures are determined, we will go back five years to establish a baseline, determine the net change that has occurred over the past five years without this alignment effort in place, and begin tracking success going forward. We will develop a system for ongoing monitoring of these core measures and hold all partners accountable for reaching the goals associated with each measure.

While determination of the specific core measures is in development, they will focus on job placement in sustainable wage jobs, job retention, job creation and customer satisfaction, both for business customers (a labor force that meets their needs) and student/job seeker customers (career opportunities).

Statewide Goals:

- Increased number of sustainable wage jobs in Colorado.
- Increased number of clients placed in sustainable wage or higher jobs.
- Increased job retention up to two years after receiving services and obtaining employment.
- Increased customer satisfaction for both the client/student and the employer.

Specific area goals will all feed into the overarching goals. The following goals have been established for workforce and education. These goals include but are not limited to:

Employment & Training:

- Customer Satisfaction will increase by 5% annually as measured by customer satisfaction surveys.
- Increase employer participation in Connecting Colorado, by 5% annually.
- Increase entered employment outcomes and business participation in the workforce system.

Higher Education:

- Increase Credential Attainment - Increase the attainment of high quality postsecondary credentials across the academic disciplines and throughout Colorado in order to meet anticipated workforce needs.
- Improve Student Success - Improve student success through better outcomes in basic skills education, enhanced student support services and reduced average time to credential for all students.
- Diversify Enrollments and Reduce Attainment Gaps - Enhance access to and through postsecondary education to ensure that the system reflects the changing demographics of the state while reducing attainment gaps among students from underserved communities.
- Restore Balance in Postsecondary Revenues and Maintain Productivity - Develop resources, through increases in state funding, which will allow public institutions of higher education to successfully meet projected enrollment demands, lower resident students' relative share of college costs, and maintain the state's position as a national leader in the ratio of credentials produced relative to state investments in higher education.

Community College System:

- Student Access - All Coloradans shall have access to comprehensive community college educational programs. Expand postsecondary awareness and use of Plans of Study and Career Navigators to connect certificate and degree paths for all students
- Student Success - The demands of Colorado businesses and communities shall be met through the development of a high-skilled work force.

- Increase CTE Programs in high wage and/or high demand industries
- Increase CTE Programs in emerging industries
- Increase Local, Regional and State CTE Program Interaction with Business and Industry

In summary, each partner will work to meet their individual organizational goals, but all will roll up into the core measures agreed upon to measure success in implementing the vision that **every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.**

Milestones:

- Year 1:
 - Statewide Alignment Leadership Team obtains agreement on overarching goals, how to measure them, then create a report on the goals' measures over the previous 5 years, and establish baselines for each goal.
 - October 2012: Hired a Research Analyst to create the metrics model
 - Conduct data research to match supply of available labor-force to demand for skilled workers for each of the Key Industries and by geographic area.
 - Document challenges, gaps and needs in data collection and reporting and make recommendations for an updated data sharing system in collaboration with existing data sharing initiatives.
 - Conduct a survey of all agencies providing business services to populate the Resource Gateway of the Small Business Development Center (SBDC) Network for the State of Colorado.
 - Gather the existing databases of services provided to job seekers across multiple agencies, merge them in to one master database and update all information. Define by client served rather than program or agency providing the service.
 - Obtain agreement on a statewide workforce business services standardization action plan.
 - July 2012: Approved by the CWDC
 - Conduct at least two professional development trainings for local and state workforce business services representatives.
 - Convene multiple agencies to create a model for Career Pathways in Colorado.
 - Support all 14 Key Industry statewide Industry Partnerships; launch these regionally through at least 20 regional Sector Partnerships.
 - Create a Local Youth Council Toolkit and provide technical assistance for implementation.
 - October 2012: Rolled out statewide
- Year 2:
 - Implement at least one cross-agency pilot project, measuring success with new goals and measurements, track success and lessons learned, and modify as needed.
 - Produce a first annual report on the match of labor supply and demand which will be utilized for strategic decision making across agencies.
 - Multi-agency agreement on a Career Pathways System for Colorado, building on existing infrastructure.

- Provide technical assistance to Sector Partnerships and Career Pathways to ensure that the workforce development system is meeting both the individual's and employer's needs.
 - Create Phase II of the Local Youth Council Toolkit, including specific templates based off of proven best practices for youth initiatives, including a statewide rollout.
 - Create a Business Services Toolkit for second stage companies and provide technical assistance for regional implementation.
- Year 3:
 - Roll out at least one statewide initiative based on successful pilot programs for cross agency collaboration.
 - Implement at least one cross-agency pilot project.
 - Continue to document best practices and create templates as appropriate for Local Youth Council Toolkit.
 - Implement a data sharing platform for CDLE information that will allow better data sharing between agencies and more effective use of data to create meaningful supply and demand data.
 - Produce second annual labor supply and demand report, identifying short and long term labor challenges and recommendations to address them.
 - Identify additional Sector Partnerships needed and support them through their launch.
 - Expand Career Pathways opportunities to all individuals with specific focus on those who are harder to serve.
- Year 4:
 - Complete the baseline data sharing platform with a plan for continuous improvement.
 - Roll out at least one statewide initiative based on successful pilot programs for cross-agency collaboration.
 - Documented cross-agency collaboration through the alignment of workforce development, education, economic development and industry as demonstrated through successful Key Industry Networks, Regional Sector Partnerships, and comprehensive Career Pathways.
 - Produce the third annual labor supply and demand report demonstrating how Colorado is meeting the needs of industry and all citizen populations through these initiatives.
- Year 5:
 - Continued improvement on all goals.
 - Documented success with matching supply and demand.
 - Culture of collaboration and alignment across systems, as demonstrated through the ease of which a unified plan is developed.

Section II. State Operational Plan – Colorado

II.1. Overview of the Workforce System: *The State Operational Plan must present an overview of the workforce system in the state.*

The graphic on the following page provides a diagram showing the relationships among CDLE, CWDC, local workforce areas, and the State's partner agencies:

Workforce Relationships

CDLE Executive Director
Ellen Golombek

Member of the
CWDC Executive Committee

Member of the
Governors Cabinet Economic
Development Committee

Member of the
Governors Cabinet
Education Committee

Member of the
Education Leadership Council

Member of the
Cabinet Energy Committee

**Colorado Workforce
Development
Council**

Staff operate as Division of CDLE

Executive Committee includes the
Executive Directors of the
Departments of:

- * Labor & Employment
- * Economic Development
- * Higher Education

Other Agencies Represented
include:

- * Governors Policy Office
- * Education
- * Community College System
- * Corrections
- * Agriculture
- * Human Services
- * Energy Office
- * Local Affairs

and a

- * Workforce Region Director

Convenes multiple cross agency
collaborations including:

- * State Youth Council
- * Sectors Steering Committee
- * Career Pathways Initiative
- * Alignment Stakeholders
Taskforce
- * Policy & Legislative Committee

**CDLE Workforce
Development
Programs**

Provides technical support and
expertise to CWDC

Designated Staff Liaison and
multiple partnerships with Higher
Education including Leadership in
the CO STEM Network

Multiple Joint Efforts with
Community Colleges including
Sectors Partnerships

Designated Staff Liaison to
Department of Corrections
Re-entry Division & Member of
the Interdepartmental Re-entry
Initiatives Steering Committee

Designated Staff Liaison to
Human Services

Designated Staff Liaison to
Unemployment Insurance

**Local Workforce
Investment Boards**

**Local Workforce
Centers**

and other Regional Partners

II.1.a. Organization – The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

Organization and Delivery Systems

The Workforce Investment Act (WIA) of 1998 provides the framework for implementation of Colorado’s workforce system, which addresses the needs of the State’s businesses for a skilled workforce and the needs of job seekers who want to further their careers. The Act mandates the establishment of the Colorado Workforce Development Council (CWDC) appointed by the Governor and supported by staff within the Colorado Department of Labor and Employment (CDLE). Responsibilities of this business-led Council include designation of local workforce regions for program implementation, as well as setting the strategic direction for the workforce system and promoting a locally controlled, industry sector-based approach to the delivery of employment and training services that involves key partners: business, economic development, workforce, and education.

CDLE and the CWDC support a “local control” approach to implementation of workforce programs and initiatives, which encourages innovation to address the particular needs of regional economies and workforce customers. Local control is also embodied in the partnerships that have been built between the state and local service providers, as well as the devolving of policy and procedural decision making, to the extent possible, to the local workforce regions. In addition, designation of Colorado as one of three “Wagner-Peyser demonstration” states by the US Department of Labor allows the regions to fully integrate the Wagner-Peyser labor exchange functions into local delivery of workforce services instead of the state operating separate or collocated labor exchange offices.

Colorado’s workforce system consists of nine federally-designated workforce regions, eight of which are operated by counties, and a ninth region – the Rural Consortium, which is operated by the State and further divided into 11 sub-regions. (The nine workforce regions are described below.) These entities serve as the fiscal agent for all workforce funds that are distributed by the Colorado Department of Labor and Employment for operation of the workforce centers and local implementation of programs and special initiatives. Similar to the state, each region and sub-region of the Rural Consortium is mandated to establish a Local Workforce Investment Board that is business led, sets the strategic direction for the region, and provides general oversight of the region’s performance.

Each region operates full-service (57 statewide) and satellite (20 statewide) workforce centers that offer an extensive menu of employment and training services in partnership with federally-funded veterans, Trade Act, unemployment insurance, TANF, and disability programs, as well as non-profit service providers, businesses, chambers of commerce, and other community based organizations. They also offer on-line access to job search services on a 24/7 basis through the Connecting Colorado data system. (This system allows for the

collection of data for the WIA, Wagner-Peyser, Veterans, and TAA programs, plus all WIA and Wagner-Peyser discretionary grants, all USDOL national discretionary grants, and any local partner programs.) Workforce centers provide job search and job placement services to all job seekers and provide business development services to all employers. Additional services such as training and educational assistance is provided to those individuals that meet eligibility requirements for WIA, other workforce programs, and discretionary grants. These targeted groups include unemployment insurance claimants, unemployed and under-employed, older workers, Veterans, youth with barriers, offenders, low income individuals, those with disabilities, etc.

CDLE is the grant recipient for the US Department of Labor Workforce Investment Act grants, other USDOL employment and training grants such as Wagner-Peyser, and the Employment Support cash funds appropriated by the State Legislature. Within CDLE's Division of Employment and Training, the Workforce Development Programs section serves as the administrator of all workforce grants, and performs a variety of functions to insure successful program outcomes and continuous improvement of the system. These functions include:

- Development of grant agreements with the designated workforce regions
- Distribution of grant funding
- Compliance monitoring for fiscal and program integrity
- Technical assistance and training
- Policy development and application for Federal waivers
- Performance outcome reporting
- Development and maintenance of automated systems for job matching, data collection and reporting plus a learning management portal that provides access to on-line learning and other resources and an eligible training provider list.
- Research and development of special initiatives to promote system innovation
- Discretionary grant applications and grant management

Each Federal program year (July through June), CDLE receives approximately \$50,000,000 in WIA and Wagner-Peyser funds, the majority of which are allocated to the nine workforce regions using formulas required by law (in the case of WIA), or developed in partnership with the regions (in the case of Wagner-Peyser). In addition the Legislature annually appropriates approximately \$10 million in Employment Support cash funds for workforce purposes, the majority of which is distributed to workforce regions using the Wagner-Peyser formula. Both the WIA and Wagner-Peyser formulas include such factors as the number of those unemployed, the civilian labor force, the number of those below the poverty level, etc. CDLE also receives grant funding for programs such as Veterans Employment Services and the Trade Readjustment Act training program, parts of which are distributed to the local workforce regions. A portion of each funding stream is retained at the state level to staff the administrative functions described in the previous paragraph, develop and maintain automated systems, and develop discretionary initiatives.

Key State Administrative Personnel

All are employees of the Colorado Department of Labor and Employment with the exception of the SCSEP Program Administrator

- Elise Lowe-Vaughn, Acting Director of Workforce Development Programs: Provides management oversight of supervisors and program administrators for the Wagner-Peyser, WIA, TAA, TRA, Rapid Response, Agricultural Services programs, and all other USDOL grants and programs delivered by the state's Federally-recognized workforce regions, plus program monitoring functions, state level initiatives, and the virtual technology and data systems supporting the regions.
- Celia Hardin, Manager of Program Integrity and Special Initiatives: Directly supervises the program monitoring function and the grant managers for a variety of discretionary grants and initiatives, including the NEG-OJT, the State Energy Sector Partnership, and the State Monitor Advocate.
- Barbara McBride, Manager of State Level Programs: Directly supervises the TAA, TRA, and Rapid Response program coordinators, as well as Business Services, Veterans Employment and Training Services grants, WOTC, Foreign Labor Certification, and Ex-offender Initiatives.
- Larry Lemmons, Manager of Systems, Data, and Reporting: Directly oversees the development and maintenance of the statewide workforce data collection and reporting system, the on-line self-service job matching system, the financial reporting system, and other virtual technologies supporting the workforce regions. Responsible for all Federal program automated reporting requirements.
- Sandy Tsai, Controller I: Responsible for all Federal financial reporting for workforce programs, plus oversees all accounting and financial analysis functions for workforce programs.
- Audrey Krebs, SCSEP Administrator, Colorado Department of Human Services: Directly manages the SCSEP grant.
- State TAA and TRA Coordinators, State Rapid Response Coordinator, WIA and Wagner-Peyser Program Monitors, State Monitor Advocate, Senior Policy Analyst, Contracts Administrator, MIS coordinators, and other grant managers and program coordinators

Organizational Structure And Membership Roster Of SWIB Members And Their Organizational Affiliation

The Colorado Workforce Development Council (CWDC) is Colorado's SWIB; staff to the CWDC are employees of the Colorado Department of Labor and Employment (CDLE) and make up the CWDC Division, which reports to the Deputy Executive Director of CDLE. CWDC staff also work for and report to the Executive Committee of the CWDC. The Director of the CWDC is Stephanie Steffens; staff includes two project managers and one project coordinator.

The CWDC Executive Committee is comprised of the officers of the Council (as elected by the full Council) as well as its committee chairs: the State Youth Council Chair, the Policy & Legislative Committee Chair, and the Sectors Steering Committee Chair (each is a CWDC member elected as committee chair by the committee membership and approved by the Executive Committee.) Additionally, up to three Executive Directors of State Agencies

representing the Colorado Department of Labor & Employment, the Colorado Office of Economic Development & International Trade, the Colorado Department of Higher Education or other Cabinet Members as selected by the Executive Committee, shall serve as full members of the Executive Committee. Although the Executive Committee has the full authority of the Council when Council action is required and is of an emergency nature, or when a full Council meeting cannot be called in time to fulfill a required Council responsibility, it is the top priority of the CWDC staff and Executive Committee to actively engage the full council membership, and the full Council is immediately notified whenever any action is taken without their prior consent.

The general make-up of the CWDC may include:

- The Governor, two state Senators, two state Representatives, two local elected officials and two union representatives
- The Executive Directors of the following Colorado state agencies):
 - By executive order: Department of Labor & Employment, Office of Economic Development & International Trade, Department of Higher Education, Department of Education, Department of Local Affairs, Department of Agriculture, Department of Corrections, Department of Human Services, Governor’s Energy Office
 - By invitation: Department of Transportation,
- President of the Colorado Community College System
- A representative of the Local Workforce Region Directors
- Representatives of community-based organizations, such as those who represent the needs of persons with disabilities and veterans
- Majority are business representatives:
 - Small to large businesses.
 - Owner/operators, human resource professionals, Vice-Presidents, CEO’s, etc.
 - Geographically diverse, representing all local regions
 - Representative of all primary industries of Colorado
 - Wide range of experience with the workforce system, local economic development and education, including members of Local Workforce Investment Boards.
 - Business Council members are nominated by business organizations and industry specific trade associations, and appointed by the Governor.

**Colorado Workforce Development Council (CWDC) Members
as of September 1, 2012**

First	Last	Affiliation	Organization
Executive Committee (to be seated Oct. 1, 2012):			
David	Csintyan	Pikes Peak, CWDC Chair*	The Csintyan Group, CEO
Toya	Speckman	Broomfield; Aerospace; CWDC Chair-Elect*	Ball Aerospace & Technologies Corp; Sr. HR Manager
Kathy	Worthington	Pueblo, Energy, CWDC Secretary*	Xcel Energy, Area Manager

Kyle	Sickman	Adams, Financial Svc.; CWDC Treasurer*	FirstBank, Assistant Vice President
Don	McClure	Denver, Energy, Chair Policy & Leg.	Encana Oil & Gas (USA) Inc.; Vice President
Jay	Hardy	Larimer, Development, Chair Sectors	McWhinney-Centerra & North Park, VP & GM
Ellen	Golombek	Executive Director	Colorado Department of Labor & Employment
Ken	Lund	Executive Director	Office of Economic Development & International Trade
Members:			
Tim	Connors	Denver, Financial Services*	Integrated Asset Services, Sr. Director
Taryn	Edwards	Construction, CWDC Past Chair	Saunders Construction, Inc.; Senior VP
Aaron	Fernandes	Southwest, Healthcare	Open Sky Wilderness Therapy, CEO
Raymond	Gonzales	Boulder, Staffing**	SOS Staffing; VP Business Development
Darlene	Hoag	Upper Arkansas*	Entrepreneur
Ryan	Keiffer	Larimer, Creative Industries	A-Train Marketing Communications; Co-Owner
Kristie	LaRose	Tri-County, Manufacturing	Lifeloc Technologies, Inc.; VP of Finance & Administration
Jeannie	Larsen	Southeast; Healthcare*	Southeast Behavioral Health Group; HR
Dan	McClendon	Western; Energy	Delta Montrose Electric Association; General Manager
Phyllis	Norris	Mesa; Retail	Former President of City Market (Retired)
Todd	Oberheu	Southeast, Healthcare	Spanish Peaks Regional Health Center; President & CEO
Susan	Rogers	Arapahoe/Douglas, Human Resources*	Threshold HR LLC, President
Jessie	Ruiz	Eastern, Agriculture / Retail*	John Deere/MV Equipment LLC, Director of HR
Alex	Sammoury	Boulder, Entrepreneurship*	Longmont Entrepreneurial Network, Executive Director
Jack	Saunders	Rural Resort, Construction	Saunders Company, Inc.; Owner
Matt	Smith	Youth Representative*	The Center for Work Ethic, President

Trish	Sullivan	Northwest, Tourism*	Steamboat Ski & Resort Corp.; VP HR
Bruce	Talbott	Mesa, Agricultural Producer	Talbott Farms; VP & Co-Owner
John	Vukich	Pueblo, Manufacturing / Education	Pueblo Community College, Dean Eco & WF Dev.
Roni	Wisdom	South Central, Economic Development*	San Luis Valley Development Resources Group, CFO
Julie	Zinn Patti	Larimer, Energy	Spirae, Inc.; COO
Sean	McCarville	Labor representative	Int'l Brotherhood of Electrical Workers Local Union #111
James	Neubecker	Labor representative*	Retired HVACR/Pipefitter U.A.

Ex-Officio Members:

John	Hickenlooper	Governor	State of Colorado
Reggie	Bicha	Executive Director	Department of Human Services
Reeves	Brown	Executive Director	Department of Local Affairs
Tom	Clements	Executive Director	Department of Corrections
TJ	Deora	Executive Director	Governor's Energy Office
Joe	Garcia	Lt. Governor & Executive Director	Department of Higher Education
John	Salazar	Commissioner	Department of Agriculture
Robert	Hammond	Commissioner	Colorado Department of Education
Nancy	McCallin	President	Colorado Community College System
Joyce	Foster	Senator, Legislator	State Senate
Linda	Newell	Senator, Legislator	State Senate
Dennis	Hisey	Local Elected Official – Urban*	El Paso County
Kellie	Hotter	Local Elected Official – Rural*	La Plata County
Joe	Barela	Arapahoe/Douglas, Local Director	Chair Local (statewide) Workforce Directors Organization

* Also serve on the LWIB in their region** Previous work experience with USDOL

II.1.b. State Board – The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:

How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

The membership structure of CWDC embeds collaboration across local and statewide organizations and agencies in all work carried out by the CWDC. As demonstrated above CWDC members represent a great variety of industries, communities, local and state agencies. CWDC members participate in three online work sessions per year, three virtual phone meetings per year and three two-day board work sessions/meetings per year. Additionally, the Executive Committee meets four times per year.

(1) This meeting structure engages the CWDC members in carrying out all CWDC work including the functions as described in WIA Section 111(d), as well as a strategic planning process and the development of this State Plan. Additionally, partners in state agencies responsible for TANF, Adult Education, higher education programs, economic development, Vocational Rehabilitation and Title V Older Worker programs have contributed to this state plan.

The ongoing work of CWDC is supported by collaborative task groups and committees of state and local partners that focus on alignment of policies and resources. These groups include but are not limited to:

- **Statewide Awareness campaign Workgroup (SAW)**
This is a partnership of local workforce regions, CDLE's Workforce Development Programs, the community college system and the Governor's Office, which will work collaboratively to develop unified strategies and policies for outreach, advertising, and branding of the state's workforce system and its WIA, Wagner-Peyser, veterans, TAA, and older worker services.
- **Statewide Alignment Taskforce**
This partnership of high ranking officials of each state agency on the SWIB and the community college system is charged with the alignment of workforce, education and economic development efforts and policies specifically related to business and workforce services provided to both businesses and job seekers. This taskforce is convened and managed by the CWDC and has representation from Department of Labor (including the Employment & Training Division), Department of Higher Education, Department of Education (including K-12 and Adult Basic Education), Community College System (including the CTE Division), Office of Economic Development & International Trade (including the Small Business Development Centers), Department of Human Services, Department of Corrections, and Office of Information Technology.
- **Statewide Task Group on Career Pathways and Assessment Alignment** will be initiated during PY12 and will involve workforce, workforce partners, education, business and economic development.
- **State Youth Council** works in partnership with local youth councils and post-secondary workforce readiness efforts to align youth programs and ensure increased access for all youth needing workforce services
- **The SECTORS Steering Committee** oversees SECTORS initiatives and their integration with the Governor's Key Industries Network initiative. SECTORS initiatives involve partnerships with workforce, business, education, and economic development and provide training opportunities to WIA, Wagner-Peyser, Veterans, TAA, and partner program customers.

- **Business Services Standardization Taskforce** representing all local regions and statewide business services programs is an initiative to set policies and procedures across the WIA, Wagner-Peyser, TAA, veterans, and partner programs to increase business outreach and business engagement with the workforce system
 - **Data Driven Strategic Decisions and Workforce System Impact Analysis Task Group** of state leadership, local leadership, MIS and LMI experts is developing a financial impact report card that will allow the workforce system to demonstrate its value to a wide variety of constituents and stakeholders including Congress and the US Department of Labor.
- (2) The CWDC partnered with local regions and the Employment and Training Division of CDLE to create a streamlined but goal-specific Continuous Improvement Management System (CIMS), which has been integrated into the annual local plans and is based on local strategic plans, as well as CDLE’s strategic plan in alignment with the CWDC strategic plan and Governor Hickenlooper’s Colorado Blueprint. CWDC has partnered with CDLE’s Workforce Development Programs to develop the local planning guidelines for workforce regions and reviews the local plans that are submitted each year. The alignment of all strategic planning efforts combined with implementation of continuous improvement efforts has and will provide for an effective and efficient statewide workforce system delivered with outstanding customer service.
 - (3) Carl D. Perkins Vocational and Applied Technology Education Act functions are carried out by the Colorado Community College System (CCCS). Dr. Nancy McCallin, President of CCCS in an active member of CWDC. Additionally CCCS Provost, Geri Anderson, and the CCCS Assistant Provost for Career and Technical Education, Scott Stump, are actively engaged in the ongoing work of the CWDC. The October in-person work session each year reviews the measures taken with regard to the Carl D. Perkins Act and ensures that these efforts are integrated into the statewide workforce system.
 - (4) The CWDC oversaw the original designation of workforce regions and manages the re-designation of any workforce region as requested in accordance with CWDC and state policy and in compliance with WIA requirements.
 - (5) The CWDC works in partnership with Colorado Counties Incorporated, the statewide organization of county commissioners and administration, to ensure a fair and equitable formula allocation of Wagner-Peyser funds for all regions under Colorado’s Wagner-Peyser demonstration state status. CWDC works with CDLE’s Workforce Development Programs staff to ensure the accurate, timely, and equitable distribution of all workforce funds to the federally designated workforce regions.
 - (6) The CWDC works with the statewide workforce system to ensure that the comprehensive State performance measures, including State adjusted levels of performance, are utilized in assessing the effectiveness of the workforce investment activities in the State. In particular the CWDC has been instrumental in the development of the Workforce System Impact Analysis Report Card described above and in the Operational segment of this plan.
 - (7) The CWDC engages the local regions in development of the WIA Annual Report by requiring local annual reports be submitted in a simple but specific format, which directly aligns with the format of the Continuous Improvement Management System plan and annual local plan. Similarly, each statewide program submits annual report statements in

the same format; this is accomplished through partnerships with the CDLE's Workforce Development Programs and Labor Market Information section. This information is collected and combined with information obtained through collaborative task groups and committees of state and local partners including, but not limited to those listed above in II. 1 (b).

- (8) CWDC has supported Colorado's employment statistics system through discretionary funding, which has allowed the development of new products and web site enhancements utilized by the state workforce system in their annual planning processes and on behalf of their business and job seeker customers.
- (9) In the years that the state is eligible to apply for a WIA performance incentive grant, the CWDC (particularly its Adult Education and Carl Perkins members), provides input to the development of the grant application. The funding from these grants has provided equal benefit to the customers of each of the three contributing partners, supporting such initiatives as the development of the e-Colorado.org learning management portal accessed by job seekers, businesses and workforce professionals across all partner programs.

How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)

In Colorado, Vocation Rehabilitation is within the Department of Human Services, and the Executive Director of the Colorado Department of Human Services serves on the CWDC (SWIB). Additionally his Deputy Director of the Economic Security Division, which includes Vocational Rehabilitation, serves on many CWDC committees and task groups.

II.1.c. Local Areas – The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:

An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)

Colorado's nine federally-designated workforce regions are as follows:

1. Adams County
2. Arapahoe and Douglas Counties
3. Boulder County
4. City and County of Denver
5. El Paso and Teller Counties
6. Jefferson, Gilpin and Clear Creek Counties
7. Larimer County

8. Weld County
9. Colorado Rural Workforce Consortium – consisting of 52 counties divided into 11 sub-regions:
 - City and County of Broomfield
 - Eastern Region – Cheyenne, Elbert, Kit Carson, Lincoln, Logan, Morgan, Phillips, Sedgwick, Washington, and Yuma Counties
 - Mesa County
 - Northwest Region – Grand, Jackson, Moffat, Rio Blanco, and Routt Counties
 - Pueblo County
 - Rural Resort Region – Eagle, Garfield, Lake, Pitkin, and Summit Counties
 - South Central Region – Alamosa, Conejos, Costilla, Mineral, Rio Grande, and Saguache Counties
 - Southeast Region – Baca, Bent, Crowley, Huerfano, Kiowa, Las Animas, Otero, and Prowers Counties
 - Southwest Region – Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties
 - Upper Arkansas Region – Chaffee, Custer, Fremont, and Park Counties
 - Western Region – Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel Counties

The Governor and the Colorado Workforce Development Council (CWDC) consulted extensively with local officials, partner agencies, Chambers of Commerce, Colorado Department of Higher Education and other education leaders and the public to establish locally designed and supported local labor market areas consistent with the articulated needs of the communities. The CWDC conducted public hearings and determined the procedures for requesting designation and the requirements each area must meet. The regions were required to detail in their request and operating plan how the requested region would meet the criteria identified in the law aligning with education and other local training and worker preparation organizations. The designation process began with the service areas that operated under the previous federal Job Training Partnership Act. All local officials reviewed the labor market areas and their ability to deliver WIA services and then submitted their requests for designation as a local area to the Council.

Several meetings were held with Colorado Counties, Inc., the county officials' statewide organization, to discuss regional designations as well as meetings of local boards. Nine local areas requested designation as a local area under WIA. The rural areas of the state received authorization in the state implementing legislation to create a rural region that would be comprised of 51 counties and encompasses a large geographic area. In order to ensure local relevance and control, this consortium was granted the authority to sub divide into ten smaller sub-regions, for planning and service delivery purposes. During the re-designation period, in 2002 a new county was formed in Colorado and permitted, by the CWDC to join the Rural Consortium to increase that number to eleven sub-regions with 52 counties.

During the original designation process, a subcommittee of the CWDC met and reviewed all requests and then recommended to the full council that all regions requesting designation be approved, with the caveat that any existing service delivery area that elected to become part

of a larger region had the right to withdraw that decision and request their own designation. The regions and sub-regions requested re-designation in February of 2002. The requests were reviewed and examined in public hearings and granted permanent status during the life of WIA. The designated areas are: Denver, Pikes Peak (El Paso and Teller counties), Adams county, Arapahoe and Douglas counties, Boulder county, Larimer county, Tri- county (Clear Creek, Gilpin, and Jefferson counties), Weld county, Colorado Rural Workforce Consortium (Sub-regions: Eastern, Mesa, Northwest, Pueblo, Rural Resort, South Central , Southeast , Southwest, Upper Arkansas, Western, and Broomfield.) Subsequent re-designations resulted in two counties moving from the South Central to the Southeast sub-region of the Rural Consortium.

The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures.

Not applicable.

II.2. Operating Systems and Policies Supporting the State’s Strategies: The State Operational Plan must describe:

Per TEGL 21-11, change 1, Colorado is opting to co-brand its virtual and in-person resources as “a proud partner of the American Job Center network.” This decision will impact all operating systems and policies, and the alignment of service delivery across the state’s workforce regions. The state will provide a more detailed plan for implementation in a subsequent modification to this five-year plan.

II.2.a. State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)

Connecting Colorado Data/Reporting System: This is the case management, data collection, and reporting system that Colorado developed for statewide use in all of the Workforce Centers. The system provides the ability for Workforce Centers and their partners to track all WIA, TAA, Veteran, Wagner-Peyser, state and local programs (approximately 60), plus discretionary grants in one common database. All reports generated from this system are “up to the minute,” thus allowing better management of day-to-day activity and performance. Along with the federally-mandated reports, Colorado has developed a variety of locally requested reports that allow staff to track their caseloads, correct data entry errors, and analyze performance at the state, local, and case manager level. In addition, the system is agile enough to allow the as-needed addition of reports, and program and service codes that will track new statewide initiatives supporting the state’s workforce strategies. Workforce partners may make use of this system through data sharing agreements with the state or the local workforce regions.

Connecting Colorado Self-Service – Connecting Colorado allows job seekers and employers to self-enter their work registration, resume, or job order data directly into the statewide database via the Internet, as well as search for jobs or qualified applicants. Colorado uses a skill based job matching system that focuses on experience, skills, and education level in addition to O*Net job titles, as well as allowing the upload of applicant

resumes. All job listings are automatically searched after entry based on the employer's requirements and in compliance with veterans priority of service. Job seekers can search for new jobs at any time or receive an e-mail notification once a job is entered that matches their specifications. Likewise employers may run applicant searches on demand or rely on the automated searches. Connecting Colorado also provides access to a Tool Box of job search assistance links that has been customized for each workforce region. Links include direct access to the region's web page, career exploration, training resources, and self-marketing tools, Unemployment Insurance information, and additional job banks.

State Financial Reporting System – This system was developed to track all Federal and state funds disseminated to the statewide system of workforce regions, who are sub-recipients of the state. Such funds include the allocations for WIA, Wagner-Peyser, and TAA, national and state discretionary grants, etc. It provides on-line access to state financial and program staff, as well as sub-recipient staff, to report expenditures and run real-time on-demand reports for budget monitoring purposes. Data from this system feeds the federal 9130 fiscal reporting formats that are required by USDOL. The software also embodies the payment system for the Trade Readjustment Assistance (TRA) program and generates reports covering TRA payment data.

Virtual Job Fair (VJF)

Developed in-house by CDLE staff and Beta-tested September 2011 in Pueblo, CO, the VJF has been rolled out to all workforce regions statewide, and staff have been trained on how to create and maintain their own local VJFs. To date more than 10,000 job seekers have participated in VJFs statewide.

- The purpose is to reduce costs of job fairs and other services, and increase access to workforce services for job seekers and businesses statewide, especially in the rural areas of the state.
- Workforce regions, other service providers and businesses can partner to target a job fair to a particular business sector or population of job seekers.
- This system is being used to provide resources and job information to National Guard troops before they return from Afghanistan.
- Features include:
 - Job listings, on-line workshops and career exploration resources
 - On-line presentations by employers and access to their websites
 - On-line real-time job interviews
 - Run more than one job fair simultaneously
 - Automatic upload of data to Connecting Colorado to track services and outcomes
 - Site usage reports

Learning Management Portal ([www. e-Colorado.org](http://www.e-Colorado.org))

The e-Colorado Learning Management Portal hosts the virtual job fair and serves as the platform for virtual workforce systems and virtual training, as well as documents and data that can be accessed by workforce professionals, businesses, job seekers, instructors, and other key partner users.

- Key features include: **Team Rooms** (220 active social networking communication rooms), **Colorado Grants Clearinghouse**, **electronic portfolios**, and **e-learning courses**. In addition, we are developing a Virtual Training Institute.
- e-Colorado provides the **Adobe Connect webinar capability**, which promotes communication among the workforce regions and their partners. Among the regular users of this capability are the One-Stop Directors, statewide workgroups that are implementing initiatives and grants, and ongoing networks of services providers focused on a particular program such as Rapid Response, TAA, Business Services, etc.
- **Smart Forms** are being developed to facilitate the implementation of programs and the sharing and tracking of documents within a region, among regions, or between regions and the state.
- Community Colleges use the **e-portfolio** as a mandatory requirement for students in targeted education programs.

LMI Gateway

The Colorado LMI Gateway is a powerful labor market information system designed to meet the needs of workforce professionals, job seekers, and businesses, as well as economists, economic development organizations, and the media. Examples of LMI Gateway features include:

- A wide variety of regional labor market services, such as labor trends, statistics, economic, demographic, salary, and employer data
- Tools to chart and analyze labor market data
- Career exploration data
- A personal home page that allows a registered user to save items that fit their needs
- Recruitment Services: find qualified candidates and access a wide variety of information designed to help a business succeed
- Education and Training Resources: Find a suitable training or education program, as well as information on training providers and schools. This is also known as the Eligible Training Provider List for the Workforce Investment Act programs.

II.2.b. State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

Colorado has a long history of coordinated implementation as a result of the Governor's 1996 Executive Order to integrate employment and training services in local One-Stop Delivery systems. All state policies that have followed have been designed to ensure that the workforce regions and key partners are aligned with the strategic direction of USDOL, the Governor, and the Colorado Workforce Development Council. Maximum integration has also been facilitated by Colorado's status as one of three pilot states for devolving of Wagner-Peyser services to locally administered merit systems. This has allowed direct management of WIA, Wagner-Peyser and TAA by the local workforce regions.

Continuous Improvement Management System

The Colorado Workforce Development Council (CWDC) has worked in partnership with the local boards to develop a performance incentive system for workforce regions, which meets the needs of the local area and ensures a high level of quality and continuous improvement

across the state. This Continuous Improvement Management System (CIMS) is directly linked to the Colorado Blueprint and CWDC strategic initiatives, and rewards regions for pursuing:

- A dual customer approach that emphasizes a focus on business needs
- Strategies/partnerships to utilize industry sectors as the platform for increasing the number and level of training and educational opportunities, as well as for increasing the number of credentials achieved.
- Partnership initiatives with economic development, chambers of commerce, and small business organizations
- Participation in the Key Industry Taskforce with the Governor's Office of Economic Development and International Trade
- Participation in the Statewide Business Services Alignment Initiative

Each region's WIA and Wagner-Peyser local annual plan includes these how these strategies will be implemented and improved upon each year, and each region's local annual report will focus on the outcomes, results and best practices developed from these approaches. The content of these annual reports will be incorporated in the state's annual report narrative submitted to USDOL each year on October 1.

Workforce System Impact Analysis

The CWDC, CDLE's Labor Market Information and Workforce Development Programs sections, and the local workforce regions have leveraged resources to begin development of a Workforce System Impact Analysis dashboard that focuses the workforce system on those performance outcomes that support the strategic direction of the state. During PY11, the initial workforce system impact analysis methodology was agreed upon and applied to PY10 customer and fiscal data. The result was the establishment of a simple model that can demonstrate the economic benefits and fiscal contribution of the individuals who received services from Colorado Workforce Center programs, become employed, and are working six months later. The model measures the impact at the state level, but the methodology was designed so that it could be replicated at the regional level. During PY12 the model will be expanded, and the resulting data will be incorporated in materials that can be distributed to stakeholders and constituents, as well as workforce managers and directors, to provide a unified message regarding the effectiveness of the system.

II.2.c. How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

Statewide Business Services Alignment Initiative

The business development services teams from Workforce Centers across the state have written a plan of action approved by the State's workforce regional directors, CDLE and the State Workforce Development Council, which identifies three primary goals for completion during 2012 and 2013. These are:

- Drive creative and innovative approaches to meet business needs
- Maximize business awareness and utilization of the workforce system,
- Establish on-going professional development trainings for business development service representatives.

As part of this initiative, representatives of the business services teams and subject matter experts from CDLE will create a comprehensive job order and business services policy that establishes statewide standards regarding services to businesses. It will be based on the current job order policy, which will be expanded and enhanced to reflect best practices gleaned from participation in the USDOL Expanding Business Engagement institutes. In addition, the Connecting Colorado data base will be enhanced to allow additional tracking and reporting of business services activities to ensure alignment across all programs.

Please see the attached 2012-2013 Business Services Plan for more detail regarding how the State will achieve its goals.

SECTORS Strategies

Colorado has spent the last four years advancing sector-based initiatives as a framework to transform the workforce development system to better meet the needs of Colorado's business and workers, and ensure alignment of services across all programs. A distinguished cross-disciplinary state team, representing policymakers, government agencies, education, and industry, meets as a subcommittee of the State Workforce Development Council to promote sector strategies across the state and oversee the award and implementation of grants. The committee is focused on providing strategic and operational guidance for sector partnerships composed of business, education, workforce and economic development entities working together to develop a pipeline of qualified workers for key growth industries.

To date, under the Committee's guidance the state has successfully awarded almost \$4 million to regional sector partnerships where local workforce centers are the recipients and fiscal agents. Regional partnerships that have received grants focus on health care, manufacturing, and energy industries. The seven sector partnerships have leveraged \$698,892 in public and private funding towards their initiatives. Over 700 participants in the sectors grants have been trained in demand occupations identified by the targeted industries.

Grant funds and initiatives are integrated into local workforce center's service delivery model, so workforce customers can access the training services offered by these grants through the workforce centers engaged in these partnerships. Local business services staff also work closely with employers to identify the industry's workforce needs and develop sector-based training for incumbent workers. CDLE encourages the integration of sectors initiatives with current programs and the co-enrollment of customers when appropriate to leverage resources and increase the success of the grants.

Further, CDLE has hosted 5 sector academies to provide training and technical assistance to grantees and their partner teams. Colorado has also developed a Sector Toolkit in partnership with 6 other states, each of which have each contributed discretionary funds and staff expertise to create this customized technical assistance tool to drive consistent and effective implementation of sector based processes and procedures across partner programs.

In 2012, CWDC and CDLE are launching the next generation of sector partnerships through integration with the Colorado Office of Economic Development and International Trade's Key Industry initiative. The next generation of sector partnerships will focus on how sector

partnerships can be sustained without discretionary funding. In January of 2012 CWDC will host “Sectors Summit: The Next Generation”. The 3 day Summit will focus on expanding workforce, education, and economic development partnerships. The session will bring together self defined regional partnerships to:

1. Create new and broaden existing Sector Partnerships.
2. Ensure alignment in regional partnerships using the framework established with the Key Industry Networks.
3. Launch the implementation phase of Key Industry Core Objective V. Educate and Train the Workforce of the Future.

This Summit will be a facilitated work sessions to provide regional partnerships with tips and tools to:

1. Identify opportunities for developing new and expanding existing regional clusters of industry activity.
2. Develop concrete, coordinated regional plans for targeted industries.
3. Provide usable tools such as “do-it yourself cluster maps” and benchmarking tools.

After the Summit CDLE and CWDC will provide the regional partnerships with intensive technical assistance. All in all, sector partnerships have proven to be successful models for addressing industries needs at the local, regional, and state level. Sector partnerships will be sustained despite the lack of discretionary funding.

Registered Apprenticeships

Registered Apprenticeships (RAs) in Colorado are governed and administered by the United States Department of Labor-Office of Apprenticeship. However, CDLE has initiated a statewide partnership to promote the use of Registered Apprenticeships as a part of the alignment of its job seeker and business customer service strategies.

- **Colorado Apprenticeship Action Team:** This team is a partnership of individual RA training programs to include, union-non union sponsors, construction trades, hospitality trades, cosmetology as well as staff from the Colorado Workforce Centers. Purpose of the partnership is to expand the number of RA’s and RA sponsors.
- **Apprenticeship Webpage:** www.colorado.gov/apprenticeship This site displays the Colorado RA programs including job description, length of training, company sponsors (union and nonunion) with contact information. Job seekers may contact the sponsor directly to initiate the application process.
- **Apprenticeship Brochures:** CDLE has developed two brochures, one for business and the other for job seekers with benefits of the RA program. These brochures are made available to the local Colorado Workforce Centers to promote the program with customers of the centers and at area job/career fairs throughout the state.
- **Grant Connections:** Apprenticeships have been heavily utilized in Colorado’s Green Energy training grants. In particular, the State Energy Sector Partnership grant has over 330 apprentices in the pipeline for trades such as electrician, carpenters, linemen, heating, and insulation installers. Green certification is a major component of this grant. In addition, a project goal of this grant is to make this training available

for high school students (while still in school) who express an interest and aptitude for occupations in this industry.

II.2.d. How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

The state Rapid Response Unit, part of CDLE's Workforce Development Programs section, has responsibility for oversight and consistent delivery of Rapid Response services across the state. However, service delivery is shared between the state and local regions. In the Denver metropolitan area and in the northern Front Range counties, state staff conducts planning meetings and layoff assistance workshops, in addition to other early intervention activities, when 25 or more employees are impacted by a layoff. When less than 25 employees are affected, local workforce regions designate staff to serve as the Rapid Response contact and provide all services locally. These individuals also participate in state-delivered layoff assistance workshops to represent the programs available in their local One-Stop offices. In the El Paso/Teller and Rural Consortium workforce regions, local workforce Center staff assumes full responsibility for Rapid Response services and report their activities to the state Rapid Response Unit.

Local boards have the responsibility to plan, oversee and continuously evaluate the operation of the local workforce Centers. The local boards are apprised of all Rapid Response activity in their region by their local workforce Centers. A locally driven system means the level of involvement of the local Board in Rapid Response activities is determined by each region. The state Rapid Response Unit is available to conduct presentations for local workforce Center boards and provide updates and information regarding Rapid Response services, excluding confidential employer and employee information.

The state Rapid Response Unit has created a packet for the layoff transition workshop and supplies the entire state with the workshop packet. A Spanish packet has also been created and distributed statewide. In addition to supplies, the state Rapid Response Unit conducts staff trainings for local Rapid Response coordinators and local workforce Center staff on an as needed basis statewide. The coordinators are trained on how to conduct a planning meeting and a layoff assistance workshop to cultivate a statewide standard of providing services. A Program Guidance Letter cooperatively developed between the state Rapid Response Unit and local workforce Center staff provides procedural descriptions, outlines, and forms to be utilized for all Rapid Response activity statewide.

Rapid Response and the Unemployment Insurance Division have produced an unemployment insurance video that is shown at each Rapid Response session and is available via internet. The state Rapid Response Unit is also working to increase statewide employer knowledge of services by expanding outreach efforts to such organizations as the Society for Human Resource Management, Rocky Mountain Payroll Association and the Colorado Human Resources Association. To that end, CDLE maintains a web-site for employers and employees to visit and learn about services.

The methods utilized to receive layoff notification vary by local region and employer with the exception of WARN notices. As mandated by law, WARN notices are received by the state Rapid Response Coordinator (SRRC) who is part of the state Rapid Response Unit. The SRRC then contacts the employer within 48 hours. The state has established a network of partnerships with Colorado companies (both large and small businesses), the Colorado Bar Association, local Chambers and union representatives. The state also trains local workforce Center specialists on how to identify impending layoffs within their own specific regions. Ancillary methods leading to a first contact with an employer by the state or local workforce Center staff include a search of newspaper articles and the use of Internet analytics searches. The development of partnerships and networks continues to cultivate the voluntary initiation of layoff notification from the business community and has resulted in 70% of Rapid Response assistance being derived from non-WARN layoff events.

II.2.e. Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

All Colorado workforce regions are required to use the state-developed common database (Connecting Colorado) to track all USDOL or CDLE funded programs provided through workforce centers including Wagner-Peyser, WIA, TAA, and Veterans Employment and Training Services, as well as discretionary grants and locally funded programs. All labor exchange services delivered by the regions are performed using this system, resulting in a true statewide labor exchange system. Data reporting to USDOL also derives directly from the statewide system, allowing real time reporting and tracking of results at the statewide, local, and individual client level. State policies and procedures related to data integrity and data validation are reflected in the structure of the Connecting Colorado system and are based on the standards set in TEGL 17-05: Common Measures Policy. Colorado recently issued an updated, comprehensive set of data collection policies and processes that cover the entire participation cycle including enrollments, exits, participation services, and data entry standards. This document is titled Program Guidance Letter (PGL) 12-06-WIA: Guidance on Data Integrity and the Customer Participation Cycle for WIA and TAA Programs and is available for review at:

<http://www.coworkforce.com/PGL/pgl/externalpgl.htm>

II.2.f. State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

The state has a comprehensive system of on-demand reports, utilizing data from its statewide Connecting Colorado database, which allows state and local staff to view outcome data at the state, local, and case manager level for all USDOL funded programs including Wagner-Peyser, WIA, TAA, and Veterans Employment and Training Services. These reports provide us with mechanisms to measure levels of service and outcomes by program or targeted groups such as individuals with disabilities, veterans, etc., providing a better measure of the impact of outreach programs or specialized initiatives on performance. All reports are available to run anytime by any staff person, and all data, with the exception of wage data contained in the report, is up to the minute (wage data is updated quarterly). In addition, all performance reports have a breakout of how individual clients fit into each performance

measure, whether positive, neutral or negative. This allows us to better find errors and improves analysis by revealing the source of the data down to the individual level. Supplemental data that hasn't yet been obtained is tracked on a report that allows the case manager to obtain a list of clients that should be contacted during any given quarter.

Colorado provides ongoing technical assistance and training to its local workforce regions to ensure their understanding of performance measures and the impact of program strategies on performance outcomes. Monthly meetings are held between state and regional staff to ensure good communication on performance and other related issues. These meetings also serve as the point of discussion on enhancements to Connecting Colorado that will further support performance accountability.

II.2.g. State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

All data needed to calculate and analyze performance for continuous improvement resides in Connecting Colorado, the statewide database described above. Wage records are uploaded quarterly to Connecting Colorado from the Unemployment Insurance data system, and currently Connecting Colorado maintains a file of wage data extending back to January 1996. This file is used in a variety of on-demand Connecting Colorado reports that track wage-based performance for all USDOL funded programs including Wagner-Peyser, WIA, TAA, and Veterans Employment and Training Services. Workforce regions and their partners with data sharing agreements have direct access to these reports (or can be provided these reports by the workforce regions), which contain aggregated wage record information. Unemployment Insurance has formal data release agreements with the workforce regions for their direct access to individual wage records available through the Colorado Unemployment Benefits System (CUBS). Wage data is also utilized in the Workforce System Impact Analysis System, described above in II.2.b, that is under development. Currently the WORKFORCE SYSTEM IMPACT ANALYSIS system is a simple model that can demonstrate the economic benefits and fiscal contribution of the individuals who received services from Colorado Workforce Center programs, become employed, and are working six months later. The system will be further enhanced during PY12.

II.3. Services to State Target Populations: The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

II.3.a. Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple

challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37.)

UI Claimants, Long-Term Unemployed, Under-Employed, Dislocated Workers, Trade Displaced Workers, Displaced Homemakers

- **Workforce Development Programs/UI Strategic Partnership** - CDLE's Workforce Development Programs and Unemployment Insurance Division have formalized their long-standing partnership with the out-stationing of two Dislocated Worker and project implementation specialists at the UI offices to coordinate reemployment initiatives for UI claimants and the long-term unemployed. Some of the programs that have been impacted by this partnership include: the Colorado Enhanced Approved Training Program (CEATP – described below), State Extended Benefits (SEB), Emergency Unemployment Compensation (EUC), Reemployment Services under the American Recovery and Reinvestment Act of 2008, Regular Approved Training, Worker Profiling, Colorado's H-1B Grant, the State Energy Sectors Partnership, SECTORS grants (described in II.2.c), and Colorado's OJT National Emergency Grant. In each case the partnership facilitated project implementation and/or increased access to services for UI claimants and the other targeted groups listed above.
- **UI Claimant Initiative** - CDLE has disseminated WIA Dislocated Worker 25% discretionary funds to the statewide network of workforce centers to provide intensive reemployment services to Unemployment Insurance (UI) claimants. These funds are targeted to increase training and job opportunities for UI claimants with the intent of reducing their time on a claim, if they have not already exhausted their benefits, and resulting in a training-related placement rate of no lower than 75%. Each workforce region in the state has established local recruitment strategies, identified their UI target groups, and is providing WorkKeys and ProveIt! assessments as part of their service strategies. Workforce regions may co-enroll participants in other WIA programs or initiatives, or leverage funds from non-WIA sources should additional resources be needed to cover costs.
- **Long Term Unemployed Initiative** - CDLE has provided additional Dislocated Worker 25% discretionary funds to the statewide network of workforce centers to focus on those UI claimants who are within 90 days of exhausting all tiers of UI benefits. Some of these individuals may have been unemployed for as long as 99 weeks, and have multiple barriers to reemployment including a significant lack of the skills needed to qualify and compete for jobs. These funds will allow regions to offer more intensive support services and longer periods of time in training. Internships, as well as on-the-job training and occupations skills upgrade training, will be a focus of this initiative.
- **Colorado Enhanced Approved Training Program (CEATP)** - In June 2009, the Colorado Legislature passed Senate Bill 09-247 that provides additional compensation for Unemployment Insurance claimants who are in an enhanced approved training status. The program was renewed in the 2012 legislative session and allows claimants on any form of UI benefits to have their job search contacts waived and receive an additional 50 percent of their regular UI weekly benefit amount for a maximum of 20 weeks, not to exceed 40 percent of their UI maximum benefit amount during the time they are in training for in-demand jobs. Training options include classroom training, entrepreneurial training, and employer-based internships and work experiences offered by WIA and

partner programs, discretionary funding, PELL grants, student loans, etc. Over 3000 claimants were served through 6-30-2012 and another 3000 are anticipated through 6-30-2014.

- **Displaced Homemaker Program** - In addition to services available through Wagner-Peyser and the WIA Dislocated Worker formula programs, State funds are utilized to provide employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance, have lost their source of economic support. Services are offered through the Community College of Denver and include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement.

Veterans and Homeless

Colorado will continue its strong tradition of promoting the training, hiring and retention of veterans, plus ensuring veterans priority of service in all USDOL funded programs. This will be accomplished through close working relationships with workforce system partners to make sure that veterans are represented to potential employers and business owners as qualified and professional employees who bring a unique set of skills to the workplace. The state workforce system delivers the full array of labor and employment services to Colorado veterans at all 76 of its State and County-run full-service Workforce Centers and satellite offices around the state. Employment Specialists at the centers provide veterans with employment services such as job matching and referral to posted job openings, vocational and career guidance, labor market information, plus workshops on resume preparation and conducting effective job searches. Staff also refers eligible and qualified veterans to appropriate Workforce Investment Act (WIA) training programs and discretionary initiatives, as well as registered apprenticeship programs throughout the state

In addition to State and County workforce center employees, who provide core and intensive services to all veterans, CDLE currently employs 25 full-time Disabled Veteran Outreach Program (DVOP) Specialists and 16 full-time Local Veteran Employment Specialists (LVER) assigned to Workforce Regions around the state. These positions are funded through a USDOL Veterans Employment and Training Service (VETS) grant and fulfill all responsibilities mandated by the grant programs, including the provision of case management services to Special Disabled Veterans, Disabled Veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homelessness.

Veterans grant staff also serves other populations of veterans in the State through Memoranda of Understanding (MOUs). Those populations include:

- **National Guard and Reserve** members returning from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). In particular, Virtual Job Fair Technology is being utilized to assist this group with veterans resource sites, accessed while they are still overseas, and actual virtual job fairs when they return to this country.
- **Service-connected disabled veterans**, who are targeted and identified through various Veterans Service Organizations (VSO) as well as outreach activities at Veteran Centers and Veterans Administration Medical centers.

- **Recently separated veterans**, who are targeted through our College Campus Outreach pilot program and through job fairs and hiring events
- **Wounded and injured veterans**, who are identified through the REALifelines program that staff coordinates, and through relationships established with the Wounded Warrior Program located at Fort Carson, Colorado.
- **Incarcerated veterans**, who are indentified and contacted through “in-reach” activities conducted within correctional facilities managed by the Colorado Department of Corrections. Veteran representatives will also work in partnership with the Veteran Offender initiatives described in detail below under Ex-Offenders.
- **Homeless Veterans** - Veteran Employment Specialists work with the Homeless Veteran Reintegration Program (HVRP), providing one-on-one employment assistance and supportive services to homeless veterans to include but not limited to resume and interviewing preparation, employment workshops, job search assistance and job referrals. The supportive services provided include but not limited to rent assistance, food and transportation funding. CDLE’s HVRP Employment Representative is an active member of the Governor’s state homeless committee that seeks out innovative ways to solve the shortage of temporary housing and resolve issues with permanent housing placement.

Older Workers

CDLE and the statewide network of workforce centers continue to work with and support the efforts of the Senior Community Service Employment Program (SCSEP) under the Colorado Department of Human Services: Aging and Adult Services, through participation on the Older Worker Task Force, which promotes connections between the SCSEP service providers, their participants and the workforce centers. In addition, workforce centers have older worker specialists, who provide workshops and employment services that are customized for this targeted group, and have developed MOUs with the Title V Older Worker service providers. **The complete SCSEP plan is included under item II.9** and further describes the initiatives for serving this population.

Colorado Workforce Centers have a long history of targeting services to the older worker population, which is currently being enhanced by customized services developed by their older worker specialists. These services include workshops addressing the challenges of potential age discrimination in hiring, providing access to resources targeted to seniors, setting up networking groups for age 50+ workers, and holding job fairs that focus exclusively on the older job seeker.

Migrant and Seasonal Farmworkers

The Wagner-Peyser Agricultural Outreach Plan (**see the complete plan under item II.4**) sets policies, and objectives with regard to providing services to the agricultural community, specifically Migrant and Seasonal Farm Workers (MSFWs). The Colorado Department of Labor & Employment (CDLE) provides these services through the statewide network of workforce centers, ensuring that MSFWs receive the full range of employment, training, and educational services on a basis which is qualitatively equivalent and quantitatively proportionate to the services provided to non-MSFWs.

During the next five program years, the six significant workforce centers will continue to provide quality employment services and referrals to appropriate agencies as part of their assistance to the MSFW population. The state's workforce development system is State administered and locally controlled. The contracts with each workforce region will contain provisions to ensure that MSFWs receive the full range of employment and training services offered to the general public. CDLE will continue to provide technical assistance to the regions in their planning activities to help ensure that the needs of MSFWs are addressed, and that the workforce development system is in full compliance with the Judge Ritchie court order and federal rules and regulations.

Individuals with Limited English Proficiency

Colorado is now on the seventh year of a special task force to address the needs of Limited English Proficient (LEP) clients. The group started out as the LEP taskforce and is now called "Colorado Workforce Speaks." This effort was designed based on President Clinton's Executive Order 13166 mandating that all agencies receiving federal funding must make their services available to limited English proficient clients. The task force has accomplished the following:

- Surveyed workforce center staff and identified the many languages that staff speaks on a state-wide basis.
- Created an "I Speak" poster and have provided these posters to all workforce centers throughout the state. This poster says "I Speak" in eleven different languages; for example, a Spanish speaker can point to the "Yo Hablo Español" section of the poster.
- Established a format for local Language Assistance Plans that are updated annually as part of the WIA and Wagner-Peyser annual local planning process.
- Stored all of the Colorado Workforce Speaks materials electronically in the e-Colorado.org Colorado Workforce Speaks team room. Topics include career planning, employment, education and training, emerging technologies, employer resources, workforce professional resources, high growth initiatives, legislation and policies, promising practices and supportive services.
- Colorado is making these resources available to the MSFW population by training Workforce center staff and Outreach workers how to access the team room information and apply it to this population.

Ex-Offenders

Over the past several years, CDLE has designed, implemented and managed several highly successful ex-offender employment and training programs in collaboration with multiple state and local agencies. Among these were the **Stop the Revolving Door** and the **Motherhood** initiatives, which provided employment and training services to 839 participants, and achieved a 71% entered employment rate as well as a 9% recidivism rate during the first year of post-program follow-up.

Workforce Development Programs/CDOC Strategic Partnership– Building upon past successes, CDLE's Workforce Development Programs has stationed a Subject Matter Expert for ex-offenders and other marginalized populations at the Colorado Department of Corrections (CDOC) Broadway Reentry Center to work with offenders, particularly

incarcerated veterans. This has provided unprecedented access to the correctional system and conversely, for CDOC, to resources available from the workforce system and the community. Among the initiatives that are being developed and implemented as a result of this partnership are the following:

- **Released Offenders** – The CDLE Subject Matter Expert has been involved in creating, implementing and managing offender-specific employment and job search classes, which prepare offenders to obtain and retain employment. The employment class curriculum is comprehensive in nature, has been tailored to address criminogenic needs (such as anti-social behaviors or values and lack of employment skills), tackles offender-specific employment issues and is taught by a local workforce center. In addition, the CDLE/CDOC collaboration has connected a community and faith-based organization with the Broadway Re-entry Center to deliver offender specific job search to the hardest-to-serve offenders who need one-on-one instruction. Bringing workforce and community and faith-based organizations into the CDLE/CDOC collaboration provides customized intensive services to the unemployed, under employed, underserved, at-risk offender and affords them the chance to find employment and reach self-sufficiency for themselves and their families.

Going forward these collaborative services may evolve into an employment progression for offenders. The CDLE/CDOC initiative will move offenders toward employment and job search education at the Broadway Re-entry Center; move them into short-term, vocational skills training; and step them from training into an on-the-job training or work experience that will lead to unsubsidized employment in one of Colorado's demand industries that pay a livable wage. A continuum of progressive employment would lead to a reduction in recidivism, an increase in offender employment, a reduction in dependence on the system and will promote self-sufficiency.

- **Connecting Colorado for Incarcerated Offenders** - As a demonstration project, CDLE provided access to the statewide Connecting Colorado self-service job matching system inside one set of prisons during June 2012, allowing inmates to register for employment. In order to safeguard the workforce system's employers, inmate registrations will not be activated until release; however, they will have the ability to search for job possibilities and learn about the job requirements as part of their preparation for transition into the labor market. Upon release they can update and fully complete their registrations and have them activated by CDOC staff, who have been trained in Connecting Colorado administrative functions. Within a year, Connecting Colorado will be available statewide to all public and private prisons under the jurisdiction of CDOC.
- **Veteran Offenders** - The Veteran Offender initiative is a cutting-edge project that has garnered national attention. Through the CDLE/CDOC collaboration multiple agencies are working together to develop Veteran-specific employment, training, family and supportive services to Veterans who are currently incarcerated in several prisons throughout the state. In the proposed Veteran initiative, Veterans who are within one year of release, mandatory parole date or discharge date may be moved to one centralized prison in Colorado Springs, the Cheyenne Mountain Re-Entry Center, where they will

occupy an entire section of the facility. The Veterans will live together, learn together, eat together and participate in team building and pride restoration activities, specialized activities that will not only help them regain their sense of honor, but will also promote success outside the walls by preparing them for employment, family and community.

The Veteran-specific curriculum to be created will be a complementary blend of programs developed by Veterans for Veterans, like the family reintegration curriculum developed by the U.S. Army for soldiers discharging from the military with the TAP (Transition Assistance Employment Program), and evidenced-based psycho-social programs developed by experts in the field. The 16-week specialized curriculum will also include a “Speaker’s Series” designed to increase releasing Veterans’ knowledge of essential life skills topics. Colorado’s current Incarcerated Veterans Transition Program will be integrated into this initiative and will also be involved in providing mentoring services to participants. The staff and instructors for this program will be Veterans themselves – Veterans teaching Veterans.

Since employment is paramount to success, incarcerated Veterans will have the opportunity to expand their vocational skills through vocational programs designed for this special population. The collaborating agencies are also working with the local workforce system to leverage funds for specialized on-the-job trainings, work experiences and internships to better prepare Veterans for employment, as well as help them utilize and transition the skills they learned in the military. Once the Veteran offender is released from prison, CDOC is looking at creating a Veteran-specific parole officer position to handle the Veterans. This position will provide a continuation of services, attitude and expectations for the Veteran offender.

Low Income and Those with Multiple Challenges to Employment

These populations are served by the statewide network of workforce centers, which offer the full range of the Wagner-Peyser, WIA, and TAA services to meet their employment, re-employment, and training needs. In addition, the Colorado workforce system has implemented special initiatives to ensure comprehensive, customized and coordinated services to these targeted groups, including:

- **Employment Support Fund (ESF)** - Because of the flat funding of the Wagner-Peyser program over the last 15 years and the growing demand for services, the Colorado Legislature authorized supplemental state funding that generates approximately \$10 million annually to enhance Colorado’s employment and training services. These funds are formula-allocated to the local workforce regions and are available to support both Wagner-Peyser and WIA activities. The flexibility of the funds promotes integration of the programs and helps increase services available to the entire range of targeted populations, including low income and those with multiple barriers to employment.
- **TANF Partnerships** – In many of the workforce regions, the TANF work programs are fully integrated with USDOL funded programs and managed by the local Workforce Director. This facilitates access to Wagner-Peyser and WIA services for the TANF low-income and multi-barriered population and has resulted in a wide variety of special initiatives developed at the local level. These include TANF-funded summer youth programs, non-custodial parent programs, etc.

- **WIA Adult Priority of Service** – All workforce regions have adopted a local adult priority of service policy that targets low income and other populations with special barriers to employment. This ensures that the majority of WIA Adult funds are spent to serve these populations.

Individuals Training for Non-Traditional Employment

- **H1B Technical Skills Training Grant** - CDLE’s Workforce Development Programs received this \$5 million 4-year national discretionary to train American workers in high level skills for the information technology and manufacturing industries, and to reduce the industry’s reliance on foreign workers. Key businesses were involved from inception including IBM, Lockheed Martin, and other major high tech companies that had previously hired foreign workers. This initiative will train over 800 incumbent workers as well as long term unemployed and will have a statewide impact. Emphasis will be placed on women pursuing non-traditional information technology and engineering careers, because they are currently underrepresented in these occupations. As of the 2010 census, women represented 45.6% of Colorado civilian workers, but only 26.2 % of those in information technology and 15.3% of those in engineering occupations. The H1B initiative seeks to impact this disparity.
- **Colorado Coalition for Gender and Information Technology (CCGIT)** - CDLE’s Workforce Education Coordinator serves as the co-president of CCGIT, which promotes women’s pursuit of careers in non-traditional information technology jobs. She is also a member of the National Coalition of Women in Information Technology’s (NCWIT’s) Workforce Alliance, which involves the public and private sectors and provides insight into diversity and gender recruitment issues related to employment and retention of IT workers. These connections allow CDLE to work at the state level to develop policies and initiatives that ensure women are targeted and recruited for training opportunities leading to non-traditional employment.

II.3.b Serve the employment and training needs of individuals with disabilities. The discussion must include the state’s long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)

Colorado’s workforce system is committed to ensuring that their programs, services and facilities are fully accessible to persons with disabilities, and has a long record of coordination and collaboration in this area. Over the last five years assistive technology has been installed in all full-service workforce centers, and Disability Navigators and Benefits Planners have provided training and technical assistance to workforce center staff on disability issues and resources, in addition to directly serving the disability community. Although specific funding for these positions is no longer available, workforce regions now have the WIA 10% funds imbedded in their formula funding and can apply these additional resources to the improvement of services to this targeted group. Workforce regions also partner with Division of Vocational Rehabilitation to leverage the resources needed to serve disabled customers.

At the same time the state continues to work strategically with the key agencies and organizations that assist persons with disabilities towards independence, aligning services and approaches in all areas. Training, planning, and program implementation at the state level involves input from the Division of Vocational Rehabilitation, the Department of Public Health and Environment, the Department of Education, Health Care Policy and Finance, Transportation, Community College System, College In Colorado, Mental Health, and many community based organizations, and is used to create inclusive strategies to provide the most comprehensive, successful outcomes for the disability customers of the system. These partnership strategies are modeled and promoted to local regions for use by WIBs and youth councils, so that local partnerships are developed to promote and provide services to the disability customer base.

CDLE has a long history of leading and serving on many interagency disability-related workgroups, including the Governor-appointed Behavioral Health Transformation Council and its subcommittees, an executive board position on the Colorado Advisory Council for Persons with Disabilities, the State Coordinating Council for Transportation, and the Metro Denver Homelessness Initiative. The state also targets disability populations in all major discretionary grant initiatives such as SECTORS Grants, the State Energy Sector Partnership, the H-1B and OJT-NEG grants, as well as projects serving military veterans, and youth. CDLE demonstrates leadership and commitment by promoting promising practices based on Pepnet and the USDOL Office of Disability Employment Policy (ODEP) Guideposts for Success at the bi-annual Think Big Youth Conference, which is a youth cross-systems conference funded by CDLE, Colorado Department of Education, and the Division of Vocational Rehabilitation (DVR). CDLE also participates in DVR's disability job fair, and hosts cross-agency and community training sessions related to the disability target group, utilizing the e-Colorado Adobe Connect webinar system and team rooms, where partner organizations can host and promote their work. In addition, promotion and support of the National Disability Mentoring Day event occurs on an annual basis.

II.3.c Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

State Coordination and Technical Assistance - The CDLE Youth Programs Coordinator and the State Youth Council work in tandem to support, create awareness, and develop partnerships at the state and local levels so that enhanced and comprehensive services are provided to youth, including youth with significant barriers. Training, technical assistance, and best practices resources are developed for the local youth service providers through partnerships with the Division of Vocational Rehabilitation, the Department of Education, the Community College System, State Departments of Corrections and Higher Education, as well as community organizations and local youth councils. These resources may also be identified as a result of state and local participation on cross-agency boards, committees and work groups related to youth issues. They are offered to the local providers through in-person

and web-based solutions, as well as through periodic meetings with the youth operators from across the state.

- **Think Big Youth Forum** - The bi-annual Think Big Youth Forum is the premier opportunity for high-quality professional development, partner awareness, knowledge transfer and networking opportunities for youth services professionals in workforce development and partner agencies. The two-day format offers a self-directed, facilitated learning environment with education sessions, interactive forums, and participatory sessions to share best practices and encourage excellence in youth services. Think Big has been supported financially through the State Youth Council, the Colorado Department of Labor and Employment, the Colorado Division of Vocational Rehabilitation (DVR) and the Colorado Department of Education (CDE). Partner attendees have included representatives from: Colorado Workforce Centers, Division of Vocational Rehabilitation, Colorado Department of Education – School to Work Alliance Program, the Colorado Workforce Development Council, State and Local Youth Councils, the Colorado Department of Labor and Employment, community based organizations and private businesses.
- **Local Partnerships** - A critical strategy for delivering comprehensive services to youth with barriers to employment is the state’s commitment to encouraging and empowering local workforce region youth program staff to offer each of the WIA required program elements in partnership with the entities, both public and community-based, that serve this population in their respective local areas. Outreach and collaboration at the local level allows the workforce centers to utilize key community resources, and to find disconnected youth and link them with the academic and occupational training opportunities needed for them to meet their educational and employment goals.
- **Local Policy** - The CDLE/Workforce Development Programs Monitoring Team has undertaken an ongoing initiative with local WIBs to develop and fine-tune local policy as it relates to the sixth barrier category for WIA Youth eligibility: an individual who requires additional assistance to complete an educational program, or to secure and hold employment. This language in WIA presents an opportunity for local boards and youth councils to establish additional barrier categories based on local conditions. The Monitoring Team provides technical assistance to help local areas identify and define barrier categories, thus enabling our local operators to target and serve those underserved population groups.

Job Corps – The Job Corps partnership with Colorado’s workforce system is statewide and comprehensive. Staff of the Collbran Job Corps Center and their outreach and recruitment contractor, CHP International, have a long history of participation on the state and local youth councils. Youth from the Collbran Job Corps Center also become members of local youth councils on a regular basis. Job Corps regularly participates in local youth job and career fairs and will be actively involved with in virtual job fairs in the near future. CDLE’s GSJH Coordinator connects Job Corps and their youth to industry events such as Colorado Construction Career Days, which now features Job Corps as a contributing sponsor/partner.

The strong relationship between the Colorado Workforce Centers and Job Corps is solidified by formal agreements to provide Job Corps and their contracted vendor with access to Connecting Colorado. Collbran youth register with Connecting Colorado to search for jobs once they have completed their coursework and are transitioning back to the community. They benefit by posting a résumé, applying for a specific job or completing a self-directed job search. A formalized process for referring Job Corps participants to local WIA youth programs is in place with each workforce region, and provides youth with access to more intensive services that they may need to meet their educational and employment goals.

II.4 Wagner-Peyser Agricultural Outreach Plan (4a through e)

The Colorado Wagner-Peyser Agricultural Outreach Plan begins on the next page.

**State Plan for
Agricultural Services**

State of Colorado

**For the Period
July 1, 2012 – June 30, 2017**

Name of Grantee:

Colorado Department of Labor and Employment

Address of Grantee:

633 17th Street, Suite #700

Denver, CO 80202-3627

Wagner-Peyser (W-P) Agricultural Outreach Plan

Summary of Submission Requirements

The Agricultural Outreach Plan (Ag Plan) sets policies, and objectives in providing W-P services to the agricultural community, specifically Migrant and Seasonal Farm Workers (MSFWs). The Colorado Department of Labor & Employment (CDLE) provides these services through the One-Stop Career Center system, ensuring that MSFWs receive the full range of employment, training, and educational services on a basis which is qualitatively equivalent and quantitatively proportionate to the services provided to non-MSFWs. This Ag Plan presents the following information:

- **Assessment of need:** A review of the previous year's agricultural, MSFW activity in the state, and projected levels of agricultural and MSFW activity in the coming year.
- **Outreach activities:** A review of the resources available for MSFWs outreach and description of outreach efforts to be provided to MSFWs and numerical goals.
- **Services provided to MSFWs through the One-Stop Delivery System:** A description of ways the State will ensure that MSFWs have equal access to employment opportunities.
- **Services provided to agricultural employers through the One-Stop Delivery System:** A description of how the State will promote and provide labor exchange services and identify agricultural employers expected to employ MSFWs.
- **Review and comment from key stakeholders**

I. **Assessment of Need:** The Charts below, which are divided by region, address the following plan requirements:

- A. Review of the previous year’s agricultural activity in the state.
- B. Review of the previous year’s MSFW activity in the state.
- C. Projected level of agricultural labor employed in each of the crops identified. Estimate of the number of MSFWs involved in each, and indication of crop areas that experienced labor shortages.
- D. Projected level of agricultural activity expected in the state in the coming year, including any changes from last year’s crop activities.
- E. Projected number of MSFWs in the state in the coming year, including any changes in numbers of MSFWs involved in each crop activity.

Northern Colorado (Brighton and Greeley)

Review of 2011 Agricultural Activity										
Crop	Onions	Beans	Sugar Beets	Carrots	Potatoes	Lettuce	Cabbage	Spinach	Broccoli	Corn Sweet Corn, Silage, Grain
Acreage	10,800	18,000	11,600	1,300	800	900	1,070	135	380	241,050
Labor										
Pre-harvest	200	100	100	30	0	150	150	40	20	60
Harvest	900	50	50	100	100	300	300	160	60	300
Months of Heavy Activity	Mar–Nov	Aug–Sep	May–Oct	Aug–Sep	Aug–Sep	Mar–Oct	Mar–Nov	June	Apr–Nov	July–Sep
Total Agricultural Job Openings Received (including H2A) = 365										

Review of 2011 MSFW Activity										
Crop	Onions	Beans	Sugar Beets	Carrots	Potatoes	Lettuce	Cabbage	Spinach	Broccoli	Corn Sweet Corn, Silage, Grain
Labor Estimate	1,100	150	100	130	120	330	450	120	80	520
MSFWs Involved	1,000	50	50	80	60	200	280	80	60	340
Labor Shortages	No	No	No	No	No	No	No	No	No	No
						HIGH	LOW			
Est. Local Seasonal Population			750	Migrant Worker Influx		700	200			
MSFWs Registered			240	Est. MSFWs in the Area		1,500	800			

Projected Level of Agricultural Activity for 2012										
Crop	Onions	Beans	Sugar Beets	Carrots	Potatoes	Lettuce	Cabbage	Spinach	Broccoli	Sweet Corn, Silage, Grain
Acreage	9,250	18,250	13,700	1,400	800	825	1150	155	220	475,000
Labor Needs	1,000	180	180	100	100	350	400	130	40	830
Projected Agricultural Openings = 400										
Projected Number of MSFWs in the Area = 1,600										

Arkansas Valley (Lamar and Rocky Ford)

Review of 2011 Agricultural Activity		
Crop	Onions	Melons
Acreage	1,800	1,050
Labor Used		
Pre-harvest	200	100
Harvest	400	200
Months of Heavy Activity	Apr-Sep	Jun-Sep
Total Agricultural Job Openings Received = 200		

Review of 2011 MSFW Activity					
Crop	Onions	Melons			
Labor Estimate	630	315			
MSFWs Involved	400	175			
Labor Shortage	YES	YES			
				HIGH	LOW
Est. Local Seasonal Population	145	Migrant Worker Influx	600	33	
MSFWs Registered	503	Est. MSFWs in Area	745	N/A	

Projected Level of Agricultural Activity for 2012			
Crop	Onions	Melons	Mixed Vegetables
Acreage	2,500	2,150	150
Labor Needs	400	200	55
Projected Agricultural Openings = 220			
Projected Number of MSFWs in the Area = 600			

In 2010 Southern Colorado ranked 4th in the nation* in cantaloupe production; however, in 2011 a deadly listeria outbreak that was traced back to a Colorado farm, significantly impacting the Rocky Ford cantaloupe industry. At last count the outbreak sickened 146 people and killed 36. In order to regain public trust Colorado has changed its cantaloupe growing practices to include the formation of the Rocky Ford Growers Association. The association will submit to twice-a-year safety audits conducted by state agricultural inspectors, among other safety procedures. The Arkansas valley is hopeful that these steps will help the recovery of the \$10 million dollar cantaloupe industry.

*Source Colorado Agricultural Statistics 2011

San Luis Valley (Monte Vista)

Review of 2011 Agricultural Activity					
Crop	Potatoes	Lettuce	Spinach	Carrots	Cabbage
Acreage	73,000	1,300	800	2,000	300
Labor Used Preharvest Harvest					
	600	400	5	50	15
	2,200	600	20	50	15
Months of Heavy Activity	Sep-Oct	Jul-Sep	May-Oct	Aug-Sep	Aug-Sep
Total Agricultural Job Openings Received = 900					

Review of 2011 MSFW Activity					
Crop	Potatoes	Lettuce	Spinach	Carrots	Cabbage
Labor Estimate	2,900	1,200	800	100	30
MSFWs Involved	850	400	20	50	10
Labor Shortages	NO	No	No	No	No
				HIGH	LOW
Est. Local Seasonal Population		2,000	Migrant Worker Influx	2,000	5
MSFWs Registered		406	Estimated MSFWs in Area	2,000	N/A

Projected Level of Agricultural Activity for 2012					
Crop	Potatoes	Lettuce	Spinach	Carrots	Cabbage
Acreage	70,000	1,300	800	2,000	300
Labor Needs	2,000	475	20	100	30
Projected Agricultural Openings = 2,625					
Projected Number of MSFWs in the Area = 1,300					

Western Colorado (Delta)

Review of 2011 Agricultural Activity								
Crop	Onions	Corn (Sweet)	Lettuce	Beans	Cherries (Sweet)	Cherries (Tart)	Peaches	Apples
Acreage	750	470	100	2,100	240	280	550	3,400
Labor								
	75	30	35	5	0	0	15	75
Preharvest	200	150	100	10	12	50	80	300
Harvest								
Months of Heavy Activity	Jul-Oct	Jul-Sep	Jun-Sep	Aug-Nov	July	Jul-Aug	Aug	Sep-Oct
Total Agricultural Job Openings Received = 45								

Review of 2011 MSFW Activity								
Crop	Onions	Corn (Sweet)	Lettuce	Broccoli	Cherries (Sweet)	Cherries (Tart)	Peaches	Apples
Labor Estimate	275	180	135	70	25	35	45	325
MSFWs Involved	275	150	135	70	25	35	30	250
Labor Shortages	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
							HIGH	LOW
Estimated Local Seasonal Population				60	Migrant Worker Influx		350	50
MSFWs Registered				60	Estimated MSFWs in Area		800	N/A

Projected Level of Agricultural Activity for 2012								
Crop	Onions	Corn (Sweet)	Lettuce	Beans	Cherries (Sweet)	Cherries (Tart)	Peaches	Apples
Acreage	750	470	100	2,100	240	280	550	3,400
Labor Estimate	275	180	135	70	25	35	45	325
Projected Agricultural Openings = 65								
Projected Number of MSFWs in the Area = 800								

Colorado ranks 1st in the nation in the production of proso millet, which is used mostly in bird feed, but is also used in health food, due to the lack of gluten. Proso millet generated an annual value of \$30,509,000 for the 220,000 acres planted in 2010. Proso millet is popular due to the fact that it has a short growing season and needs little water.*

Colorado ranks 3rd in the nation in sheep production with approximately 370,000 head of sheep in 2011 with a total value of approximately \$60,310,000.*

One of Colorado’s largest crops is potatoes. Colorado ranks 4th in the nation for its potato crops with a value of approximately \$293,030,000 in 2010.*

In 2010 Colorado saw record highs for corn for grain, corn for silage, sugar beets and wheat production.*

*Source Colorado Agricultural Statistics 2011

More than 2.3 million acres of former Colorado farmland are enrolled in the Conservation Reserve Program where the US government pays the farmers to keep marginal land out of crop production. This number is equivalent to about nine of the Rocky Mountain National Parks.

As of October 2010 (2011 data not yet available) the top ten counties with the most acreage in the Conservation Reserve Program were as follows:

County	Active CRP Acres
Baca	308,128
Weld	252,247
Washington	208,480
Kit Carson	196,278
Kiowa	188,186
Prowers	168,019
Lincoln	142,570
Cheyenne	131,676
Logan	130,988
Yuma	117,410

Acreage statistics do not reflect recent re-enrollment or extension offers. The figures for some counties were not available because of confidentiality restrictions. The ten-year contracts quickly became a welcome base payment for struggling farmers. Some acreage on the Eastern plains received about \$34.00 annually per acre. Colorado’s reserve is the 6th largest in the nation, with 2.3 million acres now enrolled.

II. Outreach Activities Plan for Program Year (PY) 2012

A. Introduction

1. During PY2012 the six significant workforce centers will continue to provide quality employment services and referrals to appropriate agencies for assistance to the MSFW population.
2. The Colorado Department of Labor and Employment (CDLE) is required to administer an outreach program with bilingual (i.e. English/Spanish) staff since Colorado is designated as a significant MSFW state, with a predominantly Spanish-speaking MSFW population.
3. CDLE entered into a statewide Memorandum of Understanding (MOU) with Rocky Mountain Service Employment Redevelopment (RMSER) (167 grantee), Migrant Education and Colorado Vocational Rehabilitation Migrant Program. These MOUs have established and demonstrated effective coordination of outreach and to increased registration activities for all service providers.
4. The state's workforce development system is State administered and locally controlled. The contracts with each region will contain provisions to ensure that MSFWs receive the full range of employment and training services offered to the general public. CDLE will continue to provide technical assistance to the workforce regions in their planning activities to help ensure that the needs of MSFWs are addressed, and that the workforce development system is in full compliance with the Judge Ritchie court order and federal rules and regulations.
5. Colorado's strategies to identify the number of MSFWs the State anticipates to reach via outreach includes the following:
 - Each of the six significant offices is required to address outreach in their specific area plan. Planning requirements have been detailed in a Policy Guidance Letter (PGL 09-05-P) available for review at:
<http://www.coworkforce.com/PGL/pgl/externalpgl.htm>
The local outreach plans allow the State Monitor Advocate to keep tabs on the six significant offices and unique issues around the state.
 - Colorado identifies ways to increase the MSFWs' ability to access core, intensive and training services in the One-Stop centers by partnering with other agencies that also target the same population. Some of the partner agencies include: RMSER 167 provider, Migrant Education, the local migrant health clinics, faith-based migrant community associations and Colorado Legal Services.
 - The State Monitor Advocate regularly attends the migrant coalitions in the following cities: Rocky Ford, Monte Vista, Greeley, Denver, and Delta. In these meetings the State Monitor Advocate routinely explains how other agencies can partner with Colorado Department of Labor and Employment to have migrants access the services offered by the six significant One-Stop centers including adult and dislocated workers.

B. Proposed Outreach Activities

In accordance with 20 CFR 653.107(i-p), MSFW outreach efforts will be accomplished by personal contacts with MSFWs, employers and other agency staff; conducting public meetings; and distributing pamphlets and other relevant printed materials. MSFW outreach workers will maintain records of their outreach efforts in a log of daily outreach activities. Reports will be submitted monthly to the State Monitor Advocate during periods of peak agricultural activity. MSFW outreach staff will undertake a special effort to provide agricultural employers with pertinent information regarding the procedures for the intra/interstate recruitment of temporary agricultural workers. All six significant offices in the state of Colorado employ Outreach workers who are bilingual and have a migrant background.

Outreach Activities

1. Colorado continues to employ six bi-lingual bi-cultural outreach workers in Brighton, Greeley, Lamar, Delta, Monte Vista and Rocky Ford. Colorado continues to employ outreach workers full time during the peak season as mandated by 20 CFR Part 653.107 (h) (3) (i).
2. The number of staff positions assigned to outreach activities continues to be the same as in prior years with no reductions.
3. Colorado continues to share a cooperative agreement with Colorado's 167 provider RMSER. Five of the six significant offices co-locate with RMSER in order to meet the needs of our MSFW clients. Colorado has migrant coalitions in the following cities/towns: Denver, Greeley, Delta, Rocky Ford, and Monte Vista. The State Monitor Advocate attends these migrant coalition meetings on a regular basis, and our outreach workers have identified ways to partner with members of the coalition in order to serve the needs of our MSFW population. As an example of a non-traditional partner, the coalition in Rocky Ford has partnered with the Colorado State Patrol and Union Pacific railroad, and they have created a publication designed to teach migrants how to be safe at railroad crossings. The publication also teaches the migrants about basic rights and responsibilities as a driver of a vehicle in the state of Colorado. Other examples of the non-traditional partners who attend these migrant coalitions on a regular basis are: a judge in Delta, Colorado State Patrol employees in Rocky Ford and a grower in Delta. The traditional partners who attend the meetings on a regular basis are 167 providers Board of Cooperative Educational Services (BOCES), RMSER, migrant education representatives, migrant housing representatives, food bank representatives and various other representatives from the non-profit sector.
4. In the six significant offices, non-MSFW outreach staff has been cross-trained on how to take Employment Services (ES) related complaints. A policy guidance letter (**PGL 09-06-P**) has been issued covering all ES complaint requirements and procedures. The complete document is available on-line for review at:
<http://www.coworkforce.com/PGL/pgl/externalpgl.htm>

5. The following agencies also employ MSFW outreach workers in the state of Colorado: RMSEER (167 provider), BOCES, migrant education and also migrant health providers. The state of Colorado's MSFW outreach workers routinely conduct co-outreach with this staff. Additionally, in Greeley, Plaza del Sol and Plaza Milagro routinely conduct a migrant information evening, and all MSFW services providers set up a tent and inform the MSFW agencies about their programs and requirements and also provide information to the migrants that are in attendance. This year's event will be held on the evening of July 17, 2012, from 4:30 p.m. to 7:00 p.m. Each of the six significant offices has customized handouts describing the services offered by the Workforce Centers. These handouts are shared with other migrant outreach workers in other organizations for them to give to their clients. The migrant coalitions in Greeley, Monte Vista, and Rocky Ford routinely have a migrant appreciation picnic at the end of the season. At these picnics the members of the coalitions join forces to work with one another to meet the needs of the MSFW population. The Executive Director of CDLE routinely attends at least one of the picnics to personally thank the farm workers for their hard work in helping to feed America.
6. Colorado has recognized the importance of targeting the non-agricultural employers with outreach efforts. Colorado formed a Limited English Proficiency (LEP) taskforce; this taskforce is now called Colorado Workforce Speaks. There are several non-agricultural employers who participate in this effort. For example, a major hotel in Denver has a training program to teach non-English speaking employees Vocational English on the job. This program has proven to be a great success, as the retention of employees is greater than with the English speaking employees. These employers use the services of the Colorado Workforce Centers in order to access Limited English Proficiency clients, and it has created a "Win/Win" situation for the employers and the clients of the workforce center.
7. The state of Colorado continues to promote labor exchange services to the agricultural employers by participating in agricultural conferences. The State Monitor Advocate maintains a very close working relationship with the Colorado Department of Agriculture. This close working relationship allows the State of Colorado to be in touch with the trends and current employer needs in the state of Colorado. At the Outreach Worker training held in the spring of 2008, the Colorado Department of Agriculture trained all Outreach Workers on the Worker Protection Standard. At this time the outreach workers continue to offer this service to the Agricultural employers and have received refresher trainings at least once each year. This training is another tool the outreach workers can use in providing pesticide safety information to both the worker and the employer. This free service to the agricultural employer is used as a marketing tool by providing the service and then reminding the employer of the labor exchange services offered by the One-Stop centers. Outreach Workers are trained to inform the employers of the benefits and the requirement to recruit US workers when they are equally qualified for the positions announced in an H2A application.
8. Colorado will continue to utilize annual growers' meetings as a process to identify

agricultural employers expected to hire MSFWs. The growers' meetings are held annually in different parts of the state. The Agricultural recruitment system will continue to be a resource to bring migrant workers to the state of Colorado. A very close working relationship with the State Monitor Advocates from the states of Texas and New Mexico will be essential for PY 2012 in order to ensure equal opportunity for U.S. migrants for Colorado jobs.

C. Numerical Goals

The number of MSFWs to be contacted during the program year by workforce center staff, and the number of staff days (based on eight hour days) to be utilized for outreach, listed by local office where outreach staff is assigned, as well as state office:

Local Office	Outreach Contacts	Staff Days
Brighton	300	60
Delta	300	60
Greeley	300	60
Lamar	100	35
Monte Vista	300	50
Rocky Ford	300	50
TOTAL	1,600	315

The number of MSFWs to be contacted by other agencies by cooperative arrangements will be approximately 300.

The number of MSFWs to be registered by outreach workers will be approximately 700.

The number of agricultural employers to be contacted by outreach staff for the purpose of obtaining job orders, conducting job development, providing assistance with the states electronic system. It is estimated that the entire state of Colorado will contact a total of 100 agricultural employers, as many of the agricultural employers routinely list job postings with the six significant offices, and these employers come back to utilize our services year after year.

D. Services Provided To MSFWs Through The One Stop Delivery System.

1. MSFW outreach functions will be carried out by 6.0 FTE during PY 2012, with occasional backup from bilingual staff in those significant offices that have multiple bilingual staff. Workforce center staff will utilize approximately 330 staff days to provide MSFW outreach services to the farm worker community. Core, intensive, and training services required under WIA Title I will be provided to the MSFW clients via the six bilingual MSFW Outreach workers employed in the six significant offices in Colorado. Colorado has an MSFW registration system referred to as Connecting Colorado. This system captures the data of the Migrant and Seasonal Farm Workers

electronically including an explanation of how they qualify as a migrant or seasonal on our notes screen. This system is a shared system for all Colorado Workforce Centers, including the six significant offices. The MSFW outreach workers routinely inform Migrants of advancement opportunities to improve their skills to be competitive in a local, regional and global economy. For example, each significant office hands out an MSFW packet to migrants during outreach activities. These informational packets include resources for English as a Second Language (ESL), Migrant Assistance Program (MAP) and training opportunities available through the WIA 167 provider. Colorado met the required five out of five equity indicators for MSFWs in PY10.

2. Colorado is now on the seventh year of a special task force to address the needs of the Limited English Proficient (LEP) clients. The group started out as the LEP taskforce and is now called “Colorado Workforce Speaks.” This effort was designed based on President Clinton’s Executive Order 13166 mandating that all agencies receiving federal funding must make their services available to limited English proficient clients. The task force has accomplished the following:
 - Surveyed workforce center staff and identified the many languages that staff speaks on a state-wide basis.
 - Created an “I Speak” poster and have provided these posters to all workforce centers throughout the state. This poster says “I Speak” in eleven different languages, for example a Spanish speaker can point to the “Yo Hablo Español” section of the poster.
 - All of the Colorado Speaks efforts have been stored electronically on e-Colorado. To view this information please go to www.e-colorado.org and follow the instructions to register.

The following topics are covered in our e-Colorado web page: career planning, employment, education and training, emerging technologies, employer resources, workforce professional resources, high growth initiatives, legislation and policies, promising practices and supportive services. The Colorado Workforce Speaks information can be found on the top of the page under “Team Rooms.” Please visit the web site and see how Colorado is making resources available to the MSFW population by training Workforce center staff and Outreach workers how to access this information for the use of MSFWs and LEP population. Colorado is positioned to serve the MSFW population in an electronic environment in the One Stop centers and in affiliate sites to advance MSFW skills, and to be competitive in a local, regional, and global economy.

3. CDLE and RMSER, the WIA 167 grantee, have had an MOU in place since 1995. This MOU includes, but is not limited to, co-location and collaboration in communities where both agencies have a presence. It also ensures that the needs of MSFWs that do not have access to the One Stop Centers are met. CDLE also entered an interagency informal cooperative agreement with Migrant Education in Greeley

Colorado. This interagency cooperative agreement was to establish and demonstrate effective coordination of outreach and to increase registration activities for all service providers. These cooperative ventures between CDLE, RMSER, and Migrant Education have generally improved the operational knowledge of outreach staff, and reinforced principles and strategies. This successful partnership has provided the vehicle to better serve and to immediately expand the range of available services to the MSFW population.

E. Services Provided To Agricultural Employers Through The One-Stop Delivery System.

1. The Migrant and Seasonal Farm Worker Program is designed to enhance and expand services to meet the needs of the agricultural industry. Colorado will provide services to agricultural employers by effectively providing information about services available through the workforce development system and, at the same time, obtaining sufficient information about the employer's needs to provide appropriate services. Outreach workers will continue to conduct meetings with large growers and farm labor contractors to facilitate the exchange of information and maximize the effectiveness of the program. Staff will promote the use of the workforce centers to recruit workers by helping employers assess their labor needs and making appropriate referrals to their job openings.
2. Services to agricultural employers will be provided by MSFW outreach workers and other workforce center staff through daily planned personal visits and promotional telephone contacts with the employer.
3. The Colorado Department of Labor and Employment (CDLE) continues to conduct pre-occupancy housing inspections to growers who provide housing to migrant and seasonal farm workers, or other U.S. workers or to nonimmigrant aliens admitted to the United States under the H-2A Temporary Labor Certification program. On June 7, 2008, Governor Ritter signed into law Colorado House Bill 08-1325. This law established the Colorado Nonimmigrant Agricultural Seasonal Worker Pilot Program that was implemented by CDLE on August 8, 2008. The bill created the Pilot Program for the purpose of expediting recruitment, application, and approval of workers through the federal H-2A certification process. Colorado has experienced a shortage of migrants to tend to the crops last year and the number of H2A applications has almost doubled this program year compared to last year. Colorado saw a decline of H2A applications after March 2011 due to the new formulation of wages. The Adverse Effect Wage Rate (AEWR) in Colorado is now set at \$10.43 per hour, and agricultural employers are stating that the higher pay rate has hindered their ability to participate in the program.
4. Outreach workers are expected to develop and maintain productive relationships with agricultural employers. Agricultural employers can be identified in several ways: knowledge of the local labor market, incoming job orders, employer associations, and through word-of-mouth. Colorado will continue to utilize existing processes for

linking available MSFWs with employers, including on going collaborative efforts by workforce centers and local community-based organizations that provide services to MSFWs.

5. Each workforce region with an MSFW significant office will continue to actively promote all aspects of labor exchange services available to agricultural employers. This will include attending and participating in employer, employer association, food processor, farm labor contractor and MSFW sponsored meetings and conferences.
6. State and local workforce center staff will provide information on local labor market conditions and intrastate and interstate temporary agricultural worker recruitment requirements (including information on the Alien Labor Certification process). Information will also be provided on the Migrant and Seasonal Agricultural Worker Protection Act (MSPA) and how it affects agricultural employers and migratory workers.

F. Other Requirements – Monitor Advocate: The State Monitor Advocate has been afforded the opportunity to approve and comment on the PY2012 Agricultural Services Plan.

G. Other Requirements – Affirmative Action Plans (AAP):

States with designated significant affirmative action local offices are required to submit an AAP in accordance with 20 CFR 653.111.

Colorado is not representative of the top 20% of MSFW activity nationally and therefore is not in the Affirmative Action category. Also, Colorado is not required to have an Affirmative Action plan for significant MSFW offices.

There is not an imbalance in the racial or ethnic group on the six significant local offices. Each of Colorado's six significant offices employs Outreach staff who is bilingual and bicultural reflecting the needs of the Spanish speaking MSFW population in the state of Colorado. Colorado has initiated a plan to meet the needs of any potential Non-Spanish speaking MSFW population. To view this comprehensive plan, please go to www.e-colorado.org , then go to "Team Rooms." Colorado is prepared with a plan to meet the needs of the non-Spanish speaking MSFW; however, at this point the dominant language of the MSFW population in the state of Colorado continues to be Spanish.

H. Review and Public Comment: This plan will be shared with Chief Executive Officer of Rocky Mountain SER, Colorado's 167 provider, and with the Colorado Department of Agriculture. In addition it will be published on CDLE's public website for a period of no less than 45 days to garner public comments prior to submission to USDOL. All comments will be captured and sent to USDOL along with the plan.

II.5 Services to Employers: The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)

Statewide Business Services Alignment Initiative

In June 2011, business development services teams from Workforce Centers across the state began a dialogue that has since evolved into part of the workforce system's strategic effort to address gaps in serving businesses across all workforce programs. The vision of this group is "to provide seamless access to business development for all employers and produce positive economic return for business/industry and our communities." Four areas of focus were identified as follows:

- standardizing business practices
- marketing/outreach
- communications, and
- staff development.

These areas of focus were subsequently embedded in a draft plan of action approved by the State's workforce regional directors, which identifies three primary goals for completion during 2012 through 2013. These are:

- Drive creative and innovative approaches to meet business needs
- Maximize business awareness and utilization of the workforce system,
- Establish on-going professional development trainings for business development service representatives.

(Please see the attached 2012-2013 Business Services Plan for more detail regarding how the State will achieve its goals.)

This initiative is a key element in the implementation of the Governor's Colorado Blueprint to align services, and is supported by the Colorado Workforce Development Council, CDLE's Workforce Development Programs and the local workforce regions. Additionally, Colorado has been approved for participation in USDOL's **Expanding Business Engagement (EBE)** national technical assistance initiative. During the course of this 2-year grant, Colorado will participate in two national training institutes and incorporate the learning of effective business services strategies in its statewide plan of action.

As part of this initiative, representatives of the business services teams and subject matter experts from CDLE will create a comprehensive job order and business services policy that establishes statewide standards regarding services to businesses. It will be based on the current job order policy, which will be expanded and enhanced to reflect best practices gleaned from participation in the EBE institutes. In addition, the Connecting Colorado data base will be enhanced to allow additional tracking and reporting of business services activities.

II.6 WIA Single State Areas: Not applicable

II.7 WIA WAIVER PLAN

The Colorado Department of Labor and Employment (CDLE), the state administrative entity for the Workforce Investment Act (WIA), is submitting one new waiver, plus requesting the extension of 9 current waivers of the legal requirements under the Workforce Investment Act. This waiver plan addresses the requirements of TEGL 26-09 (WIA Waiver Policy and Waiver Decisions for PY2009 and 2010) and TEGL 9-11 (Revised FY12 Funding Levels and Clarification of the Level of the Governor's Reserve), with new and extended waivers intended for implementation through June 30, 2013.

Should the waiver requests be granted, CDLE will be able to ensure the timely and effective implementation and expenditure of all grant funds in support of individuals and business during this period of slowed economic recovery. This will also provide greater flexibility and encourage increased innovation to drive system transformation through regional sector strategies that create talent pipelines to meet business needs.

This waiver request follows the format identified in WIA Section 189(i)(4)(B) (29 USCA Section 2939(i)(4)(B)) and WIA Final Regulations at 20 CFR Section 661.420(c).

A. REQUEST APPROVAL OF ONE NEW WAIVER FOR PY12 Workforce Investment Act Waiver Request Template Required Statewide Activities

Date: September 17, 2012

State: Colorado

Agency: Colorado Department of Labor and Employment

Statutory and/or regulatory requirements to be waived

- Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers, and youth.
- Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.
- Waiver of 20 CFR 665.200(b)(3) requiring dissemination of training provider performance and cost information.

Actions undertaken to remove state or local barriers

There are no state or local barriers.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations, incentive grants to local areas, and dissemination of training provider performance and cost information. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1)),

- submitting required reports (WIA Section 136(f)),
- disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4)),
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f)), and
- assisting in the establishment and operation of one-stop delivery systems described in subsection (c). (WIA Section 134(a)(2)(B)(v), and 20 C.F.R 665.200(g-h))

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system. The five bulleted items immediately above are provided in order of priority for use of the Governor's Reserve funds. The cost of these activities is being covered by the WIA 5% set aside and the State's supplemental Employment Support Fund (cash funds). In addition, cost savings are being achieved through technology solutions such as Smart Forms, and Adobe Connect meetings and webinars, plus reduction in staff costs as a result of not back filling vacancies. These strategies are sufficient to allow coverage of the five bulleted items, but not the three required activities being waived (evaluations, performance incentive grants, and dissemination of ETPL performance and cost data). The waived activities would require approximately \$1.25 million of additional funds, formerly charged to the WIA 10% set aside that is no longer available.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The State will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to Affected Local Boards and Public Comment

The waiver, along with the state plan, will be reviewed by the Colorado Workforce Development Council in August, 2012. Then it will be published for a period of 20 days from August 22 to September 10, 2012, on the public web sites maintained by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided with submission of the state and waiver plans in September 2012.

United States Department of Labor, Employment and Training Administration
WIA/WP Waiver Request Form, Last updated 8-19-2011, OMB Number 1205-0398

B. REQUEST EXTENSION OF 9 CURRENT WAIVERS FOR PY12 THROUGH PY16

1. Use of Dislocated Worker 25% Funds for Incumbent Worker Training Waiver

Statutory Provisions to be Waiver: Section 134(a)(2) that directs states to use Dislocated Worker 25% funds for rapid response activities and additional assistance to local regions needing to address mass layoffs or plant closures

This waiver would allow the state to use up to 20% of Dislocated Worker 25% funds for incumbent worker training as part of layoff aversion strategies, per Section 134(a)(3) of the Act. All training under this waiver would be restricted to skill attainment activities, with reporting of performance outcomes in the WIASRD for any incumbent workers served as a result of the waiver. Under 20 CFR 665.220, the State has developed a policy for Rapid Response incumbent worker training that establishes general guidelines for:

- Worker eligibility for incumbent worker training
- Criteria for identifying how the potential for layoff aversion and the eligible employers would be determined
- Requirements for determining how, besides averting layoff, the skills attained contribute either to the maintenance of employment or increase in employment security for workers

With the extension of the waiver, the state may provide 20% of the Dislocated Worker 25% funds to local regions to establish incumbent worker-layoff aversion initiatives that complement their local sectors-based training strategies. Regions will be tasked with establishing local policies that address the bulleted items above, and will be allowed to customize and more narrowly define the guidelines to meet the needs of local industry sectors or clusters. Once local policies are approved and in place, regions will submit plans for use of the funds, which will be required to contain locally determined performance goals for the Common Measures retention and average wage measures. In addition, the plans will contain training completion goals and goals that demonstrate employer outcomes such as increased productivity or revenue potential. Information obtained from the layoff aversion initiatives will be collected for potential submission of best practices that can be shared with other states through the e-colorado.org knowledge management portal and USDOL's Workforce 3One website.

The activities described above have a direct relationship to the Overarching State Strategies, excerpted below from the PY11 State Plan. In particular, the activities support sectors strategies and an increase in training opportunities, both addressing the needs of workers impacted by the economic downturn. These strategies have been incorporated in the Governor Hickenlooper's Colorado Blueprint and the current Colorado Workforce Development Council strategic plan.

Overarching State Strategies

Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D) and 112(a).)

- *How adults and dislocated workers, including low-income adults, who need to acquire new skills will have increased access to education and training opportunities.*

One of the Governor’s priorities is to ensure that Colorado has expanded access to education and training opportunities that will address the needs of workers impacted by the economic downturn, and expand talent development for business sectors that will need skilled workers as the economy recovers.

- *How the state will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations as well as the needs of under-skilled adults;*

Colorado has taken the next step in implementing its long term sector strategy approach to system transformation by extending and awarding new statewide sector grants to focus the workforce regions on the key industries that drive their local and regional economies and provide the spark for increasing economic vitality. The LWIBs will convene local decision makers and respond to the legitimate recruitment and retention issues of these industries. Successful completion of sector planning activities will result in implementation grants that are expected to focus on Career Pathways strategies aligned with those of the Colorado Community College System, and designed to address the skill upgrade needs of low-skilled adults. Sectors-based strategies serve as the platform for all discretionary initiatives funded by the Colorado Workforce Development Council, as well as those that will be funded with Dislocated Worker 25% dollars.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- Increase the development of program strategies that reflect the USDOL goal of system innovation
- Assist the business community with the avoidance of down-sizing and business closures
- Increase worker skill attainment to impact potential business expansion. This would allow the “creation” of new jobs through promotions, resulting in open positions that could be filled by entry level job seekers.

Individuals Impacted by the Waiver:

- Incumbent workers in danger of layoff, who are in need of skills upgrade training
- Businesses that need assistance to avoid worker layoffs and possible facility closures
- Local boards that need greater flexibility to promote transformation of the system through innovative program models

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

Specifically, Colorado has issued Program Guidance Letter #11-06-WIA: WIA Waiver Policy that contains the following waiver oversight process:

E. Waiver Monitoring and Accountability:

In TEGL 26-09, USDOL stated its intent to enhance its oversight and monitoring of waivers to determine what impacts waivers have on performance outcomes, gain insight into how states are using waivers, and to ensure that the integrity of the waiver guidelines are maintained. To address the same areas, CDLE will be adding the monitoring of waivers to its quarterly and annual monitoring processes in order to track how waivers have changed the activities of the local areas and directly or indirectly affected local area performance, and to insure compliance with waiver guidelines. CDLE will utilize the following mechanisms to track and monitor the use of waivers in each region:

- Local annual plans that include narratives on intended usage of waivers
- Expenditure Authorizations for WIA and Wagner-Peyser formula programs that issue funding related to waivers and contain specific waiver plans and performance goals
- Local policies related to waivers
- Quarterly reports for waiver-related projects and initiatives
- Activity and performance/common measures reports

Process for Notice of Local Boards and Opportunity to Comment: The waiver, along with the state plan, will be reviewed by the Colorado Workforce Development Council in late July, 2012. Then it will be published for a period of 30 days from August 10 to September 10, 2012, on the public web sites maintained by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided with submission of the state and waiver plans in September 2012.

2. Replacement of WIA Performance Measures with the Common Measures Waiver

Statutory Provisions to be Waived: Section 136(b), which defines the current WIA Title I performance measures.

This waiver allows the State to replace the existing 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05. Beginning with Program Year 2006, the State of Colorado has operated under the nine (9) common measures: Adult Entered Employment, Adult Retention, Adult Average Earnings, Dislocated Worker Entered Employment, Dislocated Worker Retention, Dislocated Work Average Earnings, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver:

- Provides for a simplified and streamlined measurement system, which is not only more cost effective, but is more transparent to our business partners and service providers.
- Provides for making the system more demand-driven, governed by business-led workforce investment boards. The existing 17 measures are difficult for staff to manage and board members to understand and successfully monitor
- Provides for more integrated management of the Wagner-Peyser, Veterans, and Trade Act Programs, which have already gone to the Common Measures
- Will allow redirection of resources to increased training opportunities and regional workforce strategies by reducing paperwork and labor costs associated with duplicative performance data collection.

Individuals Impacted by the Waiver: This waiver will benefit local Boards, One-Stop Centers, employers, customers, and service providers. The following are expected to be additional impacts of the proposed waiver:

- Program participants will benefit because local Boards will have added flexibility and resources to design programs based on regional needs and priorities.
- Businesses will benefit from regional strategies and greater integration of programs

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite

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3. Waiver to Use Local Funds for Statewide Activities

Statutory Provisions to be Waived: Title I, Subtitle B, Chapter 45, §134(d) regarding use of funds for employment and training activities, as well as implementing regulations found at 20 CFR §663.145.

This waiver allows local workforce development boards (Boards) in Colorado to use funds allocated to them under WIA §§ 157, 158, 132 and 133 in the same manner and fashion as Statewide Activity funds under WIA §§ 159 and 134 and implementing regulations found at 20 CFR §667.130. These funds are known as Local Activity Funds. CDLE understands that in order to receive approval for extension of this waiver, the limit on the amount of funds that are set aside is not to exceed 20% of the Dislocated Worker funds allocated to each local region. In addition, CDLE is aware that should this waiver be extended:

- WIA eligibility and the Common Measures cannot be waived for any local funds set aside for statewide activities; and performance outcomes must be reported through the WIASRD
- No local formula adult or youth funds may be set aside
- All funds set aside for statewide activities must be used for incumbent worker training related to documented layoff aversion strategies
- All funds must be spent on skill attainment activities

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved

- Increase the development of program strategies that reflect the USDOL goal of system innovation and focus on the dual customer strategy
- Increase the development of strategies to assist the business community with avoidance of layoffs and business closures

Individuals Impacted by the Waiver

- Incumbent workers in danger of layoff, who are in need of skills upgrade training
- Businesses that need assistance to avoid worker layoffs and possible business closures
- Local boards that need greater flexibility to promote transformation of the system through innovative program models

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite

utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

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4. Waiver of the Limitation on Transfer of Funds Between the Adult and Dislocated Worker Programs

Statutory Provisions to be Waived: WIA Section 133(b)(4) (29 USCA Section 2963(b)(4)) and WIA Final Regulations at 20 CFR Section 667.140, providing that with the approval of the governor, Local Workforce Investment Boards (LWIBs) may transfer up to 20% of a program year allocation for adult employment and training activities, and up to 20% of a program year allocation for dislocated worker employment and training activities between the two programs.

Colorado's original waiver request, to increase the 20% transfer limit to 40%, was further expanded to allow a 100% transfer of funds between the Adult and Dislocated Worker programs, provided the State continued to meet or exceed performance standards for both programs. CDLE is now operating under the waiver that does not allow the transfer to exceed **50%** of the local allocation for either the regular Adult or Dislocated Worker program, and is requesting extension of this waiver authority.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver: The increased flexibility and control to transfer funds between the Adult and Dislocated Worker programs resulting from the current waiver, has allowed local regions to further customize service delivery, maximize use of limited funds, and redirect resources where demand for services is greatest. In particular, this waiver has allowed local regions the flexibility to serve a greater number of low income adults when the unemployment rate was low and layoffs were limited. Conversely, during the last 12 months, when the economic downturn has resulted in increased layoffs, the transfer authority has allowed regions to redirect resources to serve the increasing numbers of dislocated workers. As the current economic swings continue, such flexibility will be critical to the rapid deployment of strategies to address worker and employer needs. Should this waiver extension be granted, Colorado would expect the goals and outcomes described above to apply for the next program year and continue providing significant benefit to local and regional economies.

Individuals Impacted by the Waiver: This waiver will benefit local Boards, One-Stop Centers, employers, customers, and service providers. The following further describes impacts of the proposed waiver:

- Program participants will benefit because local Boards will have added flexibility to design programs based on local needs and priorities.
- More customers will have access to employment and training services that are part of Colorado's sector strategies initiative
- Employers will receive additional services to address their needs for a skilled workforce

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

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5. Youth Program Element Procurement Waiver

Statutory Provisions to be Waived: WIA section 153 requirements to competitively select providers of youth program elements which applies to section 159(c)(2)(D),(G), and (I); and 20 CFR 664.410(a)(4), (7), and (9)

This waiver allows elimination of the competitive selection of providers for the following youth program elements:

- Paid and unpaid work experience, including internships and job shadowing
- Supportive services
- Follow-up services for not less than 12 months after the completion of participation

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver: The greater flexibility resulting from this waiver has allowed workforce centers to improve the continuity of services to youth, implement a more cost-effective and integrated service delivery system, and develop stronger ties with work experience/internship host agencies and employers. In the same manner, this waiver promoted the rapid implementation of the summer youth jobs and year round youth programs mandated by the American Recovery and Reinvestment Act of 2009. Extension of this waiver will allow Colorado to continue achieving efficiencies in the delivery of all youth services; keep the administrative costs of competitive procurement processes at a minimal level; and direct more funds to program activities that lead toward performance improvement.

Individuals Impacted by the Waiver

- Local boards needing to minimize administrative costs and redirect those funds to additional program activities that assist youth participants and lead to performance improvement
- Older, out-of-school, low-income and disconnected youth, who have demonstrated the need for additional youth program services
- Community organizations seeking to partner with workforce boards to meet the needs of disconnected youth populations that their current resources alone cannot address

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver

request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

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6. Waiver of Limits on Employer Match for Customized Training

Statutory Provisions to be Waived: WIA Section 101(8) (29 USCA Section 2801(8)), which defines customized training and requires employers to pay not less than 50% of the cost of training.

Colorado is proposing a sliding scale for employer match that will range from 0 to 50 percent, based on criteria developed by the State and local workforce regions and an assessment of a particular business' need for assistance with economic competitiveness in the current economic downturn. Allowing businesses and industry to apply a sliding scale to their match dollars will increase employer participation in WIA customized training and address the primary reason for their limited participation in customized training during this economic downturn. CDLE will issue policy guidance, with input from the local workforce investment regions, regarding implementation of the sliding scale, which will adhere to the principles of training workers in high-demand, higher skill, and higher wage occupations.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by This Waiver

- Maximize the flexibility needed to ensure speedy implementation of formula programs and discretionary grants
- Assist with the transformation of the current workforce system to a demand-driven, sector based, and regionally driven talent development pipeline
- Increase training and transitional employment opportunities for unemployed and incumbent workers, as well as hard-to-serve youth and adults
- Increase business usage of the workforce system
- Provide greater incentives for employers to retain and retrain current employees to avoid layoffs; and to create new jobs and hire new workers
- Create additional opportunities for unemployed and underemployed workers to speed their return to full-time employment
- Promote partnerships with training providers to create industry responsive training programs
- Expand strategies to achieve performance outcomes

Individuals Impacted by the Waiver

- Unemployed and underemployed workers who do not have transferrable or marketable skills
- Incumbent workers in danger of layoff due to business downturn or need for updated skill sets
- Businesses needing to retain current workers, and/or hire additional workers to sustain their productivity, who do not have the resources to do so

- Local boards needing greater flexibility for timely implementation of economic stimulus funding programs and initiatives
- Training providers needing additional resources to build capacity to respond to industry needs

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado’s network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE’s statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

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7. Waiver of Limits on Employer Reimbursement for On-the-Job Training

Statutory Provisions to be Waived: WIA Section 101(31)(B) provides reimbursement to the employer for On-the-Job Training (OJT) of up to 50 percent of the wage rate of the participant, and for the extraordinary costs of providing for the training and additional supervision related to the training.

Colorado is proposing a sliding scale of reimbursement to the employer of up to 90% of the wage rate and extraordinary costs defined by the law, based on the following criteria:

- Up to 90%: Employers with 50 or fewer employees
- Up to 75%: Employers with 51-250 employees
- Up to 50%: Employers with more than 250 employees

Allowing businesses and industry to be reimbursed on a sliding scale will help increase employer participation in WIA On-the Job Training and address the primary reason for their limited participation in OJT during this economic downturn. Since 2008, businesses have had less access to loans and other financial resources to expand business activity, retool, train, or hire new or replacement staff. Colorado is primarily a small business economy, and this segment has been particularly hard-hit by the economic downturn. Providing a higher reimbursement rate to smaller businesses will defray training costs necessary for business expansion and provide the incentive to participate in the workforce system. CDLE will issue policy guidance, with input from the local workforce investment regions, regarding implementation of the sliding scale, which will adhere to the principles of training workers in high-demand, higher skill, and higher wage occupations.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by This Waiver

- Maximize the flexibility needed to ensure speedy implementation of formula and discretionary grants
- Increase small and other business usage of the workforce system
- Provide greater incentives for employers to retain and retrain current employees to avoid layoffs; and to create new jobs
- Create additional opportunities for new workers, and for unemployed and underemployed workers to speed their return to full-time employment
- Reduce the length of time for a UI claim, and reduce the need for usage of other public assistance benefits

Individuals Impacted by the Waiver

- Unemployed and underemployed workers who do not have transferrable or marketable skills
- Individuals entering the workforce for the first time

- Hard-to-serve low-income youth who are unable to compete for limited job openings
- Businesses needing to retain current workers, and/or hire additional workers to sustain their productivity, who do not have the resources to do so
- Local boards needing greater flexibility for timely implementation of economic stimulus funding programs and initiatives

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

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8. ETPL Initial Eligibility Time Limit Waiver

Statutory Provisions to be Waived: WIA Section 122(c)(5) and Title 20 CFR 663.530 dealing with the time limit for initial eligibility that is part of the Eligible Training Provider List (ETPL) requirements. Colorado is proposing to extend the period of initial ETPL eligibility for all training programs currently in their initial eligibility period and those approved for initial eligibility by June 30, 2013. WIA regulations allow an initial eligibility period that does not exceed 18 months, and can be extended up to six additional months in the limited circumstance of subsequent performance data not being available.

a. Application of Waiver to All Training Programs: Reporting of subsequent eligibility on all students has continued to be problematic for community colleges and many of the private vocational training providers. In some instances providers have elected not to participate in the ETPL because the data cannot be provided, thus limiting customer choice, particularly in rural areas. Expanding training options is a critical part of all workforce programs and requires flexibility not allowed under the current law and regulations.

b. Application of Waiver to E-Learning Programs: In the case of e-learning, a new and growing segment of post secondary education, schools are experiencing even greater difficulty in meeting the ETPL subsequent eligibility reporting requirements. To increase the number of e-learning opportunities for all WIA customers, CDLE is requesting up to a 24-month period of initial eligibility for all e-learning programs, given that WIA formula funds may be utilized in addition to discretionary grant funds for the costs of e-learning ITAs.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver

- Maximize the flexibility needed to ensure speedy implementation of all formula and discretionary grants
- Increase training opportunities for unemployed and incumbent workers, as well as hard-to-serve youth and adults, particularly in rural areas that have limited access to classroom training programs
- Encourage development of just-in-time e-learning programs by training providers to support sector strategies in high-growth industries
- Increase efficiencies in performance reporting

Individuals Impacted by the Waiver

- Rural WIA participants with limited access to classroom training opportunities
- Hard-to-serve youth and adults who need the flexibility of e-learning options that allow self-paced learning
- Businesses requiring the development of just-in-time training programs to meet their needs for trained workers

- Unemployed, underemployed, and incumbent workers that need 24/7 access to training opportunities so that they can continue to earn wages while in training
- Local boards that need greater flexibility for timely implementation of economic stimulus funding programs and initiatives

Per the State's current ETPL policy, Colorado will continue to maintain the quality of providers on the ETPL by verifying the accuracy of the information reported by the training providers through audits of the data gathered and by taking appropriate enforcement action against eligible training providers in the event that they intentionally provide inaccurate information. The State will also remove providers from the list who have been determined by Local Workforce Boards as not meeting required performance levels or who are otherwise ineligible for inclusion on the ETPL.

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

Specifically, Colorado has issued Program Guidance Letter #11-06-WIA: WIA Waiver Policy that contains the following waiver oversight process:

E. Waiver Monitoring and Accountability:

In TEGL 26-09, USDOL stated its intent to enhance its oversight and monitoring of waivers to determine what impacts waivers have on performance outcomes, gain insight into how states are using waivers, and to ensure that the integrity of the waiver guidelines are maintained. To address the same areas, CDLE will be adding the monitoring of waivers to its quarterly and annual monitoring processes in order to track how waivers have changed the activities of the local areas and directly or indirectly affected local area performance, and to insure compliance with waiver guidelines. CDLE will utilize the following mechanisms to track and monitor the use of waivers in each region:

- Local annual plans that include narratives on intended usage of waivers
- Expenditure Authorizations for WIA and Wagner-Peyser formula programs that issue funding related to waivers and contain specific waiver plans and performance goals
- Local policies related to waivers
- Quarterly reports for waiver-related projects and initiatives
- Activity and performance/common measures reports

Process for Notice of Local Boards and Opportunity to Comment: The waiver, along with the state plan, will be reviewed by the Colorado Workforce Development Council in late July,

2012. Then it will be published for a period of 30 days from August 10 to September 10, 2012, on the public web sites maintained by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided with submission of the state and waiver plans in September 2012.

9. Limitations on Use of Eligible Training Provider System for Older and Out-of-School Youth Waiver

Statutory Provisions to be Waived: WIA 20CFR 664.510 prohibiting use of Individual Training Accounts (ITAs) for older and out-of-school youth.

Colorado is proposing that local workforce regions have the option to use the same training awards process for older and out-of-school youth as is currently in place for adults and dislocated workers. For this to happen at the present time, regions must co-enroll these individuals in the WIA Adult program, which requires additional documentation and reporting requirements, and may involve two different case managers, depending on the size and staffing of the one-stop center.

State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are currently in compliance with Federal guidelines. However, upon notification of approval of this waiver request, CDLE policies will be amended as appropriate to comply with the terms of the waiver.

Goals and Programmatic Outcomes to be Achieved by the Waiver

- Improve youth services through increased customer choice and access to training
- Eliminate duplicate training award processes, documentation and reporting requirements and insure equitability of training services for adults and youth 18 and over
- Provide local boards more flexibility in securing training service providers and reduce administrative requirements for maintaining lists of eligible providers of youth services
- Promote better utilization of training service providers in rural areas

Individuals Impacted by the Waiver

- Hard-to-serve older and out-of-school youth who need easier and increased access to training opportunities
- Low-income, unemployed and underemployed Adults, who have increased need for WIA services and resources that are currently redirected to co-enrolled youth
- Rural youth WIA participants with limited access to classroom training opportunities
- Businesses in growth industries that need trained workers
- Local boards that need greater flexibility for timely implementation of economic stimulus funding programs and initiatives

Process Used to Monitor Progress in Implementing the Waivers: CDLE has a long standing, comprehensive monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct quarterly reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide databases. Should this waiver request be granted, CDLE will ensure regular review of WIA programs and discretionary grants to monitor the outcomes and impacts of this waiver authority.

Specifically, Colorado has issued Program Guidance Letter #11-06-WIA: WIA Waiver Policy that contains the following waiver oversight process:

E. Waiver Monitoring and Accountability:

In TEGL 26-09, USDOL stated its intent to enhance its oversight and monitoring of waivers to determine what impacts waivers have on performance outcomes, gain insight into how states are using waivers, and to ensure that the integrity of the waiver guidelines are maintained. To address the same areas, CDLE will be adding the monitoring of waivers to its quarterly and annual monitoring processes in order to track how waivers have changed the activities of the local areas and directly or indirectly affected local area performance, and to insure compliance with waiver guidelines. CDLE will utilize the following mechanisms to track and monitor the use of waivers in each region:

- Local annual plans that include narratives on intended usage of waivers
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Process for Notice of Local Boards and Opportunity to Comment: The waiver, along with the state plan, will be reviewed by the Colorado Workforce Development Council in late July, 2012. Then it will be published for a period of 30 days from August 10 to September 10, 2012, on the public web sites maintained by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided with submission of the state and waiver plans in September 2012.

II.8 Trade Adjustment Assistance (TAA): States must describe how TAA will coordinate with WIA/Wagner-Peyser to provide seamless services to participants and address how the state:

II.8.a Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)

The Rapid Response, Dislocated Worker and TAA programs operate under a state/local collaboration and partnership to ensure that the One-Stop system has the ability to respond effectively and deliver services to affected workers. Rapid Response services for workers affected by Worker Adjustment and Retraining Notification Act (WARN) and TAA petitions are provided by the state Rapid Response Unit to ensure consistent quality services across the state. The state unit also services layoffs of 25 or more employees not impacted by WARN or TAA for employers in Colorado's front range workforce regions. To develop and deliver services, a team of state and local staff are gathered from but not limited to: the local One-Stop regions; state and/or local economic development agencies; community service organizations, and organized labor, as appropriate. State Rapid Response has also worked closely with Unemployment Insurance to develop materials and a video explaining the basics of how and when to file a claim.

II.8.b Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGl 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))

Local WIBs set policy for coordinating their various service delivery approaches with those under TAA. Specifically, local boards may set policy to:

- Determine the parameters under which eligible individuals will be co-enrolled in WIA and TAA;
- Work with dislocated workers eligible for assistance under TAA to obtain suitable employment;
- Refer individuals to vocational training in demand and targeted occupations; and
- Assist in job retention and career advancement.

All trade affected workers are afforded assistance with the TAA eligibility application, career counseling, including assessment necessary to determine employability and develop an employment plan; job development and placement; and case management support services. All trade affected workers receive an initial assessment that includes elements prescribed in Policy issued by the TAA Coordinator. An applicant for occupational retraining must receive comprehensive assessment utilizing assessment tools determined appropriate by the local Case Manager. A recipient of retraining services must receive an individual employment plan developed with the assistance of the local Case Manager. The Vocational Training Plan form is designed by the TAA Coordinator to be used by local Case Managers to verify that each of the "6 criteria" for training approval is met in the process of determining that retraining is feasible and appropriate.

CDLE retains program monitoring, technical assistance and fiscal management duties for TAA. In addition, the Department determines individual eligibility for Trade Re-Adjustment Allowance (TRA), and Reemployment Trade Adjustment Assistance (RTAA); makes TRA

and RTAA payments; coordinates Health Care Tax Credit (HCTC) eligibility notice to HCTC Administration; and processes documentation related to appeals from determinations and decisions denying TAA funded benefits. A Trade Act resource page on Colorado’s e-Learning Portal (TAA Counselors Forum) communicates up-to-date guidance and technical assistance to local staff.

II.8.c Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in “operating systems and policies” section of Operating Plan.) (WIA Sections 112(b)(8)(A), (B).)

See the responses to II.2.a, II.2.e, II.2.f, and II.2.g that are part of the “operating systems and policies” section of the Operating Plan.

II.9 Senior Community Service Employment Program (SCSEP) Plan (9a through n)

The Colorado SCSEP plan begins on the next page.

**STATE PLAN FOR THE
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM**

State of Colorado

**For the Period
July 1, 2012 – June 30, 2016**

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

II.9.a. Long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers.

As the Baby Boom generation continues to retire and leave the workforce there will be a void in the workforce. There will be fewer people able to fill the current job openings. This creates an opportunity for the older worker; businesses are recognizing the value of the older worker and the cost savings attributed to people with experience.

Colorado's diverse economic base and recent employment turnaround indicate positive prospects for a variety of industry sectors, which require expertise and experience. As with many other areas of the country, demand for education and healthcare services will continue to grow. Teachers and healthcare workers of all levels are needed to meet this demand. Colorado's scenic attractions, numerous gaming facilities, and Denver's status as a destination location will increase employment in the tourism and air transportation industries. General and business operations managers as well as retail and customer service representatives and hotel and wait staff will be needed to meet this demand. Professional, scientific, and technical services employment will continue to increase in both the short and long terms. Opportunities for computer software engineers, accountants and auditors, and executive and administrative support positions for these occupations are on the increase. Highly skilled construction workers such as carpenters, electricians, plumbers, and construction managers are needed to meet the continuing demand for building activity, particularly as a result of the recent wildfires in the state.

Though most Colorado manufacturing sectors have proportionally low employment compared with the U.S., Colorado has a higher concentration of employment relative to the nation in computer and electronic product manufacturing.

The remainder of private employment is in the services sector. Approximately 15 percent of Colorado workers are employed in wholesale and retail trade. Trade employment grew by 1.4 percent in 2006, slowing from the 1.8 percent rate shown in 2005. Professional and business services comprised of such businesses as accounting, legal, architectural, engineering, computer, marketing, technical, veterinary, management, and administrative services employ 14.6 percent of private sector Coloradans. Professional and business services continue to be one of Colorado's strongest industry sectors, adding 14,800 jobs in 2006. Colorado's appeal as a destination state keeps almost 12 percent of private sector workers employed in leisure and hospitality. The information industry and a variety of financial industries employ a significant number of people in relatively high-paying jobs. Another major industry sector is education and health services, which comprises about 10 percent of Colorado jobs. Experienced older workers will have opportunities for employment in a variety of fields that have previously been filled with younger workers. This is due to a shortage of workers and businesses recognizing the value added by the older worker.

II.9.b. A discussion of how the long-term job projections discussed in the economic analysis section of strategic plan relate to the types of unsubsidized jobs for which SCSEP participants will be trained.

Community service assignments are carefully selected to train participants for unsubsidized employment in areas where local employers have identified unmet needs. With regional economic trends as a broad roadmap, knowledge of the needs of community employer partners is critical to the proven success of our employer-based philosophy. By matching employer needs to the tested and validated skills of SCSEP participants, efforts focus on both employers and participants in areas that meet the needs of both.

Computer training will continue to be provided to participants at local project sites as part of community service assignments in Colorado's Host Agencies. Training takes place at the Workforce Centers (WFCs), local community colleges, and through community agencies. Computer training is a key means for increasing the job preparedness of participants.

Until Colorado's citizens are educated to a level that maximizes their potential, gaps will exist across every skill set through the next several years. Reading comprehension ranks highest at most education levels as a skill facing critical shortages. In fact, there is a significant skill gap for many skills associated with communication across all education levels. Other skills that show up high on the list of those facing possible shortage for every education level include: critical thinking, troubleshooting, and judgment and decision making abilities. Skill gaps are identified using the Skills Based Employment Projections System, a tool provided by the Projections Managing Partners. Ongoing, each SCSEP participant must participate in services at the local Workforce Center, in the county where the participant works. Participants will attend WFC classes that enhance/upgrade their skills.

Utilizing the WFC's individualized assessments and tests, participant training is customized to participants' skills and abilities. There are defined categories that have a career ladder and list of similar jobs, job levels, and next steps.

II.9.c. Current and projected employment opportunities in the State (such as by providing information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c).)

CO Statewide Occupations with the Highest Projected Openings 2010-2020

SOC	Title	Training and Education Required
41-2031	Retail Salespersons	Short-term on-the-job training
35-3031	Waiters and Waitresses	Short-term on-the-job training
41-2011	Cashiers	Short-term on-the-job training
29-1111	Registered Nurses	Associate degree
35-3021	Combined Food Prep & Serving	Short-term on-the-job training
43-4051	Customer Service Representatives	Moderate-term on-the-job training
13-1199	Business Operations Specialists	Bachelor's degree
11-1021	General and Operations Managers	Bachelor's or higher degree, plus work experience
13-2011	Accountants and Auditors	Bachelor's degree
25-2021	Elementary School Teachers	Bachelor's degree

CO Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020

SOC Title

31-1012 Nursing Aides, Orderlies, and Attendants
29-2061 Licensed Practical and Licensed Vocational Nurses
49-3023 Automotive Service Technicians and Mechanics
41-3021 Insurance Sales Agents
39-9031 Fitness Trainers and Aerobics Instructors
25-2011 Preschool Teachers, Except Special Education
39-5012 Hairdressers, Hairstylists, and Cosmetologists
41-9022 Real Estate Sales Agents
25-4031 Library Technicians
49-9021 Heating, Air Conditioning, and Refrigeration Mechanics and Installers

CO Other Occupations with the Highest Projected Number of Openings 2010-2020

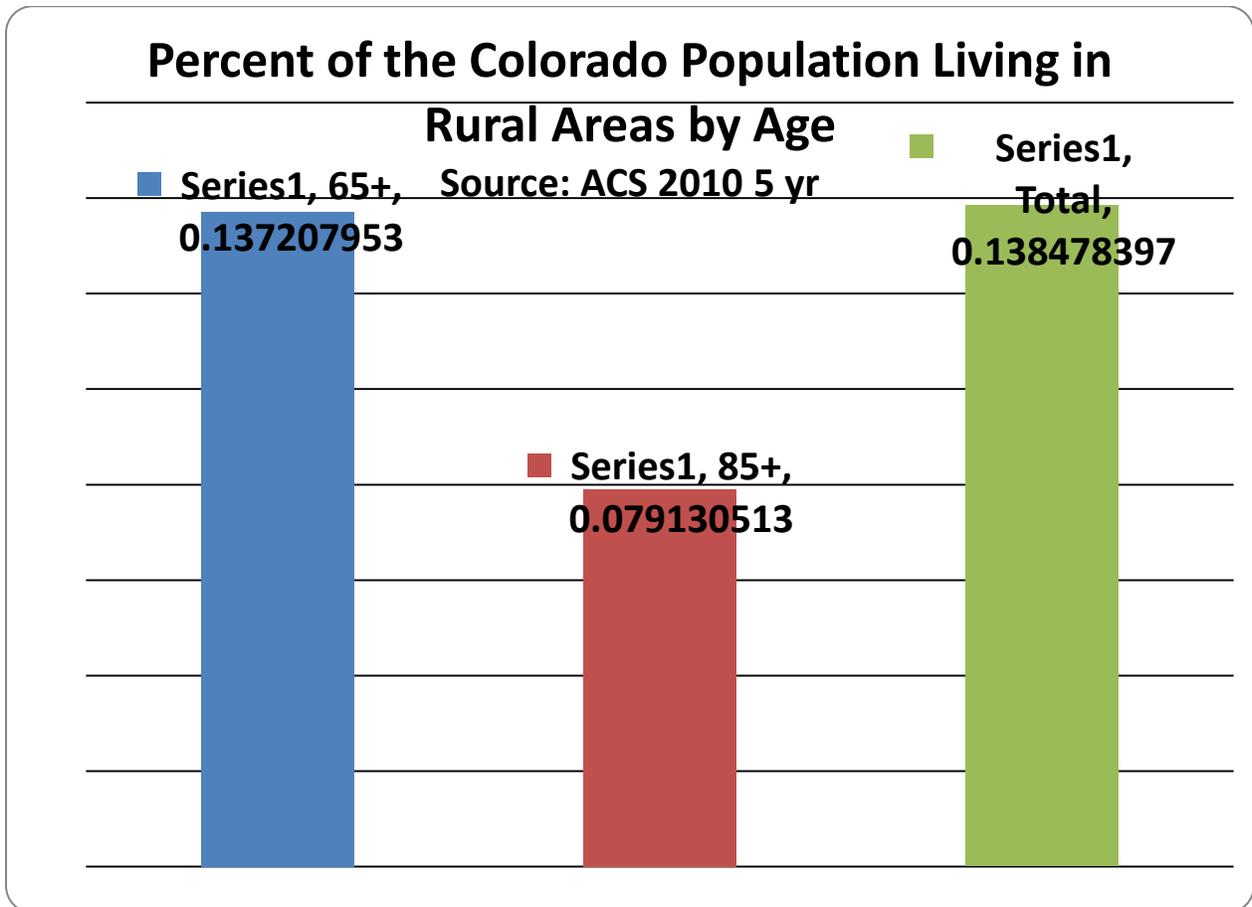
SOC Title

41-2031 Retail Salespersons
35-3031 Waiters and Waitresses
41-2011 Cashiers
35-3021 Combined Food Preparation and Serving Workers, Including Fast Food
43-4051 Customer Service Representatives
43-5081 Stock Clerks and Order Fillers
43-6014 Secretaries, Except Legal, Medical, and Executive
37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners
41-4012 Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
43-6011 Executive Secretaries and Administrative Assistants

II.9.d. A description of the localities and populations for which projects of the type authorized by title V are most needed (20 CFR 641.325 (d).)

The 2010 Census found that approximately 85% of Colorado's population lives in urban areas and 15% in rural areas. The chart below shows the proportion of Colorado's population living in rural areas by age.

Proportion of Colorado Population Living in Rural Areas by Age



The 2000 Census altered its previous definition of "urban" to include "urban areas" and "urban clusters," which changed the classification for many communities in Colorado.

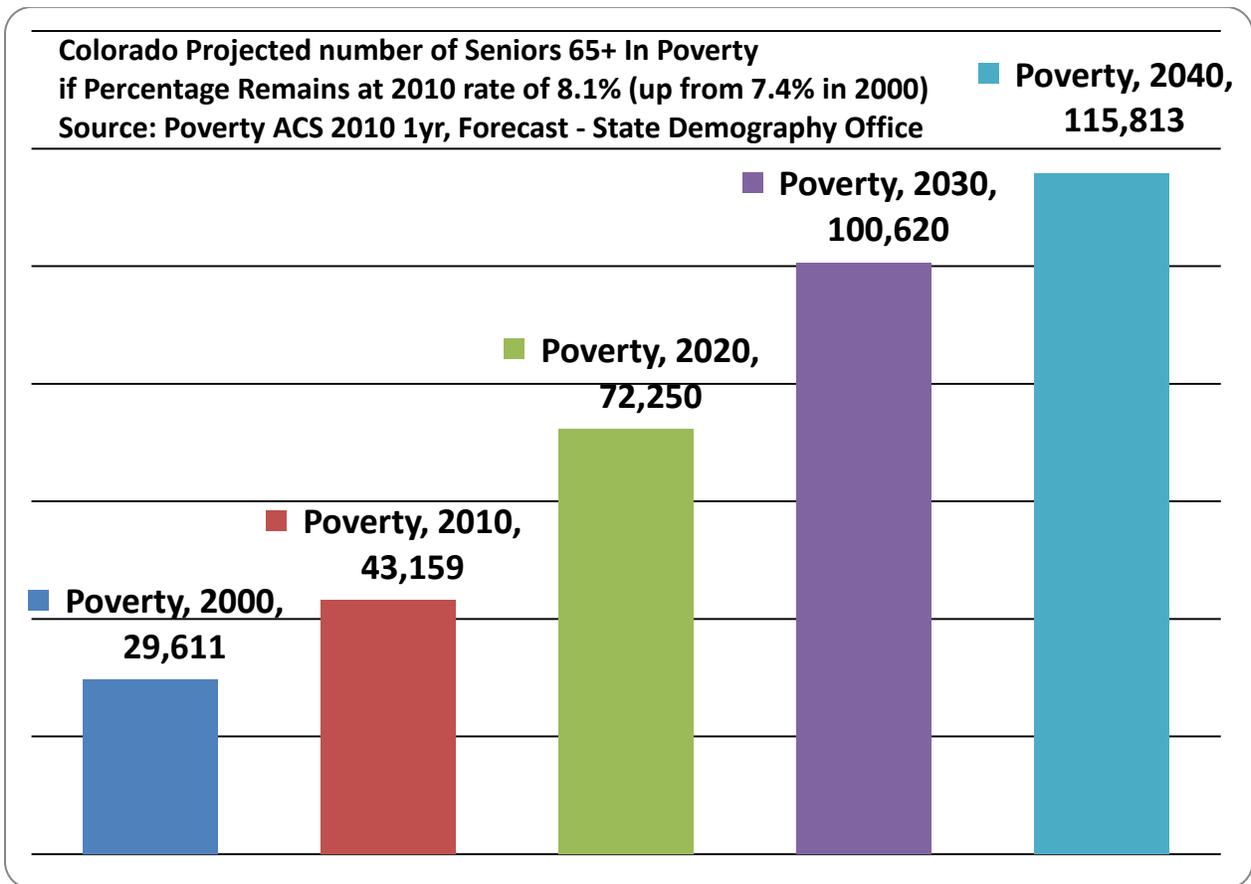
Specific Population Groups

Priority will be given to special populations in accordance with the Older Americans Act and USDOL rules and regulations. Priority will be given (based on Section 508 of the 2006 OAA Amendments) to individuals who:

1. are age 65 years or older;
2. have a disability;
3. have limited English proficiency or low literacy skills;
4. reside in rural areas;

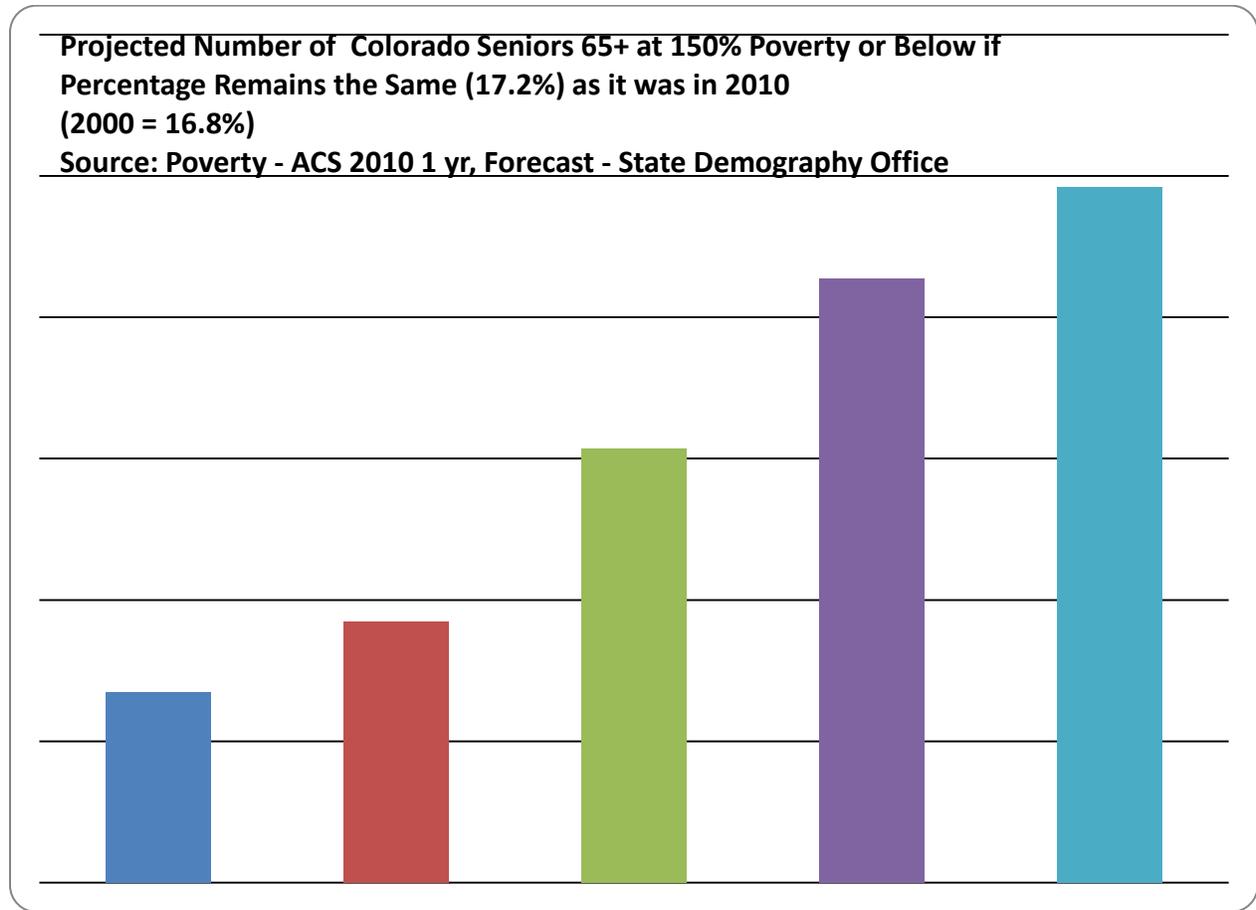
5. are veterans or the spouse of a veteran;
6. have low employment prospects;
7. have failed to find employment after utilizing services provided under Title I of WIA;
8. are homeless or at risk of being homeless;
9. have the greatest economic need;
10. are minority individuals; and
11. have the greatest social need.

The *number* of older adults below the federal poverty level will greatly increase. The human and fiscal impacts are vast. As older adults age, their economic resources dwindle. The 2010 Census found approximately 43,000 persons 65 years and older in Colorado below the federally designated poverty level. If the same percentage (8.1%) of older adults 65 years and older were below the federal poverty level, in 2020, Colorado will have over 72,000 older adults below the federal poverty level. In 2030 over 100,000 older adults 65 years and older may be below the federal poverty level and in 2040 close to 116,000 may be below the federal poverty level.



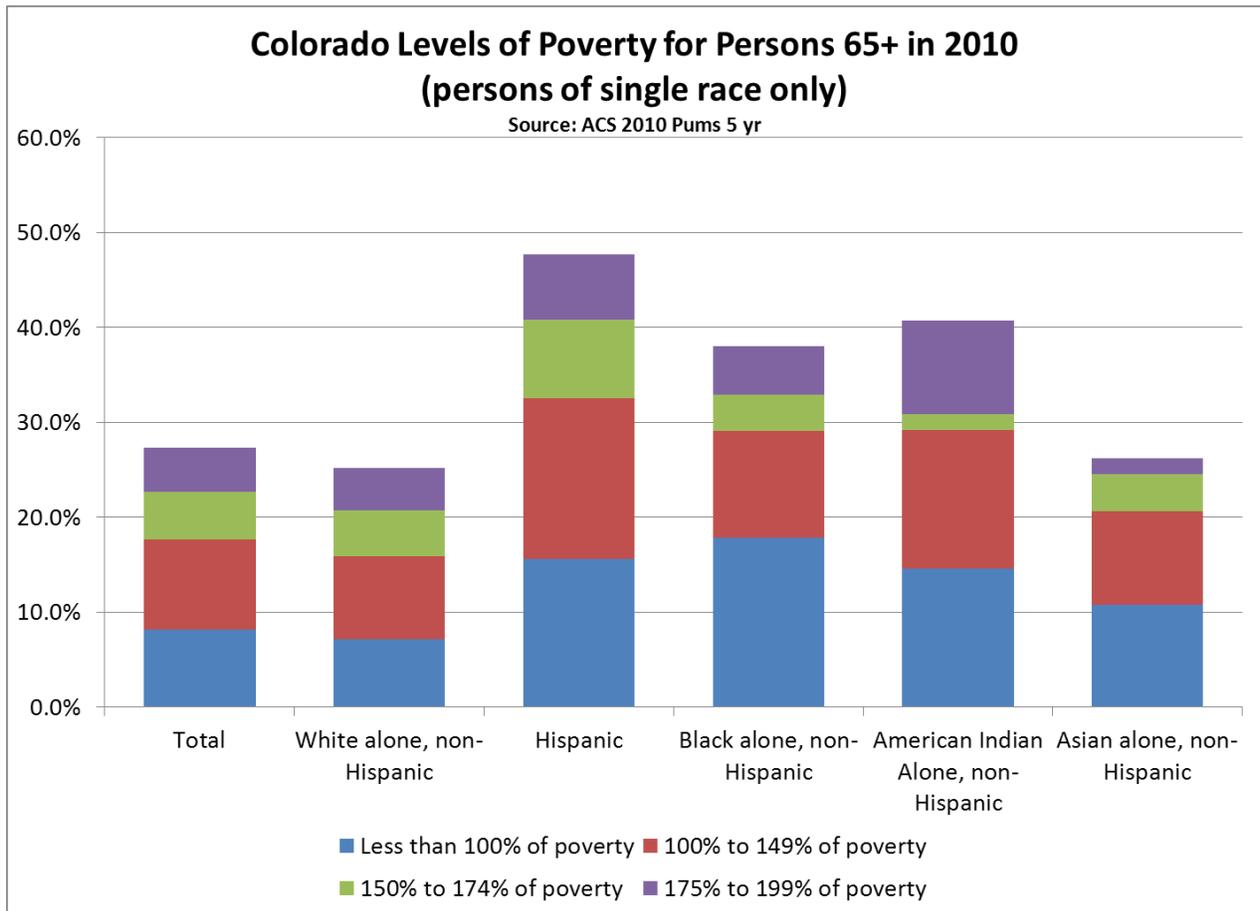
As the graph on this page indicates, the 2000 Census found approximately 71,000 older adults 65 years and older in Colorado below 150% of the federally designated poverty level. In 2010, Colorado has approximately 92,000 older adults below 150% of federal poverty level. In 2020

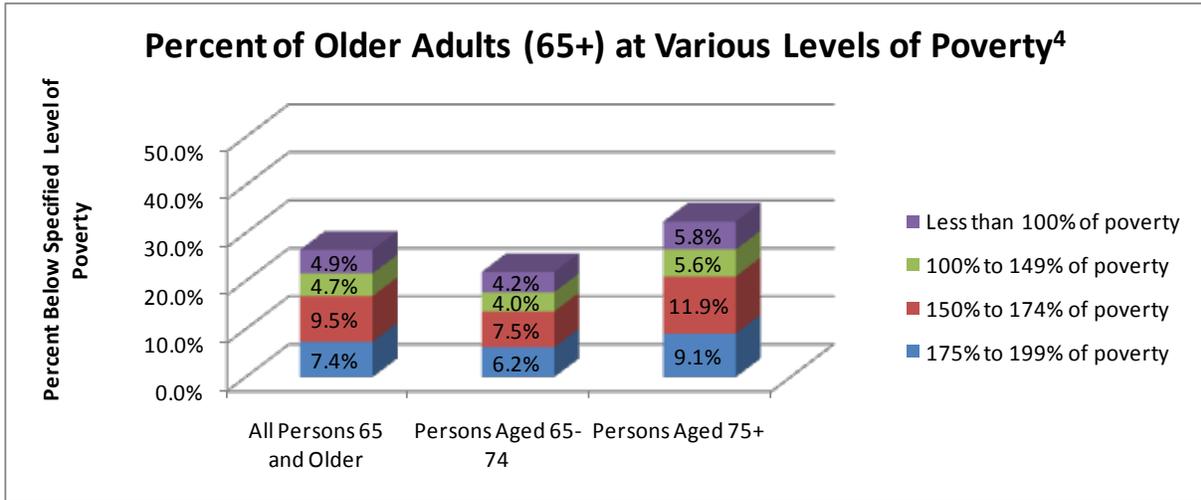
about 150,000 older adults 65 years and older may be below¹ 150% of the federal poverty level. In 2030 to 2040 there will be over 200,000 people 65 and older that may be below federal poverty level.



¹ U.S. Bureau of the Census, 2000 Census, Summary File 3.

Poverty is substantially more prevalent among Hispanic, Black, and American Indian older adults than for all older adults in Colorado. Poverty is only slightly more prevalent among Asian older adults than all older adults combined. Low-income minority older adults are at a higher risk of being unable to obtain housing and healthcare due to affordability, accessibility, and availability within their communities.





Colorado will experience remarkable demographic changes through the year 2017. The portion of the total population over the age of 55 will increase to 25 percent from 20.6 percent in 2007. Conversely, the portion of the population in their "prime working years" (generally considered to be between 25 and 54 years of age) will shrink to 40.3 percent from 43.6 percent today. Should the population grow at the same pace it did between 2000 and 2005, Hispanics will account for 25.2 percent of the population while non-Hispanic Whites will comprise about 67 percent of the population. Females will remain almost exactly half of the total population. Colorado SCSEP will continue to use various outreach methods to broaden local awareness in its service areas and encourage unemployed low-income people age 55 and over to apply for SCSEP. Preference will be given to those individuals who have priorities for service consistent with the latest USDOL guidance letter.

This distribution chart shows the number of slots allocated to the State. The two national grantees are AARP and SER National, the State has 93 slots allocated. SER National is the sub-grantee for the State. SER will have the State slots and the National slots. DOL sends the equitable distribution that looks very different from what you see here. The State has a meeting with each of the grantees and sub-grantees to determine where the participant slot opening should be.

SCSEP Equitable Distribution Report					
County	Distribution Factor	State	AARP	SER	Totals
Adams County, CO	0.0682	6	13		19
Alamosa County, CO	0.0068	5			5
Arapahoe County, CO	0.0768	2	21		23
Archuleta County, CO	0.0031			1	1
Baca County, CO	0.0034	1			1
Bent County, CO	0.0042	5			5
Boulder County, CO	0.0404	1			1
Broomfield County, CO		2			2
Chaffee County, CO	0.0073			1	1
Cheyenne County, CO	0.0011				0
Clear Creek County, CO	0.0010	1			1
Conejos County, CO	0.0067	3		1	4
Costilla County, CO	0.0040	5		1	6
Crowley County, CO	0.0032	1			1
Custer County, CO	0.0018	1			1
Delta County, CO	0.0145			7	7
Denver County, CO	0.1872	30	59		89
Dolores County, CO	0.0014			1	1
Douglas County, CO	0.0097	1			1
Eagle County, CO	0.0026			1	1
Elbert County, CO	0.0021	2			2
El Paso County, CO	0.0959		48		48
Fremont County, CO	0.0242	4		4	8
Garfield County, CO	0.0089			4	4
Gilpin County, CO	0.0004				0
Grand County, CO	0.0020				0
Gunnison County, CO	0.0018			1	1

Hinsdale County, CO	0.0001				0
Huerfano County, CO	0.0052			1	1
Jackson County, CO	0.0005			1	1
Jefferson County, CO	0.0786	9		36	45
Kiowa County, CO	0.0011				0
Kit Carson County, CO	0.0044			1	1
Lake County, CO	0.0012			1	1
La Plata County, CO	0.0122			7	7
Larimer County, CO	0.0423			26	26
Las Animas County, CO	0.0113	7			7
Lincoln County, CO	0.0034			2	2
Logan County, CO	0.0089			2	2
Mesa County, CO	0.0459			28	28
Mineral County, CO	0.0003			1	1
Moffat County, CO	0.0045			1	1
Montezuma County, CO	0.0125			2	2
Montrose County, CO	0.0152			4	4
Morgan County, CO	0.0120			1	1
Otero County, CO	0.0122	2		1	3
Ouray County, CO	0.0014			1	1
Park County, CO	0.0026			1	1
Phillips County, CO	0.0021			1	1
Pitkin County, CO	0.0027			2	2
Prowers County, CO	0.0059	5			5
Pueblo County, CO	0.0623			43	43
Rio Blanco County, CO	0.0017			1	1
Rio Grande County, CO	0.0071			2	2
Routt County, CO	0.0024			1	1
Saguache County, CO	0.0037			2	2
San Juan County, CO	0.0002			1	1
San Miguel County, CO	0.0008			1	1
Sedgwick County, CO	0.0015			1	1
Summit County, CO	0.0010				0
Teller County, CO	0.0027			2	2
Washington County, CO	0.0022			1	1
Weld County, CO	0.0439			21	21
Ute Mt. Ute Tribe				1	1
Yuma County, CO	0.0052			1	1
TOTALS:	1.0000	93	141	220	454

II.9.e. A description of actions to coordinate SCSEP with other programs. This may alternatively be discussed in the state strategies section of the strategic plan, but regardless of placement in document, must include: Included in State's long term strategy to improve SCSEP.

II.9.e.1. Planned actions to coordinate activities of SCSEP grantees with WIA Title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older. (20 CFR 641.302(g), 641.325(e))

Colorado SCSEP will take advantage of the unique resources available through the Colorado Department of Labor and Employment, and its statewide network of Workforce Centers, by utilizing WFC staff to assist in creating opportunities for participants of SCSEP. In addition to providing more opportunities to place participants, Colorado has a cadre of community recruiters who regularly send applicants to SCSEP host agency sites, leveraging the efforts of SCSEP project directors. This gives SCSEP project directors unique recruitment opportunities in their local communities. Project directors are called upon to speak to local business leaders as part of the larger public/private partnership; Project directors will assist the local WFC to implement the "Protocol for Older Workers." Colorado will continue to send SCSEP participants to staff the WFC locations and collaborate with other WFC partners such as Veteran Services, Wagner-Peyser, and Vocational Rehabilitation to maximize participant referrals.

Although Colorado Project TRAIN (Training Resources and Incentives Network) was completed, Colorado WFCs continue to fund consumer navigators (disability specialists) who specialize in providing seamless and comprehensive services to people with disabilities within local WFCs. Navigators make it possible for all individuals to have universal access to resources and services within a local WFC. Colorado SCSEP encourages all participants of SCSEP to utilize consumer navigators when appropriate.

To enhance services to SCSEP participants, Colorado has added the Career Edge System™ to the e-Colorado.org portal. The Career Edge System™ is an audio and written comprehensive career exploration program available online to career, adult education, and employment centers. This program is at a simplified reading level, includes a completed varied-voice audio component, and is available in English and Spanish. The voices are varied to maintain the interest of nonreaders. The program ties in all components a person needs to make an informed and intelligent career selection. In three steps, an LEP (Limited English Proficiency) person can find appropriate occupations, consider accessible education and training options, search for jobs by location, learn to read career-oriented information, and work systematically toward goals. This system benefits both the LEP customer and the SCSEP staff in accessing services.

The participants of SCSEP come to the program with highly developed soft skills, such as loyalty, strong work ethic, dependability, and honesty. However, many participants may be weak on current technical and operational skills.

The SCSEP Administrator works closely with all SCSEP providers in the State to identify and coordinate training opportunities. The WFCs play a pivotal role in training the

participants. In the rural areas there is a great cooperative effort with all of the agencies and often there is free training in the region through the libraries and non-profit sector.

II.9.e.2. Planned actions to coordinate activities of SCSEP grantees with the activities being carried out in the State under the other titles of the Older Americans Act (OAA). (20 CFR 641.302(h))

Senior Community Service Employment Program participants have access to the full array of programs and services. SCSEP programs are encouraged to establish strong linkages with the county department(s) of human services within their region, and to involve these departments as workforce partners to assist low-income individuals, including recipients of public assistance. However, the degree and nature of the relationship will ultimately be determined by the local elected officials and department directors in each county. Regions are encouraged to use the Work Opportunity Tax Credit (WOTC) program as hiring incentives to encourage employers to hire disadvantaged job seekers. Additionally, SCSEP participants 60 and older have the opportunity to participate in the services available through their local AAA. Colorado's SCSEP participants are placed in general community service agencies that include schools, health care, housing, workforce services, recreation, environmental quality, public works, and social services agencies. Likewise, essential and necessary community services are provided to the participants of SCSEP. The following is a list of services that are available to Colorado SCSEP participants:

1. Education/ESL/Tutoring/Libraries;
2. Health Care/Hospitals;
3. Recreation/Parks/Agriculture;
4. Social Services/Welfare/Local Government;
5. Economic Development/Counseling/Tax Service;
6. Recreation/Senior Center Operations;
7. Housing
8. Nutrition Programs
9. Transportation
10. Homemaker Services
11. Caregiver Services
12. Material Aide
13. Legal assistance; and
14. Other Counseling Services.

Many of the SCSEP participants placed in community programs provide services for the elderly. There is a significant need among agencies that provide various services to the elderly for trained workers. Greater flexibility with regard to placement and training expenditures per individual in this type of agency would benefit senior service providers (e.g. adult day care, nutrition programs, and independent living centers), SCSEP participants, and SCSEP contractors. On-going training and the development of targeted services for older workers must continue in order to give SCSEP participants a competitive edge.

An essential method to ensure services are provided to older adults in poverty is the incorporation of targeting language in Requests for Proposals (RFP) and contracts. A sample of language commonly used in contracts is "in the delivery of services under this contract (provider) agrees to give preference and priority to older adults who meet the following criteria: are of a minority status or have a language barrier; are of low income; are homebound; live in a particularly remote area; and live alone or are frail due to health condition or disability." Through these efforts, the State ensures that preference will be given to providing services that meet the target criteria. Participants of SCSEP that qualify for the services provided through the Older Americans Act will be directed to agencies that provide those services.

II.9.e.3. Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities. (20 CFR 641.302(i))

Commitment to full access of services for persons with disabilities is mirrored at the State level. The Colorado Department of Labor and Employment (CDLE) and Colorado SCSEP have a long-standing interagency agreement with the Division of Vocational Rehabilitation (DVR) within CDHS, and work closely with DVR on projects such as planning, job development and placement, training, WOTC, and job fairs targeting persons with disabilities. CDLE is a member of the Interagency Consortium and Stakeholders Policy Forum created as a result of Project WIN (Workforce Incentive Network), a multi-year systems change project to identify and develop strategies to remove barriers to employment for persons with disabilities. Several WFCs are involved in Project WIN's "consumer navigator" project.

Colorado abides by, and follows, the Charitable Choice philosophy. The provision in the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) enacted in 1996, and its later revisions, allows the opportunity to contract and work directly with faith-based and community-based organizations. Additionally, it allows these organizations to work with workforce clients who are in need of services.

Over the past 4 years, Colorado has actively participated in the identification, recruitment, education, and training of faith-based and community-based organizations in order to build better partnerships with WFCs. Thus far, Colorado has been successful using Charitable Choice to partner with faith-based and community-based organizations in helping to serve Colorado's workforce clients.

Colorado State sub-grantees maximize WFCs' ability to serve SCSEP clients, as well as expand and enhance services by utilizing websites that provide comprehensive tools for FBOs/CBOs. The WFCs have assembled a list of service providers in Colorado in the form of an on-line catalogue. The catalogue has the capacity to search for 50 specific services by region and provider, and currently contains over 800 providers.

II.9.e.4. Planned actions to coordinate SCSEP with other labor market and job training initiatives. (20 CFR 641.302(j).)

A demand-driven SCSEP is made up of the public and private sector policies and programs that help people acquire the knowledge and skills needed to earn a living. This model includes policies and programs that help employers get and maintain a skilled workforce. Unlike separate programs operating in an uncoordinated and static manner, Colorado's SCSEP demand-driven workforce is flexible and able to adapt quickly to changing economic conditions. The demand-driven model is characterized by ongoing communication and continual feedback among employers, workers, educators, and governmental agencies.

Labor Market Information's LMI Gateway is an online resource intended to meet informational needs of both the employer and employee community. The (<http://www.colmigateway.com/>) contains an extensive amount of readily accessible labor market data as well as providing job search capabilities for SCSEP participants.

Other key components that support SCSEP are:

1. Have the greatest social need;
2. Strategies and incentives that support sustained public and private sector investment in skills development;
3. Strategic linkages among employers, union, educators, governmental, non-governmental organizations, and individual citizens in the labor market to promote system responsiveness to economic needs, na results-based accountability;
4. Labor market information, job placement, employment retention and work support services that increase access to employment and meet the needs of workers and employers, the system's dual customers; and
5. Target marketing to new businesses and high-growth industries using direct mail and follow-up telephone calls to introduce customers to available program and services; maintain active membership and participation in local business organizations such as local Chambers of Commerce, economic development groups, and human resource manager groups; conduct business forums at the local level to market local employment and training services and brief attendees on labor market information; and conduct job fairs and on-site recruitment to assist small business high-growth industries, and targeted populations.

The State supports business services efforts through marketing grants and discretionary grants focused on services benefiting employers and delivered through partnerships with the business community.

A major goal of the SCSEP program is to ensure opportunities for placement for the maximum number of eligible individuals. Therefore, each project sponsor shall use every reasonable means to place SCSEP enrollees into unsubsidized employment. The goal established by the U.S. Department of Labor is to place 33% of all authorized positions into unsubsidized employment during the program year.

Some SCSEP projects have higher goals. Unsubsidized employment is officially defined as:

"Employment in the public or private sector where the former SCSEP participant is not a participant in a federally funded employment and training program. Placements in programs operated by VISTA (now Americorps) shall not be counted as unsubsidized unless they are in non-volunteer positions."

Each project sponsor should contact private and public employers directly in an effort to identify and develop suitable unsubsidized employment opportunities for enrollees. Sponsors should also encourage host agencies to employ enrollees.

All enrollees must understand their obligation to demonstrate initiative in seeking unsubsidized employment whenever possible. As part of the effort to find unsubsidized placement, enrollees should be strongly encouraged to register as a job seeker with the appropriate local office of the state Employment Security Agency, Workforce Center, as well as public employers, i.e. governmental agencies.

Every reasonable means should be employed by the sponsor staff to assist enrollees with job search activities. Possible strategies are:

1. Seek assistance at One-Stop Centers.
2. Seek assistance from local, state and federal employment agencies.
3. Seek assistance from other local agencies.
4. Prevail upon host agencies to accept qualified enrollees into their regular work force.
5. Maintain a liaison with other SCSEP sponsors and state agencies to identify job openings or training opportunities.
6. Identify and seek the assistance of profit and non-profit organizations concerned with employment and services for seniors.
7. Consistently remind enrollees of their responsibility to seek and accept unsubsidized employment.

Some techniques that SCSEP project staff have found useful for increasing unsubsidized employment are:

1. Using motivational techniques with enrollees;
2. Using public relations effectively;
3. Organizing and operating a job club;
4. Training and using a job developer;
5. Training enrollees in job search techniques;
6. Providing training to increase enrollee's skills.
7. Rotating enrollees;
8. Keeping job search records; and

9. Asking host agencies to hire enrollees and move enrollees to another site if they are not considered for job opening.

II.9.e.5. Actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system. (20 CFR 641.335)

Ongoing, potential SCSEP participants must enroll with a WFC in the county they reside, prior to enrolling in SCSEP. Participants will attend WFC classes that enhance/upgrade their skills. Each enrollee looks for a minimum of six jobs a month, and goes on job interviews when a job developer has a possible job opening for the participant's particular skill set. The participant must work with the job developer to set an interview. The classes and job search will be continuous until a job is secured.

II.9.f. The State's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment.

The State supports business services efforts through marketing grants and discretionary grants focused on services benefiting employers and delivered through partnerships with the business community.

State leadership must create new ways of engaging business through collaborative public/private partnerships that utilize technology to resolve critical labor market shortages and deficiencies. State workforce and labor market professionals must work with business to identify the additional skill sets needed in the future and to identify the foundational skills needed to acquire those skills. Additionally, there is a critical need for industry, workforce, and economic development organizations to work together to strengthen the ability and responsiveness of higher education to develop training that meets real time needs of high growth/high demand industries. Finally, there is a need to continue the development of a comprehensive demand-driven system that will provide all Coloradans the opportunity to engage in productive work.

Training a project job developer can increase SCSEP project's unsubsidized placement rates. Some activities for job developers are:

1. Accessing local labor market information - Using Workforce Centers, regional community colleges, the chamber of commerce, labor unions, etc.
2. Setting up job banks - Obtaining listings from Workforce Centers, Connecting Colorado (the state's on-line job bank), and local newspapers
3. Participating in job clubs; Assisting job club leader in job search activities;
4. Developing systems to inform enrollees of job openings - Putting notices in with pay checks, call enrollees at host agencies, request enrollees to come into the project office for face-to-face discussions; and
5. Contacting local employers

SCSEP staff make use of the labor market information (LMI), which is an important feature of the One-Stop Career Center System. Through America's Labor Market Information System (ALMIS), job seekers will have access to a database containing information about over ten million employers throughout the country.

II.9.g. The State's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that: move positions from over served to underserved locations; equitably serves rural and urban areas; serves individuals afforded priority of service.

The State hosts an annual meeting with national SCSEP providers and State Sub-grantees. The meeting is held to determine if the State Equitable Distribution report sent by US DOL meets the criteria serving priority of service individuals while providing equitable service within rural and urban areas. The providers create an equitable distribution plan that satisfies the requirements of US DOL while meeting the needs of the participants and communities within the State. ***Please refer to the equitable distribution report on pages 11 and 12 of this plan.****

A. RECRUITMENT AND SELECTION OF PARTICIPANTS

The Contractor shall ensure the following:

1. The recruitment of sufficient numbers of eligible individuals to maintain the established number of authorized;
2. To provide job training assignments for eligible participants with the greatest economic need, greatest social need, poor employment history or prospects, and over the age fifty-five.

Enrollment Priorities shall include:

1. Veterans and qualified spouses at least aged sixty;
2. Other eligible individuals at least sixty years old;
3. Veterans and qualified spouses aged fifty-five to fifty-nine; and
4. Other eligible individual aged fifty-five.

Other Special Considerations are:

1. Incomes below the poverty level;
2. Poor employment prospects;
3. Greatest social or economic need;
4. Minorities;
5. Limited English Speaking; and
6. Native Americans.

C. SCSEP ELIGIBILITY SHALL BE DETERMINED USING THE FOLLOWING CRITERIA

1. Age - not less than 55 years of age; no upper age-limit may be applied

2. Income - family income may not exceed 125% of the Federal Poverty Level
3. Residence - at the time of initial enrollment, participants must reside in the state in which the project is authorized (homeless people may qualify).

II.9.h. The ratio of eligible individuals in each service area to the total eligible population of the state.

In the attachment to the State Plan labeled Labor Market Information Charts, there is substantial data regarding the age of workers in the labor market. Although there is not a ratio as requested, the data underscores the significance of the eligible population.

II.9.i.

PARTICIPANT CHARACTERISTICS							
		Q No.	Q %	YTD No.	YTD %	L4Q No.	L4Q %
Gender	1. Male	38	40	56	40	56	40
	2. Female	58	60	83	60	83	60
Age at Enrollment	3. 55-59	24	25	44	32	44	32
	4. 60-64	34	35	41	29	41	29
	5. 65-69	21	22	28	20	28	20
	6. 70-74	10	10	16	12	16	12
	7. 75 & over	7	7	10	7	10	7
Ethnicity	8. Hispanic, Latino or Spanish origin	40	42	59	42	59	42
Race	9. American Indian or Alaska Native	1	1	1	1	1	1
	10. Asian	0	0	1	1	1	1
	11. Black or African American	13	14	22	16	22	16
	12. Native Hawaiian or Pacific Islander	0	0	0	0	0	0
	13. White	79	82	112	81	112	81
Education	14. 8th grade & under	3	3	3	2	3	2
	15. 9th grade – 11th grade	9	9	14	10	14	10
	16. High School diploma or equivalent	44	46	61	44	61	44
	17. 1 – 3 years college	23	24	34	24	34	24
	18. Post-secondary certificate	0	0	0	0	0	0
	19. Associate's degree	2	2	2	1	2	1
	20. Bachelor's degree or equivalent	8	8	14	10	14	10

	21. Some graduate school	4	4	4	3	4	3
	22. Master's degree	3	3	7	5	7	5
	23. Doctoral degree	0	0	0	0	0	0
Additional Measures	24. Family income at or below the poverty level	82	85	118	85	118	85
	25. Individuals with disabilities	3	3	4	3	4	3
	26. Individuals with limited English proficiency	0	0	1	1	1	1
	27. Individuals with low literacy skills	5	5	5	4	5	4
	28. Individuals residing in rural areas	42	44	53	38	53	38
	29. Individuals with low employment prospects	95	99	136	98	136	98
	30. Individuals who failed to find employment after using WIA Title I	42	44	53	38	53	38
	31. Individuals age 75 and over at date of report	10	10	16	12	16	12
	32. Individuals who are homeless or at risk of homelessness	28	29	46	33	46	33
	33. Displaced homemakers	2	2	3	2	3	2
	34. Veterans (or spouses)	19	20	26	19	26	19
	35. Individuals receiving public assistance	52	54	77	55	77	55
	36. Individuals with severe disability	2	2	5	4	5	4
	37. Individuals who are frail	0	0	0	0	0	0
	38. Individuals old enough for but not receiving SS Title II	1	1	3	2	3	2
	39. Individuals with severely limited employment prospects in areas of persistent unemployment	11	11	54	39	54	39

II.9.j. A description of the steps taken to avoid disruption to the greatest extent possible, when positions are redistributed; when new Census or other reliable data become available; or when there is over-enrollment for any other reason.

Transition Planning Activities

Two months prior to reaching the durational limit, the participants will meet with SCSEP counselors to discuss transition options. The participant is given the following options:

1. Apply to WIA intensive services through the local workforce centers;

2. Apply for a grant through the local community college to further education in an occupational field that has employment opportunities;
3. If the participant is a Veteran, work with the Veteran service officer for assistance in finding employment or assistance in enrolling in the local community college;
4. Participants with disabilities will be referred to a vocational rehabilitation counselor to receive employment training and job search assistance, and
5. Participants will be encouraged to apply to local county human services office for assistance through programs such as Old Age Pension, Supplemental Nutrition Assistance Program, Aid to the Needy Disabled, and Medicaid.

Participants transitioning out of the program will participate in an intensive job search training program. This program will be developed in coordination with the local workforce center. The intensive job search program is different from Workforce Investment Act (WIA) intensive services. The program will address the following skills:

1. Resume writing;
2. Networking;
3. Employment research through the workforce centers and on-line; and
4. Interviewing Skills.

Participants will work directly with their SCSEP case manager to find a position through On The Job Experience (OJE). The participant and the case manager will work together making cold calls to prospective employers and promote OJE through SCSEP. The participants will be given training on the computer and may be assigned to a mentor through Senior Corp or Retired Senior Volunteer Program (RSVP) to assist them with job search activities.

II.9.k. The State's long-term strategy for serving minority older individuals under SCSEP.

Service to Minorities

In Colorado there was no significant change in service to minorities. Colorado SCSEP will continue to initiate strategies that encourage minority populations to participate. The sub-grantees recruit minority individuals to the program through a variety of methods and resources. Posters, brochures, and flyers are placed in strategic locations throughout communities specifically to encourage people to consider SCSEP when seeking employment. The program materials and interpreting services are available in Spanish and English. The sub-grantees promote SCSEP where people congregate, such as Social Service agencies, government offices, libraries, senior centers, low-income housing projects, faith based organizations, service/cultural organizations, grocery stores, and medical facilities. Social Service agencies and medical clinics in the counties have referred people who are in need, specifically minority populations and people with disabilities. Advertisements are placed in the local newspapers to market the program, provide eligibility requirements, identify benefits, and promote the emphasis on recruiting minority populations and persons with disabilities.

Relationships have been built with several workforce centers that serve high minority populations. The Older Worker Specialist at the workforce center provides information and

assistance to the enrollees of the workforce center, focusing on the programs that serve the elderly populations, minorities, and people with disabilities. The Otero County workforce center has been very successful in recruiting minority participants for SCSEP. Barriers to recruiting minorities may be the lack of understanding of cultural differences. An example of this is the Hispanic population and the strong family bonds or hierarchy. The female elder of the home may stay home to care for the grandchildren, while the children's parents go to work. There may be a need for more income; however, the senior may not be accustomed to working outside of the home when children need care. Occasionally there are barriers to communication when interpreters are not readily available or if there are dialects that the SCSEP managers are not familiar with. To address these barriers the sub-grantees must be familiar with the different cultures. The State hosts a quarterly meeting of the Older Workers Task Force. This task force is very diverse and is comprised of the State sub-grantees, national grantees, SCSEP participants, private industry representatives, Colorado Department of Labor and Employment staff, and representatives of people with disabilities. The group addresses specific challenges encountered during the program year. The task force, through educational forums addresses barriers to communication, if there are cultural misunderstandings or cultural differences, an educational forum addresses the uniqueness of the culture with specific strategies to communicate successfully.

II.9.1. A list of community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs.

ENROLLEE SUPPORTIVE SERVICES

As stated, participants that are most in need are those with multiple barriers to employment: people that are over age 65; limited English proficiency; homeless or at risk of being homeless; have a disability; reside in rural areas; are Veterans or eligible spouses of Veterans; have low employment prospects; have failed to find employment after utilizing services provided under Title 1 of the Workforce Investment Act; have the greatest economic need; are minority individuals and have the greatest social need. The locations of the people that meet the above criteria are located throughout the state. However, many may be found to have just been released from prison; they may live in central metropolitan areas in shelters, on the street or in subsidized housing; and there are participants that are isolated in rural communities and those that are in segregated areas of the city with minority populations.

The partners are as follows: State of Colorado Senior Community Service Employment Program (SCSEP); The Denver Indian Center; Senior Support Services (SSS) of Denver; The Empowerment Program-Denver Metropolitan Re-Entry Collaboration (for offenders); Denver Office of Economic Development (Denver Workforce Center); Colorado Workforce Development Council; Colorado Senior Corp; Arapahoe Community College; Red Rocks Community College; Trinidad Chamber of Commerce; and Trinidad State Junior College (TSJC). These partners will provide Colorado the opportunity to maximize educational and employment opportunities for the SCSEP participants most in need.

The grantee or sub-grantee must provide supportive services designed to assist the enrollee in participating successfully in community service assignments and, where appropriate, to prepare and assist the enrollee in obtaining unsubsidized employment. To the extent feasible, the grantee or sub-grantee shall utilize supportive services available from other titles of the Older Americans Act, particularly those administered by area agencies on aging and other funding sources. Supportive services may include, but need not be limited to:

1. Have the greatest social need;
2. Counseling or instruction designed to assist the enrollee to participate successfully in community service assignments or to obtain unsubsidized employment;
3. Counseling designed to assist the enrollee personally in areas such as health, nutrition, social security benefits, Medicare benefits and retirement laws;
4. Incidentals, including, but not limited to: work shoes, badges, uniforms, safety glasses and hand tools may be provided if necessary for successful participation in community service assignments and if not available from other sources; Periodic meetings on topics of general interest, including matters related to health, job seeking skills, safety and consumer affairs;
5. Costs of enrollee transportation if transportation from other sources at no cost to the project is unavailable and such unavailability is documented. When authorized in the grant agreement, transportation may be provided for enrollees from home to work, to training or to supportive services; [Sec. 502(b)(1)(L), 641.312(5)]
6. Grant funds may not be expended to support the transportation costs of host agencies or programs funded by other than SCSEP of the Older Americans Act, except where provided by federal law. [641.312]

At the time of enrollment and prior to placement in a host agency, the enrollee will have a thorough assessment, which will include an interview and the completion of a skills review. Upon completion of the assessment the case manager will identify the enrollees, skills, interests, talents, work history, physical capabilities, need for supportive services, aptitudes, occupational preferences and the potential of successfully completing the SCSEP assignment. The enrollee and the case manager will develop an Individual Employment Plan (IEP), which will be used to upgrade the enrollees employability skills and assure the proper community service assignment.

The grantee or subgrantee must seek a community service employment assignment which permits the most effective use of each enrollee's skills, interests and aptitudes. After periodic review of the IEP, the grantee should make another assignment if feasible, should there be a determination that a different community service assignment will (a) provide greater opportunity for use of an enrollee's skills and aptitudes; (b) provide work experience which will enhance the potential for unsubsidized employment; or (c) otherwise serve the best interests of an enrollee. [641.309, GP]

The grantee or sub-grantee shall provide or arrange for training specific to an enrollee's community service assignment. Training may be provided through lectures, seminars, classroom instruction, individual instruction or other arrangements including, but not limited to, arrangements with employment and training programs. The grantee or the sub-grantee is encouraged to obtain such services through locally available resources, including employment and training programs, as defined in 641.103 and through host agencies, at no cost or reduced cost to the project. [Sec. 502(b)(1)(1)]

Training shall consist of up to 500 hours per grant year and shall be consistent with the enrollee's IEP (Individual Employment Plan). Such training may cover all aspects of training; e.g. skill training and job search. Enrollees shall not be enrolled solely for the purpose of receiving job search and job referral services. Waivers for additional hours of training will be considered on an exception basis.

In addition to training in preparation for community service assignments, as described in the regulations, a grantee or sub-grantee is encouraged to arrange for, or directly provide, training opportunities which will permit the enrollee to acquire or improve skills such as literacy training needed for unsubsidized employment. The case manager will assure that the enrollee has continued support through on-site visits, re-assessments, collaborative discussions between the host agency, enrollee, and case manager and facilitated training programs.

A grantee or sub-grantee, to the extent feasible, shall arrange skill-training for the enrollee, which is realistic and consistent with his or her IEP. A grantee or sub-grantee shall place major emphasis on the training available through on-the-job experience at SCSEP work sites, thereby retaining the community service focus of the SCSEP.

An enrollee engaging in skills-related training may be reimbursed for the documented travel costs and room and board necessary to engage in such training. [Sec. 502(b)(1)(I)]

A grantee or sub-grantee shall seek to obtain all training for enrollees, whenever possible, at reduced or no cost to SCSEP from such sources as the WIA and the Carl D. Perkins Vocational and Applied Technology Education Act. Where training is not available from other sources, SCSEP funds may be used for training.

Nothing in this section shall be interpreted to prevent or limit an enrollee from engaging in self-development training available from sources other than SCSEP of the Act during hours other than hours of community service assignment.

Joint programming, including co-enrollment when appropriate, between SCSEPs and programs authorized by the Workforce Investment Act, the Community Services Block Grant Act, or the Carl D. Perkins Act, is strongly encouraged. [641.313, GP]

Experimental Private Sector Training Projects: The Department of Human Services may authorize a grantee to develop an experimental job training project to provide second career training and placement of eligible individuals in employment opportunities with private business concerns. [Sec. 502(e)]

Experimental project agreements for training may be with states, public agencies, non-profit organizations and private business concerns.

The geographic location of these projects shall be determined by the Department to insure an equitable distribution of such projects.

To the extent feasible, experimental projects shall emphasize second-career training and innovative work modes, including those with reduced physical exertion; placement into growth industries; and jobs reflecting new technologies.

The Department shall establish by administrative guidelines the application schedule, content, format, allocation levels and reporting requirements for experimental projects. Separate Quarterly Progress Reports and annual Financial Status Reports are required for each experimental training project.

Current SCSEP eligibility standards shall be used for experimental projects unless the Department permits, in writing, the use of another approved income index.

Projects funded under section 502(e) of the Act shall seek to be coordinated with projects carried out under Title I of the Workforce Investment Act to the extent feasible. National grantees shall distribute funds for experimental projects in accordance with the state allocation in their SCSEP grant.

A grantee may exclude a project, permitted under section 502(e) of the Act, from meeting the non-federal share; however, this exclusion does not relieve the grantee from the matching requirement, under 641.407, which applies to the entire grant. [641.326, GP]

II.9.m. The State's long term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the State, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program.

Local Workforce Centers

1. Increase the number of people served with multiple barriers;
 - a. Utilize Colorado work readiness training programs such Key Train, Work Keys and computer literacy courses;
2. Increase the number of Workforce Center host agencies;
 - a. Participants will utilize workforce counselors, such as DVR, Veterans, and Older Worker counselors;
 - b. Greater opportunities to receive outside funding due to the number of clients served.

Community Colleges

1. Increase the number of SCSEP students enrolled;
 - a. Increase partnerships with colleges developing programs designed to meet participants' needs.

Community Service Organizations and State Programs

1. Additional educational services;
2. Paid employment training;

3. On the job experience leading to unsubsidized jobs;
4. Increase opportunities for partnerships for grant related funding;
5. Increase access to community and faith based resources; and
6. Increase capacity to clients and participants for needed supportive services; and
7. Participants will receive chemical dependency counseling, food assistance, transportation funding, clothing, housing assistance and healthcare.

Business/Community

1. Increase educated labor pool of SCSEP participants;
2. Increase pool of community service workers;
3. Opportunity to complete green energy projects, creating a green community;
4. and Expansion of economic opportunities through doubling the number of On The Job Experience participants.

II.9.n. The State’s strategy for continuous improvement in the level of performance for SCSEP participants’ entry into unsubsidized employment and to achieve, at a minimum, the levels specified in OAA Section 513 (a) (2) (E)(ii).

1. The SCSEP Contractor shall be encouraged to provide participants with training after placement in community service job training assignments. Training may include skills training, job seeking skills, training in preparation for obtaining unsubsidized employment, and consumer information. The number of hours of training is not limited; however, 500 hours should be used as a guideline.
 - a. Required training has the primary purpose of providing or improving skills required for participation in the subsidized position assignment. Required training shall be reasonable and consistent with the participant’s assignment and the participant will be paid the established wage rate for the hours of training.
 - b. Voluntary training will have the primary purpose of enhancing the participants’ potential for obtaining un-subsidized employment while participating in the subsidized position assignment. The participation of 1300 hours is considered a guideline and is no longer a set limit.
2. The Contractor is encouraged to obtain training through local resources at no cost to the project, whenever possible. Workforce Centers should be considered as a training resource for eligible participants. The Title V “other participant costs” funds may be used when training from other sources is not available.

As soon as possible after the completion of a participant’s orientation and pre-job training (if any) the Contractor shall assess skills and experience and place the participant into subsidized, part-time work. This job assignment will be a part of the employment plan.

1. Participant shall be employed with a host agency involved in community services such as social, health, welfare, education, legal and/or other counseling,

community betterment or beautification services, services of Area Agencies on Aging, or other services that are essential and necessary to the community.

2. The Contractor shall assess participant skills, experience, physical ability to perform the job tasks, and occupational interests through individual counseling sessions. If indicated, a physical examination/assessment by a physician may be required to assess physical ability. This will factor into determination of a start date. Work requirements and job specifications for openings will be elicited from host agencies, and these openings then matched with participants' skills and interests.
3. Participants may be assigned to project administration where assignments are congruent with skills and interests and where services provided are in addition to those that would normally be provided, thus insuring the creation of employment opportunities to people over 55 years of age.

Additional LMI Data

WIA Programs Report 9002
Colorado Demographic Information

Statewide Business Development Services (BDS) Action Plan July 1 2012 – June 30 2013

Adopted by State Business Development Representatives: May 16 2012
Approved by Local Regional Directors and CDLE Leadership: May _21st___2012
Presented to Colorado Workforce Development Council: July _12th _2012

Our vision is to provide seamless access to business development services for all Colorado employers that produces positive economic returns for businesses, industries and all of our communities.

Our mission is to create an integrated system that responds rapidly to Colorado employer needs through ease of use in technology and services and results in ready access to a skilled and competitive workforce.

Executive Summary

*Together we will strengthen our Statewide Business Development System
through learning and sharing at this important summit*

The first annual Statewide Business Development summit convened over 70 local business development services reps, regional veterans employment reps and other workforce staff representing 24 local workforce centers from across the state, including the Colorado Department of Labor and Employment. The Summit summary submitted on April 19, 2012, was to provide an overview of the activities that took place over the two day period and be a lead-in to develop a comprehensive action plan.

Information learned through our working groups, professional networking event, participant surveys, and prior Business Services committees have provided the basis of this plan. Moving forward, the recommendation is to maintain the monthly State meetings/conference calls and schedule the annual summit in the spring. The meetings will provide the structure for information sharing, training, region and statewide discussions, and other critical collaborations and processes. There will be groups established to move these goals forward in a consistent and cohesive format as well as insure participation from across the state. Four working groups established at the Summit will help to define these groups. Goals 1 and 2 were reviewed, finalized, and voted on at our May State BDR meeting. Goal 3 will establish professional development trainings for the BDRs. These objectives will be finalized based on Goals 1 and 2 actions, Summit feedback, and ongoing requirements to meet our mission and vision.

We will continue to provide updates to be shared at key State meetings including State Directors, CUWA, and CWDC. Your support in moving the initiatives forward is needed and we will provide any critical requests at the monthly State director's meeting.

Statewide Business Development Services Leadership Team

Chris Carman, Rapid Response/Business Services Coordinator, CDLE

Dawn Gardner, Business Services Supervisor, Arapahoe/Douglas Works!

David Griffin, Project Manager SESP Grant, Colorado Rural Workforce Consortium

Suzie Miller, Business Services Manager, Mesa County Workforce Center

Linda Murphy, Director, Colorado Urban Workforce Alliance

Liz Ojeda, Business Services Manager, Denver Office of Economic Development

Create Key for Workgroups and define roles and responsibilities

Goal 1: Drive Creative and Innovative Approaches to Meet Employer Needs

Objective 1 Expand Solutions and Services

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
PM	Replicate WY-CO vision of partnering across regions, counties, states	Mar 2013		BDS Standardization Workgroup	At least 2 new WY-CO models will be piloted	
MIS	Jobs Central feeding into job description for CC	TBD		BDS MIS liaison	Pilot programs completed Vet forms with broad range of employers to ensure 95% employer satisfaction	Employer survey
PM PD TB	Develop and implement common template for Industry Profiles, Workforce Intelligence (data)	Sep 2012		BDS Standardization Workgroup	All Local Workforce regions will use template for industry profiles and other workforce intelligence	Collect local and state workforce industry profiles and other workforce intelligence reports
PM	Develop consistent Social Media usage policy			Local Directors and CDLE Leadership	Expand communication capability improving access point for businesses	
NONE	Standardize access to assessments statewide such as Prove It and WorkKeys			CDLE, CWDC Leadership, Local Directors	All workforce regions will offer in demand assessments	
PM	Standardize access to EMSI and or other LMI resources			CDLE, CWDC Leadership, Local Directors	All workforce regions will have access to tools and able to deliver high level information for business	
MIS	Leverage state technology with SMART forms for use by business and job seekers			Vet with State MIS	Development of forms accessible on e-Colorado	
TB	Define process for customizing Connecting Colorado Tool Box				TBD	
TB	Create a matrix of who has what in their Tool Box for Business Customers				TBD	

	Review the matrix every year					
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Objective 2 Establish and align processes and procedures for state business service representatives to achieve the vision and mission of this action plan

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
PM MIS TB	Secure buy-in from CDLE, CWDC, leadership to support changes deemed most critical by Business Development Reps	On-going		CDLE, CWDC, Leadership and Statewide Business Services	Expedited process for making required changes and result in quicker, more efficient response to employer needs	
MIS	Create document detailing roles & responsibilities for CDLE BDS MIS Liaison	Jun 2012		BDS Leadership and CDLE Business Development Supervisor	Roles and responsibilities defined	Communication and information sharing process established
MIS PD	Encourage and train BDS on utilizing intranet, blog, LinkedIn, e-Colorado In for BDRs, best practices, and social media platforms	Nov 2012		BDS Communication Workgroup and appropriate CDLE staff	Enhanced intra and inter BDR communication Reduced time in replicating best practices Identifying BDR expertise/mentors	
PD PM	Develop Code of Ethics and Rules of Engagement for aligning business development services across regions and the state	Oct 2012		BDS Leadership Team	All local regions and CDLE Workforce staff will sign the Code of Ethics and Rules of Engagement Agreements will result in: elimination of unnecessary duplication of services, greater leveraging of financial and human resources and increase employer satisfaction	100% sign on by Local Directors, CDLE and CWDC Leadership and survey results showing increased employer satisfaction

Goal 2: Maximize Business and Industry Awareness and Utilization of the Workforce System

Objective 1 Create an ROI process for Business Development Services

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
PM	Examine State and Local ROI documents currently in use			State ROI Workgroup with input from BDS Leadership Team	Collect all documentation and identify intersecting points	
PM	Develop template and train local staff on use and customization of document			State ROI Workgroup with input from BDS Leadership Team	TBD	

Objective 2 Expand and Retain Local and Regional Business Partnerships

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
NONE	Develop & deliver Summit network activity to brainstorm collaborative ideas between regions	Apr 2012	Apr 12 2012	BDS Leadership	Network activity held at 2012 Summit and brainstorm list posted in e-Colorado team room	61 participants and 200 ideas shared
	Identify regional partnerships to develop model for recruitment		May 2012	BDS Leadership Phil Noble (Adams)	Multi-region recruitment for Cooper Lighting completed with Adams, A/D Works!, and Denver regions	Successful hire rate for XX open positions
	Review partnership/collaborations at monthly State BDR meetings. Updates/best practices posted on e-Colorado team room	Ongoing		BDS Leadership and local BDRs	Continue to identify opportunities for collaborations on business outreach i.e. CHLA partnership with Denver and Rural Consortium	Recruitment events and placements

Objective 3 Collaborate with CDLE and CWDC on the statewide marketing plan as it relates to Business Development Services

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
PM	Review CDLE & CWDC marketing plan for state workforce system			BDS Communication/ Marketing Workgroup	TBD	

Objective 4 Identify standards and metrics to Demonstrate Maximization and Utilization by Employers

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
PM	Develop operational strategy to increase new business contact both locally and multi-regionally			BDS Leadership and local BDRs	Demonstrate increased utilization by businesses	Service data in Connecting Colorado
PM	Determine baseline for rate of businesses returning for services			BDS Leadership	Baseline determined	
PM	Develop process to track business retention			BDS Leadership and local BDRs	Process implemented	

Goal 3: Establish On-Going Professional Development Trainings for Business Development Service Representatives

Objective 1 Prioritize and develop timeline for rolling out trainings statewide

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
	Work with existing committee chairs to develop calendar Seek approval of local workforce	Jun 30 2012		BDS Leadership Team and Professional Development Workgroup	Training calendar completed and posted on e-Colorado team room.	Trainings completed and outcomes

	Directors and CDLE Leadership					posted
	Categories of trainings: Business to Business Account Management, Building Strategic Business Relationships Sales and Marketing, Business Language				TBD	
	Ensure ability to offer training which is “proactive” as opposed to simply “reactive”				TBD	
	Budget funding to roll out training			BDS leadership Team, local Directors, CDLE and CWDC	TBD	
	Promote knowledge sharing on the web for BDRs and other Subject Matter Experts (SME)				TBD	

Objective 2 Ensure that Connecting Colorado is the best system we can Create

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
	Training on reports in Connecting Colorado				TBD	
	Offer on-going training to BDRs on Connecting Colorado when BDS changes are implemented				TBD	
	Connecting Colorado training on searches using information businesses include in company profiles				TBD	

Objective 3 Create and Roll Out “Getting Ready for Primetime” Training and Opportunities

Work	Action	Target	Actual	Partner(s)	Outcome	Measure
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Group		Date	Date	Responsible (Lead)		
	<p><i>How To Become An Industry Expert</i></p> <p>Industry expert trainings will consist of Business to Business Account Management. Including sales, marketing, branding, communication skills, first impressions, how to sell with less, recruiting strategies. Trainings will be offered via webinars and face to face workshops hosted by counties</p>			BDS Leadership Team and existing committees Statewide BDRs	. TBD	
	<p>Sector Approach Business Panel to gain feedback and listen to industry needs</p> <p>What does business need from workforce? What do they value for workforce solutions? Working with sector approach academy (CDLE). Present industry panel discussions statewide on effectiveness of meeting the business customer needs.</p>	On-going		Statewide Business Development Chairs and existing committees Statewide BDRs	Sector based trainings will provide ongoing trainings to address industry needs.	
	Webinars: standardize templates and localized data, sector strategies				TBD	
	<p>Data resource training</p> <p>Work with leadership team and trainers to develop a schedule</p>	Jul 1 2012 to Jun 30 2013		BDS Chairs and existing committees Statewide BDRs	. TBD	
	<p>Establish State and/or Credentials for Professional Business Development Representative</p> <p>NAWDP Job Development Certification Program focuses on the</p>			Statewide Business Development Chairs and existing committees	TBD	

	improvement of individual Sales, Marketing and Presentation Skills needed in today's competitive workforce marketplace -Prospecting and Telemarketing -Branding Myself and Organization -Building Rapport -Overcoming Objections -Closing Techniques -Technology and Social Media -Relationship Building -Networking -Presentation Skills -Qualifying Prospects			Statewide BDRs		
	Business Development Leadership workshops/ seminars				. TBD	

Objective 4 Standardize Templates for Workforce Data intelligence for industry, sector projects, ROI and Site Selections

Work Group	Action	Target Date	Actual Date	Partner(s) Responsible (Lead)	Outcome	Measure
TB MIS	Gathering relevant data to expand and communicate effectively with industry Work with CDLE and MIS to provide a statewide database/portal to access business prime contacts, activity reports on services provided.	Jun 2013		Statewide Business Development Chairs and existing committees State Business Services Unit Rep	Accessible resources may include: workforce regions, industry conferences, economic development organizations, CDLE, OEDIT, business associations, education. Will be available electronically statewide.	
	Work with CWDC to develop a statewide resource guide with program and contact information of chambers, Statewide BDR's, business loan funds, economic				TBD	

	development, OEDIT					
	Access to Local and Statewide and National Resources resource	Jul 2012			TBD	

JOHN HICKENLOOPER
Governor

ELLEN GOLOMBEK
Executive Director



DEPARTMENT OF LABOR AND EMPLOYMENT
OFFICE OF THE EXECUTIVE DIRECTOR

633 17th Street, Room 1200
Denver, Colorado 80202-3629

MEMORANDUM

TO: The Honorable John Hickenlooper, Governor

FROM: Ellen Golombek, Executive Director

DATE: June 22, 2012

SUBJECT: UTILIZATION OF PY12 WORKFORCE INVESTMENT ACT (WIA) RAPID RESPONSE TWENTY-FIVE PERCENT DISCRETIONARY FUNDS

This memorandum, prepared for your consideration and approval, outlines a recommended plan for utilization of twenty-five percent of the Workforce Investment Act Dislocated Worker funds allotted to Colorado (25% of \$16,138,529) for PY12 (July 1, 2012 through June 30, 2013). While the majority of funding is formula driven, the Act requires the state to set aside these funds and use them for layoff intervention strategies, training for laid off workers, and other activities designed to benefit affected businesses, dislocated workers or incumbent workers in danger of layoff. The initiatives and models detailed below are geared toward responding to the continuous changes in the state's labor market conditions and will meet both the spirit and intent of the enabling Workforce Investment Act legislation (Public Law 105-220). The recommended activities focus on the revitalization of Colorado's economy, and are investments in Colorado's citizens and business customers.

Statewide Initiatives and Grants to Workforce Partners

\$3,184,529.00

These funds will allow the development of innovative strategies to address the needs of the regional economies and the strategic vision of the Colorado Workforce Development Council, the Governor and the Department. These include:

- **Sector Strategies:** Expanded and enhanced workforce services for dislocated workers and businesses to provide retraining opportunities in high-demand occupations within growth industries, (such as information technology, energy, advanced manufacturing, health care, or aero-space,) as identified by the **Key Industries** initiative, a partnership with the Office of Economic Development and International Trade
- **Unemployment Insurance Claimant Initiatives:** Strategies to serve Unemployment Insurance claimants and the long-term unemployed in need of retraining, including support of the **HB12-1272** initiative, which provides enhanced UI benefits to claimants participating in classroom, employer-based, or entrepreneurial training

- **Incumbent Worker Training:** Strategies to provide incumbent worker training that will avoid major layoffs and prepare businesses for expansion as the economic recovery progresses
- **Entrepreneurial Training and Apprenticeship Programs:** Strategies to expand access to and use of these training opportunities for dislocated workers in search of non-traditional career opportunities
- **Technology and other support tools,** as well as training and technical assistance, for workforce service delivery staff engaged in serving dislocated workers and the business community

Displaced Homemaker Initiatives **\$300,000.00**

Develop and expand training programs targeted to the displaced homemaker segment of dislocated workers, to ensure their successful return to the labor market in jobs that will offer a sustainable wage.

State Rapid Response* **\$100,000.00**

To continue operation of the State's Rapid Response program, including the Rapid Response Labor Market Information needed for early warning of potential layoff events. These funds support Rapid Response staff, layoff assistance workshops for laid off workers, and business outreach services.

Layoff Reserve* **\$150,000.00**

These funds are set in reserve to provide extra resources to local workforce areas for unexpected major layoff events, after other resources have been exhausted. The \$150,000 is expected to serve additional workers who have lost jobs due to employer staff reductions and business closures.

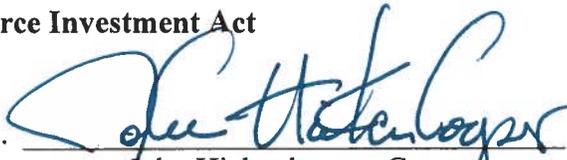
Labor Market Information Initiatives **\$300,000.00**

To develop LMI products needed by businesses and dislocated job seekers, and perform economic analysis and industry forecasts used to determine innovative sector based employment and training strategies to address regional economic needs.

GRAND TOTAL **\$4,034,529.00**

* required by the Workforce Investment Act

Yes, I approve the proposal.


 John Hickenlooper, Governor
 State of Colorado

Additional LMI Data

WIA Programs Report 9002
Colorado Demographic Information

	A Total	B Employment Status at Participation		C Eligible Claimant Total	D Hispanic or Latino		E Race					
		Employed	Not Employed		Yes	No	7 American Indian or AK Native	8 Asian	9 Black or African-American	10 Hawaiian Native or Pac. Isl.	11 White	12 More Than One Race
1	408,757	72,455	336,302	231,672	99,119	309,638	15,293	7,691	36,976	2,203	266,000	9,767
2	41,731	8,191	33,540	27,131	6,066	35,665	1,440	531	4,664	313	30,386	1,090
3	911	48	863	293	826	85	41	1	8	0	142	3
4	0	0	0	0	0	0	0	0	0	0	0	0
5	219,805	35,725	184,080	126,724	53,144	166,661	8,151	3,810	19,616	1,242	141,764	4,926
6	188,952	36,730	152,222	104,948	45,975	142,977	7,142	3,881	17,360	961	124,236	4,841
7	10,596	688	9,908	113	3,294	7,302	516	227	1,383	80	4,902	514
8	398,161	71,767	326,394	231,559	95,825	302,336	14,777	7,464	35,593	2,123	261,098	9,253
9	244,087	47,506	196,581	122,738	67,737	176,350	10,159	5,053	25,065	1,656	150,842	7,089
10	89,026	15,321	73,705	60,540	18,253	70,773	3,010	1,470	7,098	322	60,952	1,380
11	65,048	8,940	56,108	48,281	9,835	55,213	1,608	941	3,430	145	49,304	784
12	30,913	3,672	27,241	17,329	11,181	19,732	980	555	4,370	155	15,797	593
13	178,188	26,017	152,171	96,308	54,712	123,476	7,434	2,895	18,046	875	104,023	3,768
14	19,535	2,773	16,762	13,383	4,888	14,647	696	374	2,144	108	12,507	451
15	119,655	17,741	101,914	64,202	33,790	85,865	4,826	1,949	11,837	571	72,890	2,546
16	190,223	37,405	152,818	102,001	46,635	143,588	7,873	3,140	15,705	985	127,748	4,645
17	9,183	1,157	8,026	6,311	3,117	6,066	312	157	1,030	29	5,346	188
18	398,026	67,188	330,838	230,382	97,001	301,025	14,787	7,697	35,150	2,151	259,831	9,343

	F Education						G Persons w/ Disability	H MSFW	I Dislocated Workers
	In-School	Not High School Graduate	High School Graduate or GED	Post-Secondary Degree or Certification	Total	Total			
1 Total Participants	13	14	15	16	17	18	19		
2 Veterans/Eligible Persons/TSMs	56,793	34,447	153,037	94,460	22,408	911	24,874		
3 MSFW	5,973	319	13,813	11,082	9,167	4	3,341		
4 Interstate	34	660	190	4	9		33		
5 Male	0	0	0	0	0	0	0		
6 Female	26,134	20,502	88,599	47,181	14,315	597	14,162		
7 Youth	30,659	13,945	64,438	47,279	8,093	314	10,712		
8 Adult (18 and over)	7,624	2,276	1,245	13	320	21	11		
9 18-44	49,169	32,171	151,792	94,447	22,088	890	24,863		
10 45-54	42,425	21,686	99,044	50,209	11,213	463	9,921		
11 55 and over	5,026	6,638	33,087	23,060	5,828	223	7,966		
12 Received Workforce Info Services	1,718	3,847	19,661	21,178	5,047	204	6,976		
13 Received Staff-Assisted Services	3,758	5,159	12,683	4,693	2,022	493	3,391		
14 Career Guidance	22,495	23,562	76,076	28,057	10,635	878	14,520		
15 Job Search Activities	2,776	1,669	6,781	4,618	2,345	438	2,339		
16 Referred to Employment	14,349	13,073	49,941	21,575	7,475	607	9,253		
17 Referred to WIA Services	24,229	11,330	73,972	44,962	11,295	623	11,360		
18 Total Exitters	1,111	910	3,569	1,890	767	80	1,101		
	54,017	35,357	152,143	90,169	21,010	847	23,976		

Exiters:04/01/2011 to 03/31/2012
 Entered Empl:10/01/2010 to 09/30/2011
 Reten & Earnings:04/01/2010 to 03/31/2011

	A Total Veterans/Eligible Persons/TSMs				B TSM	C Campaign Badge Veterans	D Disabled Veterans	E Special Disabled Veterans	F Recently Separated Veterans
	18-44	45-54	55+	Total					
	1	2	3	4					
1 Veterans/Eligible Persons/TSMs	18,010	11,163	12,548	41,731	1,557	7,565	7,913	4,254	5,520
2 Male	14,786	9,718	11,745	36,254	1,260	6,932	6,682	3,572	4,542
3 Female	3,224	1,445	803	5,477	297	633	1,231	682	978
4 18-44					1,375	4,377	4,272	2,534	5,099
5 45-54					167	1,356	1,984	1,032	374
6 55+					13	1,831	1,655	687	46
7 Received Workforce Info Services	1,576	1,196	1,352	4,127	107	855	877	475	501
8 Received Staff-Assisted Services	12,176	8,507	9,480	30,168	871	5,483	5,659	2,965	3,342
9 Career Guidance	2,024	1,437	1,465	4,928	175	1,185	1,381	791	720
10 Job Search Activities	4,755	3,964	4,666	13,388	333	2,432	2,451	1,289	1,368
11 Referred to Employment	9,623	6,791	7,181	23,599	669	4,393	4,462	2,317	2,456
12 Referred to WIA services	577	401	462	1,440	41	348	404	227	199
13 Received Intensive Service	233	190	126	549	17	183	241	158	56
14 Referred to Federal Training	759	553	600	1,912	56	456	518	298	257
15 Placed in Federal Training	0	0	0	0	0	0	0	0	0
16 Referred to Federal Job	33	30	45	108	2	17	14	9	7
17 Entered into Federal Job	0	0	0	0	0	0	0	0	0
18 Referred to Federal Contractor Job	5,098	3,772	3,899	12,771	396	2,497	2,580	1,289	1,269
19 Entered into Federal Contractor Job	5	2	1	8	0	1	0	0	0
20 Total Exiters	17,222	10,234	11,330	38,798	1,608	6,792	7,091	3,642	4,923

Exiters: 04/01/2011 to 03/31/2012
Entered Empl: 10/01/2010 to 09/30/2011
Reten & Earnings: 04/01/2010 to 03/31/2011

9002 C Report
Performance Outcomes - Job Seekers/Employers

Job Seeker and Employer Performance Outcomes	A Total	B Eligible Claimant Total	C Hispanic or Latino		D Race														
			Yes	No	American Indian or AK Native	Asian	Black or African-American	Hawaiian Native or Pac. Isl.	White	More Than One Race									
			3	4	5	6	7	8	9	10									
1		2																	
1 Entered Employment Numerator	169,752	110,949	42,753	126,999	5,940	3,220	14,545	911	112,132	3,772									
2 Entered Employment (Youth)	2,349	57	822	1,527	111	43	241	16	1,373	115									
3 Entered Employment (18-44)	111,773	67,371	31,446	80,327	4,274	2,333	10,882	721	70,247	2,943									
4 Entered Employment (45-54)	36,041	27,848	7,466	28,575	1,121	554	2,507	121	25,399	505									
5 Entered Employment (55 and over)	19,589	15,673	3,019	16,570	434	290	915	53	15,113	209									
6 Entered Employment Rate Denominator	344,449	223,648	85,558	258,891	13,216	6,855	30,917	1,867	224,903	8,640									
7 Entered Employment Rate	49.28	49.61	49.97	49.06	44.95	66.97	47.05	48.79	49.86	46.92									
8 Employment Retention Numerator	163,529	95,648	38,366	125,163	5,873	3,429	12,509	829	81,089	3,366									
9 Employment Retention Denominator	212,414	121,087	57,222	161,192	7,474	4,233	16,875	4,690	142,679	4,605									
10 Employment Retention Rate	76.99	78.99	74.90	77.65	78.71	81.01	74.13	76.06	77.86	73.09									
11 Average Earnings	15,056	16,732	12,814	15,743	12,824	15,605	13,640	13,776	15,857	12,789									
12 Entered Employment Rate After WF Info	50.80	52.14	52.02	50.17	47.28	50.85	49.93	49.52	50.88	49.54									
13 Retention Rate After WF Info	75.78	78.92	74.26	76.68	66.88	80.96	73.73	75.51	77.39	66.94									
14 Average Earnings After WF Info	14,410	15,742	13,899	15,200	12,719	15,892	14,791	13,782	15,582	12,816									

Exiters:04/01/2011 to 03/31/2012
Entered Empl:10/01/2010 to 09/30/2011
Reten & Earnings:04/01/2010 to 03/31/2011

9002 C Report
Performance Outcomes - Job Seekers/Employers

Job Seeker and Employer Performance Outcomes	E Education				F Persons w/ Disability	G MSFW	H Dislocated Workers
	In-School	Not High School Graduate	High School Graduate or GED	Post-Secondary Degree or Certification			
1 Entered Employment Numerator	11	12	13	14	15	16	17
2 Entered Employment (Youth)	20,095	14,675	66,891	39,128	6,075	332	11,078
3 Entered Employment (18-44)	1,682	345	558	8	90	1	8
4 Entered Employment (45-54)	16,410	10,276	46,632	23,215	3,411	167	5,157
5 Entered Employment (55 and over)	1,566	2,863	13,736	9,436	1,561	93	3,675
6 Entered Employment Rate Denominator	437	1,191	5,965	6,469	1,013	71	2,238
7 Entered Employment Rate	43,303	33,844	136,576	72,737	17,844	740	22,425
8 Employment Retention Numerator	46,41	43,36	48,98	52,79	34,05	44,86	49,40
9 Employment Retention Denominator	19,332	12,537	62,028	41,150	5,137	317	9,678
10 Employment Retention Rate	26,294	17,745	82,546	50,134	7,217	530	12,318
11 Average Earnings	74,28	69,52	75,14	82,11	71,18	59,81	78,57
12 Entered Employment Rate After WF Info	13,476	11,505	12,672	21,039	14,331	9,175	16,916
13 Retention Rate After WF Info	48,50	43,33	51,36	56,66	39,03	44,49	52,75
14 Average Earnings After WF Info	73,18	77,90	74,59	82,98	73,55	56,77	79,29
	12,328	11,906	12,672	21,137	15,883	10,403	17,155

Exiters:04/01/2011 to 03/31/2012
Entered Empl:10/01/2010 to 09/30/2011
Reten & Earnings:04/01/2010 to 03/31/2011

9002 D Report
Performance Outcomes - Veterans

	A							B TSM	C Campaign Badge Veterans	D Disabled Veterans	E Special Disabled Veterans	F Recently Separated Veterans
	Total Veterans/Eligible Persons/TSMs		55+		Total							
	18-44	45-54	2	3	4	5	6					
1	Entered Employment Numerator	6,590	4,241	3,574	14,407	253	2,283	2,084	864	1,378		
2	Entered Employment (18-44)					230	1,422	1,203	539	1,278		
3	Entered Employment (45-54)					21	398	545	212	85		
4	Entered Employment (55 and over)					2	463	336	113	14		
5	Entered Employment Rate Denominator	13,317	8,446	10,035	31,805	592	5,209	5,249	2,254	3,666		
6	Entered Employment Rate	49.49	50.21	35.62	45.30	42.74	43.83	39.70	38.33	37.59		
7	Employment Retention Numerator	6,644	3,777	2,913	13,336	781	2,137	2,024	693	1,246		
8	Employment Retention Denominator	8,708	4,770	3,954	17,436	1,193	2,760	2,648	930	1,698		
9	Employment Retention Rate	76.30	79.18	73.67	76.49	65.47	77.43	76.44	74.52	73.38		
10	Entered Employment Follow S-A Numer	5,640	3,790	3,171	12,603	193	2,013	1,855	752	1,134		
11	Entered Employment Follow S-A Denom	10,785	7,373	8,620	26,782	416	4,408	4,471	1,870	2,734		
12	Entered Employment Follow S-A Rate	52.29	51.40	36.79	47.06	46.39	45.67	41.49	40.21	41.48		
13	Average Earnings	19,249	19,635	18,505	19,195	21,063	20,890	20,637	19,756	19,796		
14	Entered Employment Rate After WF Info	55.45	53.60	37.36	48.84	54.79	50.13	44.34	45.17	47.39		
15	Retention Rate After WF Info	73.57	80.42	75.94	76.00	60.09	78.83	76.52	71.87	72.61		
16	Average Earnings After WF Info	19,347	18,101	17,346	18,565	22,471	19,618	20,113	21,029	20,739		

Exiters:04/01/2011 to 03/31/2012
Entered Empl:10/01/2010 to 09/30/2011
Reten & Earnings:04/01/2010 to 03/31/2011

	A	B	C	D	E	F	G	H
	O*NET SOC	11	13	15	17	19	21	23
	Total	Management Occupations	Business and Financial Operations Occupations	Computer and Mathematical Occupations	Architecture and Engineering Occupations	Life, Physical and Social Science Occupations	Community and Social Services Occupations	Legal Occupations
1 MAICS	166,714	11,651	5,385	16,635	5,059	2,999	2,073	426
11 Agriculture, Forestry, Fishing, and Hunting	4,891	117	84	50	80	173	9	4
21 Mining	2,709	196	81	47	261	77	0	22
22 Utilities	1,137	73	53	162	104	15	0	2
23 Construction	11,436	321	219	1,116	251	53	5	1
31-33 Manufacturing	9,657	643	508	1,785	1,183	195	0	18
42 Wholesale Trade	1,108	47	17	65	2	17	0	0
44-45 Retail Trade	14,282	526	258	179	68	1,030	2	0
48-49 Transportation and Warehousing	8,007	172	92	143	53	6	5	0
51 Information	12,972	1,754	413	3,429	252	111	14	14
52 Finance and Insurance	8,224	1,951	1,190	653	3	77	4	114
53 Real Estate and Rental and Leasing	974	217	101	33	5	3	2	4
54 Professional, Scientific and Technical Svc	24,672	1,737	1,118	8,539	2,438	430	102	100
55 Management of Companies and Enterprises	1,985	347	144	358	54	22	0	19
56 Admin and Spt. Wkst Mgt and Remediation Svc	12,556	173	343	318	164	27	132	38
61 Educational Services	6,105	1,088	143	165	2	87	271	9
62 Health Care and Social Assistance	18,755	1,001	220	249	29	160	919	26
71 Arts, Entertainment, and Recreation	2,708	265	30	27	4	39	15	2
72 Accommodation and Food Services	11,373	412	66	55	14	28	16	1
81 Other Services	6,356	179	49	29	34	8	133	0
92 Public Administration	6,807	432	256	233	58	441	444	52
2 Federal Contractor Job Listings	40,006							
3 Federal Contractors	1,295							
4 Total Employers	10,554							

	I	J	K	L	M	N	O	P
	25	27	29	31	33	35	37	39
	Education, Training, and Library Occupations	Arts, Design, Entertainment, Sports, and Media Occupations	Healthcare Practitioner and Technical Occupations	Healthcare Support Occupations	Protective Service Occupations	Food Prep and Serving Related Occupations	Building and Grounds Cleaning and Maintenance Occupations	Personal Care and Service Occupations
1	3,957	1,813	9,121	3,574	2,567	8,863	8,180	3,625
11	1	41	23	1	34	25	229	9
21	3	0	8	0	6	0	6	0
22	0	4	1	0	2	0	14	0
23	1	13	15	0	289	10	1,566	30
31-33	17	80	32	5	18	14	168	11
42	0	16	0	0	1	0	7	0
44-45	0	446	47	4	126	264	114	77
48-49	1	4	2	2	45	119	91	14
51	25	167	5	0	3	49	28	0
52	4	9	38	28	3	14	5	0
53	0	3	0	0	5	3	98	1
54	64	191	512	153	458	412	204	127
55	0	33	12	3	16	9	160	11
56	66	134	69	82	270	347	539	124
61	2,548	330	40	14	43	196	153	74
62	77	77	7,755	3,138	55	553	388	1,449
71	35	43	2	4	336	537	233	476
72	24	55	49	20	82	6,109	1,464	242
81	36	38	49	63	167	56	2,366	411
92	1,055	129	462	57	608	146	347	569
2								
3								
4								
	Total Openings Received							
	11 Agriculture, Forestry, Fishing, and Hunting							
	21 Mining							
	22 Utilities							
	23 Construction							
	31-33 Manufacturing							
	42 Wholesale Trade							
	44-45 Retail Trade							
	48-49 Transportation and Warehousing							
	51 Information							
	52 Finance and Insurance							
	53 Real Estate and Rental and Leasing							
	54 Professional, Scientific and Technical Svc							
	55 Management of Companies and Enterprises							
	56 Admin and Spt. Wkst Mgt and Remediation Svc							
	61 Educational Services							
	62 Health Care and Social Assistance							
	71 Arts, Entertainment, and Recreation							
	72 Accommodation and Food Services							
	81 Other Services							
	92 Public Administration							
2	Federal Contractor Job Listings							
3	Federal Contractors							
4	Total Employers							

State & County QuickFacts

Colorado

People QuickFacts	Colorado	USA
Population, 2011 estimate	5,116,796	311,591,917
Population, 2010 (April 1) estimates base	5,029,196	308,745,538
Population, percent change, April 1, 2010 to July 1, 2011	1.7%	0.9%
Population, 2010	5,029,196	308,745,538
Persons under 5 years, percent, 2011	6.7%	6.5%
Persons under 18 years, percent, 2011	24.0%	23.7%
Persons 65 years and over, percent, 2011	11.3%	13.3%
Female persons, percent, 2011	49.8%	50.8%

White persons, percent, 2011 (a)	88.3%	78.1%
Black persons, percent, 2011 (a)	4.3%	13.1%
American Indian and Alaska Native persons, percent, 2011 (a)	1.6%	1.2%
Asian persons, percent, 2011 (a)	2.9%	5.0%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.2%	0.2%
Persons reporting two or more races, percent, 2011	2.7%	2.3%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	20.9%	16.7%
White persons not Hispanic, percent, 2011	69.7%	63.4%

Living in same house 1 year & over, 2006-2010	80.6%	84.2%
Foreign born persons, percent, 2006-2010	9.8%	12.7%
Language other than English spoken at home, pct age 5+, 2006-2010	16.8%	20.1%
High school graduates, percent of persons age 25+, 2006-2010	89.3%	85.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	35.9%	27.9%
Veterans, 2006-2010	405,722	22,652,496
Mean travel time to work (minutes), workers age 16+, 2006-2010	24.2	25.2

Housing units, 2011	2,224,603	132,312,404
Homeownership rate, 2006-2010	67.6%	66.6%
Housing units in multi-unit structures, percent, 2006-2010	25.6%	25.9%
Median value of owner-occupied housing units, 2006-2010	\$236,600	\$188,400
Households, 2006-2010	1,918,959	114,235,996
Persons per household, 2006-2010	2.49	2.59
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$30,151	\$27,334
Median household income 2006-2010	\$56,456	\$51,914
Persons below poverty level, percent, 2006-2010	12.2%	13.8%

Business QuickFacts	Colorado	USA
Private nonfarm establishments, 2010	151,973 ¹	7,396,628
Private nonfarm employment, 2010	1,955,336 ¹	111,970,095
Private nonfarm employment, percent change, 2000-2010	2.2 ¹	-1.8
Nonemployer establishments, 2010	426,417	22,110,628

Total number of firms, 2007	547,770	27,092,908
Black-owned firms, percent, 2007	1.7%	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	0.8%	0.9%
Asian-owned firms, percent, 2007	2.6%	5.7%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%	0.1%
Hispanic-owned firms, percent, 2007	6.2%	8.3%
Women-owned firms, percent, 2007	29.2%	28.8%

Manufacturers shipments, 2007 (\$1000)	46,331,953	5,338,306,501
Merchant wholesaler sales, 2007 (\$1000)	53,598,986	4,174,286,516
Retail sales, 2007 (\$1000)	65,896,788	3,917,663,456
Retail sales per capita, 2007	\$13,609	\$12,990
Accommodation and food services sales, 2007 (\$1000)	11,440,395	613,795,732
Building permits, 2011	13,502	624,061

Geography QuickFacts	Colorado	USA
Land area in square miles, 2010	103,641.89	3,531,905.43
Persons per square mile, 2010	48.5	87.4
FIPS Code	08	

1: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Few er than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure show n

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Ow ners, Building Permits, Consolidated Federal Funds Report
Last Revised: Tuesday, 18-Sep-2012 16:41:55 EDT

Colorado WIA/Wagner-Peyser Five-Year Plan

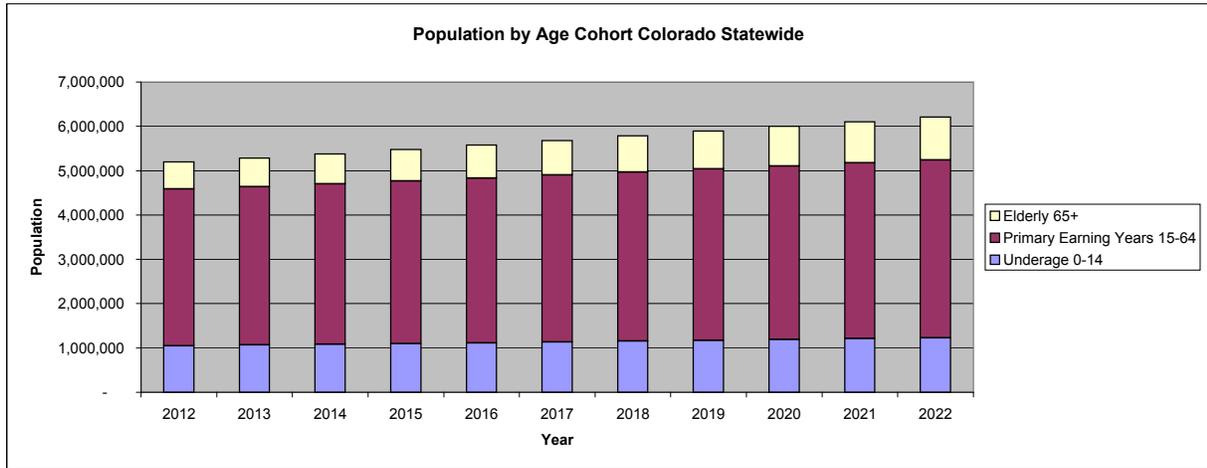
Labor Market Information Charts

Pages	Area
2-14	Colorado Statewide
15-27	Boulder MSA (Metropolitan Statistical Area)
28-40	Colorado Springs MSA
41-53	Denver-Aurora MSA
54-66	Ft Collins-Loveland MSA
67-79	Grand Junction MSA
80-92	Greeley MSA
93-105	Pueblo MSA
106-118	Eastern and Southern BOS (Balance of State)
119-131	Western BOS
132-144	North Central BOS
145-157	Central BOS
158-160	Employment Status by Demographic Group

Colorado Statewide State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	346540	352950	361647	372361	382923	389870	396986	404196	411581	418963	426143
5 to 9	356347	359052	360070	359902	361164	366790	374224	383646	394963	405776	412593
10 to 14	347172	355090	362763	367431	372320	378305	382081	383855	384532	385926	391182
15 to 19	356133	357881	361673	368488	376551	384459	393210	401427	406717	411777	417453
20 to 24	343187	353721	369324	382200	394061	403107	406468	411185	418772	426917	434150
25 to 29	375763	373302	367628	362338	359192	362116	374687	391456	405777	418249	426875
30 to 34	378791	389263	397923	403243	409238	412626	412425	408213	404684	402385	405165
35 to 39	348500	355642	365305	377629	391773	405522	417579	427266	433877	440394	443697
40 to 44	363177	365594	364733	362609	360220	363510	371800	382134	395145	409308	422555
45 to 49	351507	346484	346987	352773	362713	370143	373444	373287	371977	369976	373139
50 to 54	377251	377228	375345	369626	361571	354277	349981	350897	357064	367007	374236
55 to 59	347632	354265	360499	367246	371637	373686	374146	372672	367522	359877	352801
60 to 64	292892	300350	309624	318550	327677	335728	342418	348641	355403	359774	361815
65 to 69	214553	230016	244304	259734	272819	278381	285672	294587	303197	311897	319495
70 to 74	143070	153434	163189	172296	182921	200377	214785	228020	242293	254333	259496
75 to 79	101928	105725	110439	115238	120907	128604	138201	147052	155360	164761	180716
80 to 84	77069	78317	79467	81112	83039	85576	88883	92908	96998	102057	108829
85 to 89	49805	51642	53125	54667	56316	57777	58920	59959	61432	62948	64874
90+ to 94	24857	25560	26573	27524	28531	29509	30616	31628	32695	33810	34692



Industry Employment & Projections data in Colorado from Base Year 2010 to Projected Year 2020.

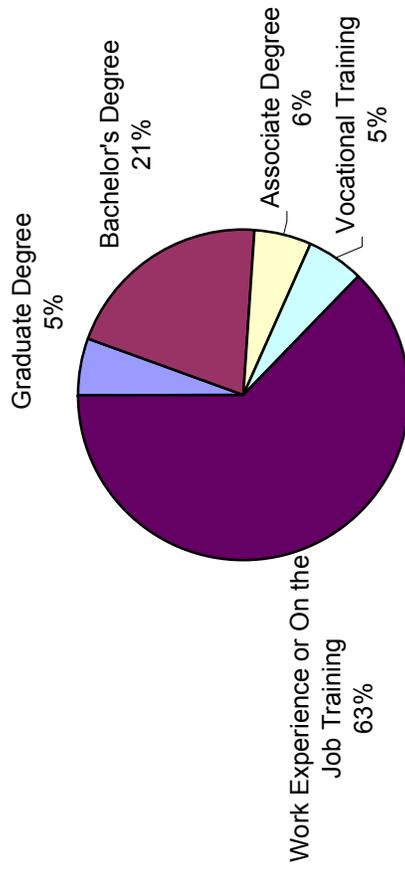
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	2,392,755	2,694,871	302,116	1.20%	12.60%
110000	Agriculture, Forestry, Fishing and Hunting	13,663	14,156	493	0.36%	3.60%
210000	Mining	24,205	41,957	17,752	5.66%	73.30%
220000	Utilities	8,260	8,586	326	0.39%	3.90%
230000	Construction	115,037	126,696	11,659	0.97%	10.10%
310000	Manufacturing	125,484	114,225	-11,259	-0.94%	-9.00%
420000	Wholesale Trade	90,796	95,843	5,047	0.54%	5.60%
440000	Retail Trade	236,728	255,827	19,099	0.78%	8.10%
480000	Transportation and Warehousing	61,760	64,635	2,875	0.46%	4.70%
510000	Information	71,629	71,401	-228	-0.03%	-0.30%
520000	Finance and Insurance	101,419	110,854	9,435	0.89%	9.30%
530000	Real Estate and Rental and Leasing	42,598	44,904	2,306	0.53%	5.40%
540000	Professional, Scientific, and Technical Services	167,516	200,463	32,947	1.81%	19.70%
550000	Management of Companies and Enterprises	28,773	35,724	6,951	2.19%	24.20%
560000	Administrative and Support and Waste Management and Remediat	133,550	148,549	14,999	1.07%	11.20%
610000	Educational Services	198,516	246,320	47,804	2.18%	24.10%
620000	Health Care and Social Assistance	252,188	336,057	83,869	2.91%	33.30%
710000	Arts, Entertainment, and Recreation	44,620	50,399	5,779	1.23%	13.00%
720000	Accommodation and Food Services	217,913	238,326	20,413	0.90%	9.40%
810000	Other Services (Except Government)	95,761	100,831	5,070	0.52%	5.30%
910000	Total Federal Government Employment	56,522	55,770	-752	-0.13%	-1.30%
920000	State Government, Excluding Education and Hospitals	29,726	33,127	3,401	1.09%	11.40%
930000	Local Government, Excluding Education and Hospitals	105,384	119,637	14,253	1.28%	13.50%

Colorado Statewide OES Data 2010-2020 Projections

CO Statewide Summary Statistics	
Base Employment	2,392,755
Total Projected Openings 2010-2020	866,820

CO Statewide Projected Growth by Educational Attainment			
Educational Attainment	2010-2020 Projected Openings	% of Total	% of Total
Graduate Degree	47,220	5.61%	5.61%
Bachelor's Degree	180,290	21.43%	21.43%
Associate Degree	47,900	5.69%	5.69%
Vocational Training	46,990	5.58%	5.58%
Work Experience or On the Job Training	544,520	64.71%	64.71%

CO Statewide Projected Openings 2010-2020 by Educational Attainment



CO Statewide Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	76091	Short-term on-the-job training	14245
35-3031	Waiters and Waitresses	43036	Short-term on-the-job training	13615
41-2011	Cashiers	44768	Short-term on-the-job training	11860
29-1111	Registered Nurses	42912	Associate degree	11715
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	54078	Short-term on-the-job training	10175
43-4051	Customer Service Representatives	40568	Moderate-term on-the-job training	10110
13-1199	Business Operations Specialists, All Other	36844	Bachelor's degree	6455
11-1021	General and Operations Managers	40331	Bachelor's or higher degree, plus work experience	5940
13-2011	Accountants and Auditors	31674	Bachelor's degree	5815
25-2021	Elementary School Teachers, Except Special Education	22912	Bachelor's degree	5805

CO Statewide Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	76091	Short-term on-the-job training	14245
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	54078	Short-term on-the-job training	10175
43-6014	Secretaries, Except Legal, Medical, and Executive	53328	Moderate-term on-the-job training	4665
41-2011	Cashiers	44768	Short-term on-the-job training	11860
35-3031	Waiters and Waitresses	43036	Short-term on-the-job training	13615
29-1111	Registered Nurses	42912	Associate degree	11715
43-4051	Customer Service Representatives	40568	Moderate-term on-the-job training	10110
11-1021	General and Operations Managers	40331	Bachelor's or higher degree, plus work experience	5940
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36963	Short-term on-the-job training	4650
13-1199	Business Operations Specialists, All Other	36844	Bachelor's degree	6455

CO Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020

SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	14158	3380
21-2011	Clergy	8124	2070
29-1051	Pharmacists	4365	2070
19-3031	Clinical, Counseling, and School Psychologists	3725	1800
29-1123	Physical Therapists	3696	1800
21-1012	Educational, Vocational, and School Counselors	3895	1710
25-1199	Postsecondary Teachers, All Other	3809	1700
21-1014	Mental Health Counselors	3213	1690
21-1023	Mental Health and Substance Abuse Social Workers	2882	1510
29-1069	Physicians and Surgeons, All Other	3647	1500

CO Graduate Degree Top Ten Largest Occupations

SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	14158	3380
21-2011	Clergy	8124	2070
29-1051	Pharmacists	4365	2070
21-1012	Educational, Vocational, and School Counselors	3895	1710
25-1199	Postsecondary Teachers, All Other	3809	1700
19-3031	Clinical, Counseling, and School Psychologists	3725	1800
29-1123	Physical Therapists	3696	1800
29-1069	Physicians and Surgeons, All Other	3647	1500
21-1014	Mental Health Counselors	3213	1690
25-1071	Health Specialties Teachers, Postsecondary	2997	1340

CO Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
13-1199	Business Operations Specialists, All Other	36844	12910
11-1021	General and Operations Managers	40331	11880
13-2011	Accountants and Auditors	31674	11630
25-2021	Elementary School Teachers, Except Special Education	22912	11610
25-2031	Secondary School Teachers, Except Special and Vocational Education	15543	7670
25-2022	Middle School Teachers, Except Special and Vocational Education	13051	6560
15-1031	Computer Software Engineers, Applications	17992	6000
15-1032	Computer Software Engineers, Systems Software	16380	5330
27-3031	Public Relations Specialists	10743	4640
13-1111	Management Analysts	11814	4580

CO Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	40331	11880
13-1199	Business Operations Specialists, All Other	36844	12910
13-2011	Accountants and Auditors	31674	11630
25-2021	Elementary School Teachers, Except Special Education	22912	11610
15-1031	Computer Software Engineers, Applications	17992	6000
15-1032	Computer Software Engineers, Systems Software	16380	5330
25-2031	Secondary School Teachers, Except Special and Vocational Education	15543	7670
25-2022	Middle School Teachers, Except Special and Vocational Education	13051	6560
13-1111	Management Analysts	11814	4580
15-1051	Computer Systems Analysts	10872	3740

CO Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020

SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	42912	23430
15-1041	Computer Support Specialists	12087	4310
15-1099	Computer Specialists, All Other	7356	2420
29-2021	Dental Hygienists	3521	1870
29-2071	Medical Records and Health Information Technicians	2831	1370
29-2034	Radiologic Technologists and Technicians	3090	1350
23-2011	Paralegals and Legal Assistants	4535	1300
29-2056	Veterinary Technologists and Technicians	2419	1100
29-1126	Respiratory Therapists	1640	970
29-2012	Medical and Clinical Laboratory Technicians	1955	860

CO Associate Degree Top Ten Largest Occupations

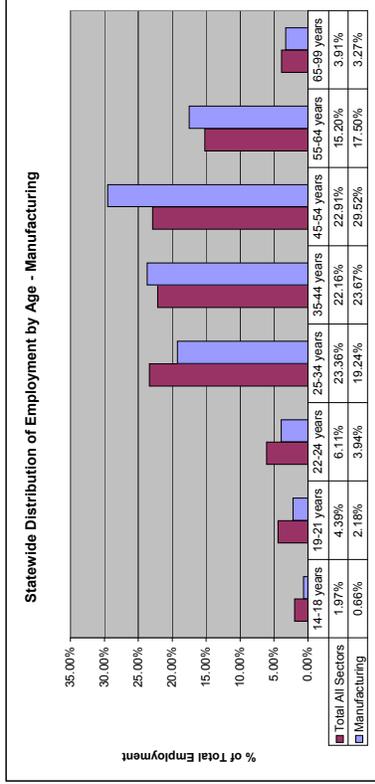
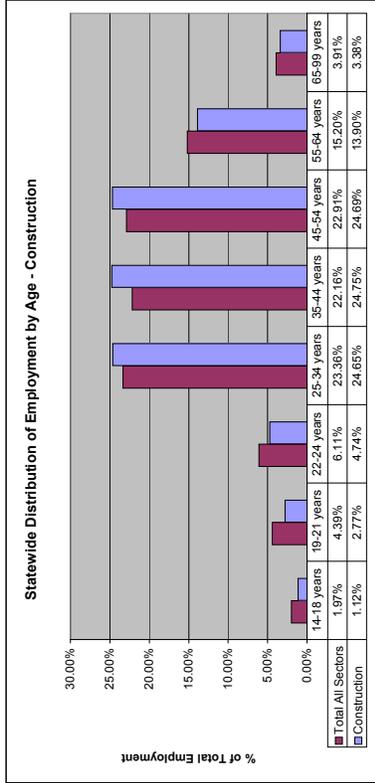
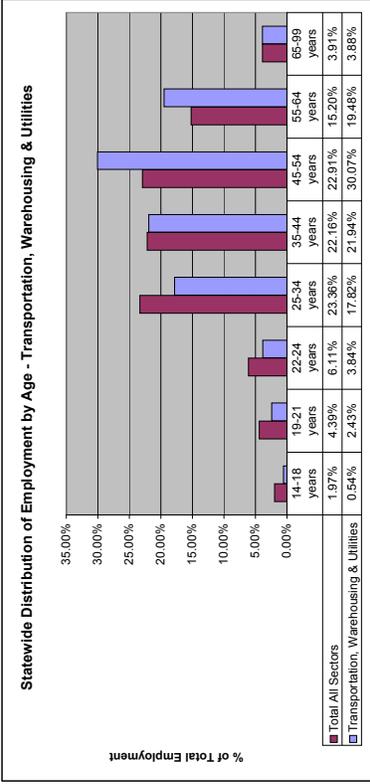
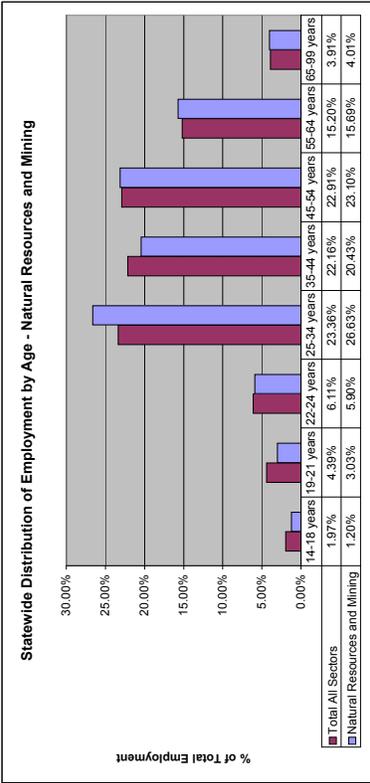
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	42912	23430
15-1041	Computer Support Specialists	12087	4310
15-1099	Computer Specialists, All Other	7356	2420
23-2011	Paralegals and Legal Assistants	4535	1300
29-2021	Dental Hygienists	3521	1870
43-6012	Legal Secretaries	3434	690
29-2034	Radiologic Technologists and Technicians	3090	1350
29-2071	Medical Records and Health Information Technicians	2831	1370
17-3023	Electrical and Electronic Engineering Technicians	2622	500
29-2056	Veterinary Technologists and Technicians	2419	1100

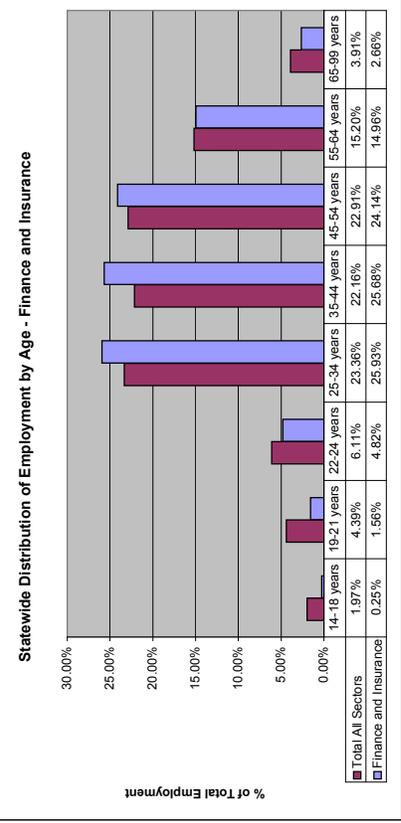
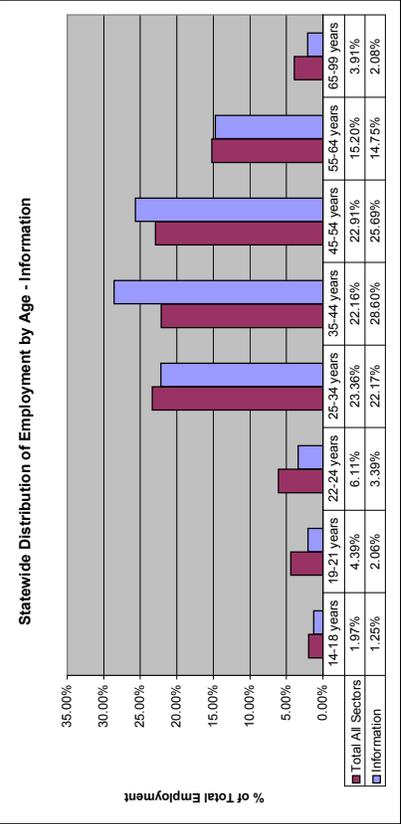
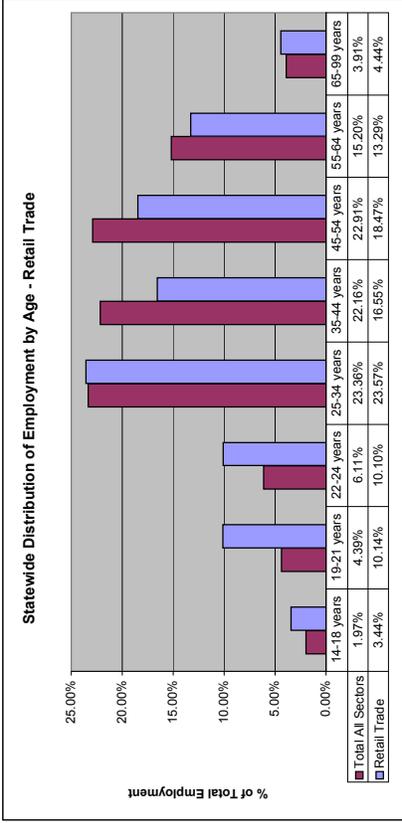
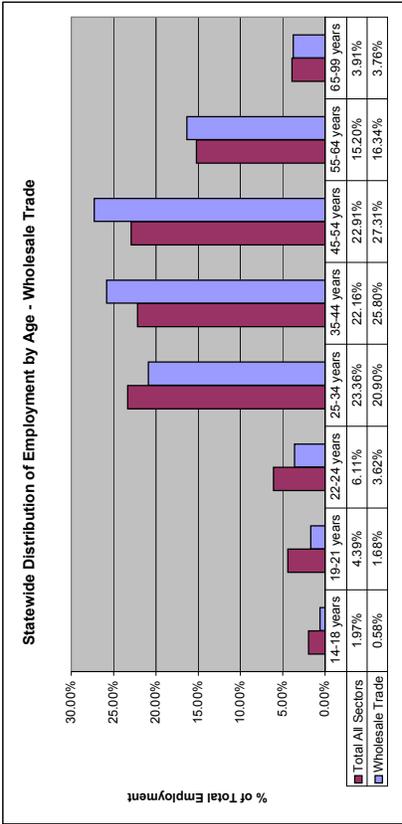
CO Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	19249	7630
29-2061	Licensed Practical and Licensed Vocational Nurses	7205	4260
49-3023	Automotive Service Technicians and Mechanics	13578	3140
41-3021	Insurance Sales Agents	7884	3100
39-9031	Fitness Trainers and Aerobics Instructors	7006	3020
25-2011	Preschool Teachers, Except Special Education	6042	2930
39-5012	Hairdressers, Hairstylists, and Cosmetologists	10915	2860
41-9022	Real Estate Sales Agents	7964	2220
25-4031	Library Technicians	2679	1620
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3872	1500

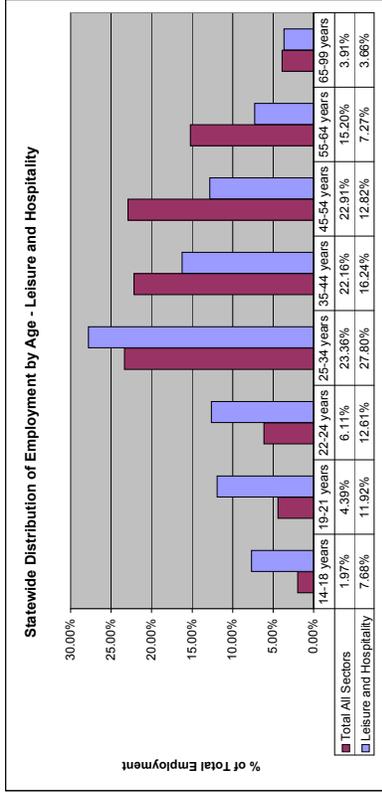
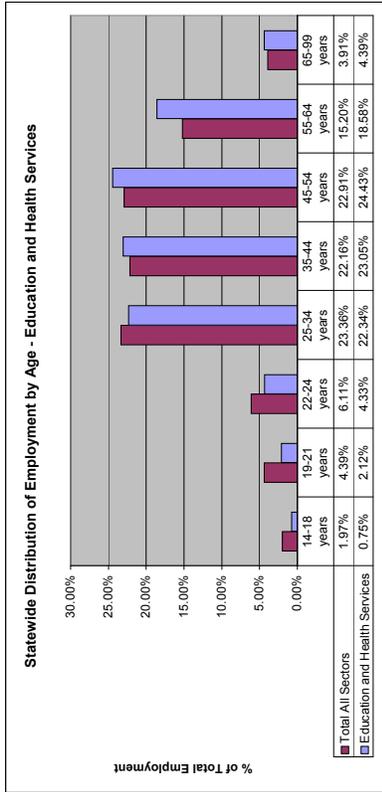
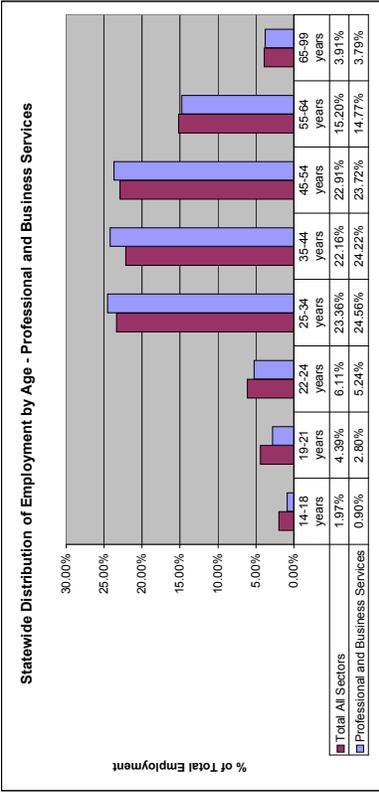
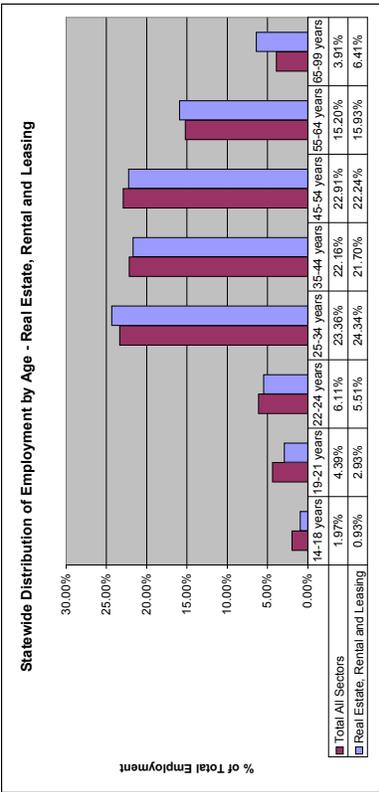
CO Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	19249	7630
49-3023	Automotive Service Technicians and Mechanics	13578	3140
39-5012	Hairdressers, Hairstylists, and Cosmetologists	10915	2860
41-9022	Real Estate Sales Agents	7964	2220
41-3021	Insurance Sales Agents	7884	3100
29-2061	Licensed Practical and Licensed Vocational Nurses	7205	4260
39-9031	Fitness Trainers and Aerobics Instructors	7006	3020
25-2011	Preschool Teachers, Except Special Education	6042	2930
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	4896	990
31-9011	Massage Therapists	4121	1130

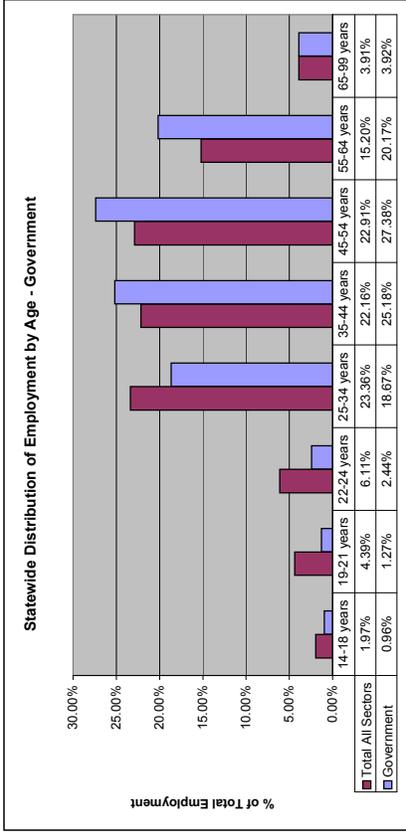
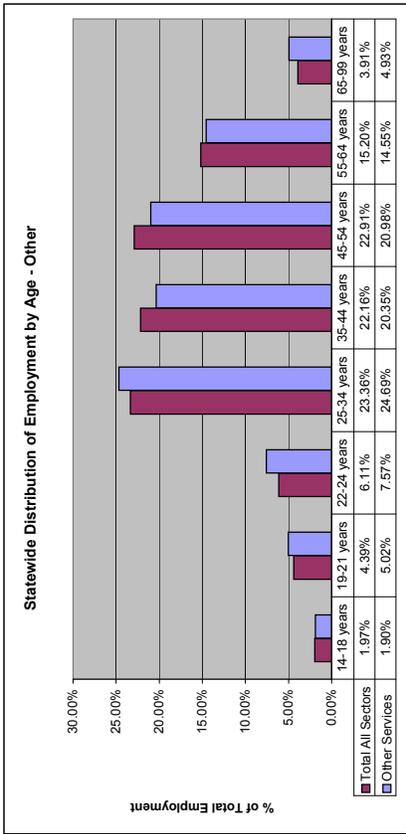
CO Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	76091	28490
35-3031	Waiters and Waitresses	43036	27230
41-2011	Cashiers	44768	23720
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	54078	20350
43-4051	Customer Service Representatives	40568	20220
43-5081	Stock Clerks and Order Fillers	27476	9800
43-6014	Secretaries, Except Legal, Medical, and Executive	53328	9330
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36963	9300
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	29526	8820
43-6011	Executive Secretaries and Administrative Assistants	30931	8690

CO Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	76091	28490
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	54078	20350
43-6014	Secretaries, Except Legal, Medical, and Executive	53328	9330
41-2011	Cashiers	44768	23720
35-3031	Waiters and Waitresses	43036	27230
43-4051	Customer Service Representatives	40568	20220
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36963	9300
43-3031	Bookkeeping, Accounting, and Auditing Clerks	32978	7450
43-6011	Executive Secretaries and Administrative Assistants	30931	8690
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	29526	8820







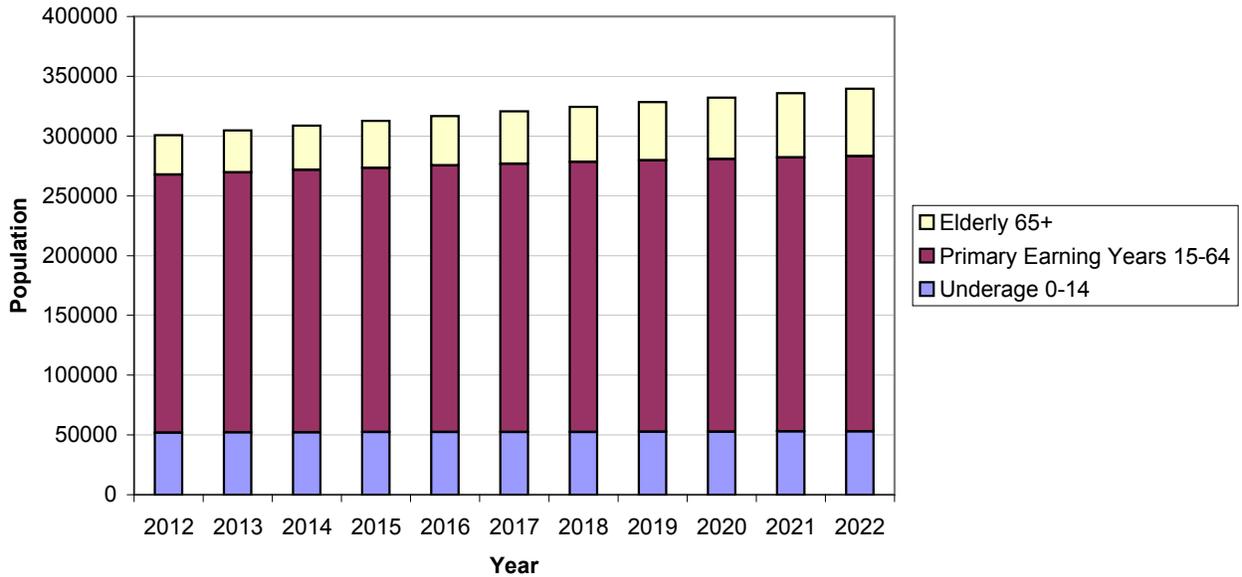


Boulder MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	15812	15849	16023	16253	16579	16730	16895	17071	17254	17437	17624
5 to 9	17976	17811	17522	17206	16904	16778	16811	16976	17198	17505	17651
10 to 14	18235	18443	18729	18918	19046	19002	18839	18545	18224	17896	17766
15 to 19	24852	25241	25476	25858	26159	26544	26751	27030	27214	27320	27272
20 to 24	26921	26405	26864	27156	27892	30144	30526	30751	31121	31397	31774
25 to 29	21441	22498	22625	22444	21979	19552	19035	19479	19758	20452	22682
30 to 34	19560	19770	19957	20275	20827	21692	22744	22860	22671	22165	19746
35 to 39	19372	19437	19604	19782	20102	20364	20574	20752	21060	21574	22426
40 to 44	21389	21287	20856	20457	20105	20020	20087	20248	20420	20710	20966
45 to 49	20967	20688	20850	21254	21721	21864	21766	21339	20943	20577	20492
50 to 54	22567	22583	22397	22024	21535	21188	20916	21075	21474	21921	22062
55 to 59	21149	21522	21949	22303	22400	22413	22433	22254	21894	21407	21071
60 to 64	17438	18095	18767	19409	20084	20517	20880	21293	21641	21731	21747
65 to 69	12123	13033	14000	15116	16034	16586	17208	17843	18452	19088	19500
70 to 74	7616	8263	8863	9487	10174	11339	12180	13072	14103	14947	15459
75 to 79	5286	5560	5841	6107	6433	6869	7468	8011	8577	9184	10250
80 to 84	3919	3971	4044	4168	4312	4447	4680	4916	5143	5431	5817
85 to 89	2701	2758	2793	2860	2900	2982	3029	3087	3190	3298	3402
90+ to 94	1497	1535	1566	1591	1635	1657	1702	1726	1772	1805	1852

Population by Age Group in the Boulder MSA



Industry Employment & Projections data in Boulder-Longmont MSA from Base Year 2010 to Projected Year 2020.

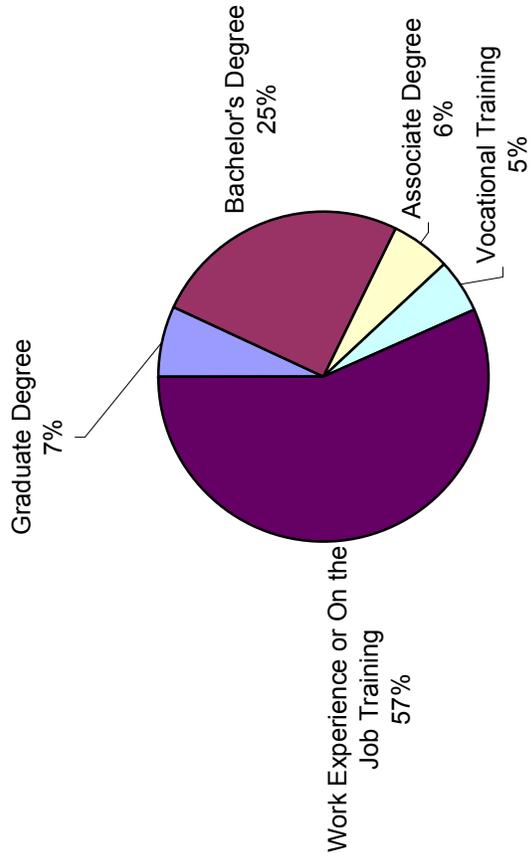
Industry Code	Industry Title	2010 Estimated		2020 Projected		Total 2010-2020		Annual Avg.	
		Employment	Employment	Employment	Employment	Change	Change	Percent Change	Percent Change
000000	Total All Industries	166,052	174,106	8,054	0.47%	4.90%			
110000	Agriculture, Forestry, Fishing and Hunting	396	438	42	1.01%	10.60%			
210000	Mining	544	753	209	3.30%	38.40%			
220000	Utilities	256	276	20	0.76%	7.80%			
230000	Construction	4,044	3,850	-194	-0.49%	-4.80%			
310000	Manufacturing	15,184	13,480	-1,704	-1.18%	-11.20%			
420000	Wholesale Trade	4,885	5,397	512	1.00%	10.50%			
440000	Retail Trade	15,177	15,169	-8	-0.01%	-0.10%			
480000	Transportation and Warehousing	1,328	1,259	-69	-0.53%	-5.20%			
510000	Information	8,688	8,072	-616	-0.73%	-7.10%			
520000	Finance and Insurance	5,017	4,769	-248	-0.51%	-4.90%			
530000	Real Estate and Rental and Leasing	2,169	2,111	-58	-0.27%	-2.70%			
540000	Professional, Scientific, and Technical Services	21,052	25,195	4,143	1.81%	19.70%			
550000	Management of Companies and Enterprises	916	1,399	483	4.33%	52.70%			
560000	Administrative and Support and Waste Management and Remediat	5,844	5,726	-118	-0.20%	-2.00%			
610000	Educational Services	19,254	19,414	160	0.08%	0.80%			
620000	Health Care and Social Assistance	17,607	21,353	3,746	1.95%	21.30%			
710000	Arts, Entertainment, and Recreation	2,744	3,266	522	1.76%	19.00%			
720000	Accommodation and Food Services	14,264	15,113	849	0.58%	6.00%			
810000	Other Services (Except Government)	5,649	5,996	347	0.60%	6.10%			
910000	Total Federal Government Employment	2,471	2,282	-189	-0.79%	-7.60%			
920000	State Government, Excluding Education and Hospitals	320	341	21	0.64%	6.60%			
930000	Local Government, Excluding Education and Hospitals	6,461	6,894	433	0.65%	6.70%			

Boulder MSA OES Data 2010-2020 Projections

Boulder MSA Summary Statistics	
Base Employment	166,052
Total Projected Openings 2010-2020	50,230

Boulder MSA Projected Growth by Educational Attainment			
Educational Attainment	2010-2020 Projected Openings	% of Total	% of Total
Graduate Degree	3,420	6.88%	6.88%
Bachelor's Degree	12,640	25.42%	25.42%
Associate Degree	2,880	5.79%	5.79%
Vocational Training	2,600	5.23%	5.23%
Work Experience or On the Job Training	28,190	56.69%	56.69%

Boulder MSA Projected Openings 2010-2020 by 9Xi WUjcbU 5 HUJba Ybh



Boulder MSA Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
35-3031	Waiters and Waitresses	3218	Short-term on-the-job training	1930
41-2031	Retail Salespersons	4984	Short-term on-the-job training	1390
41-2011	Cashiers	2762	Short-term on-the-job training	1240
29-1111	Registered Nurses	2910	Associate degree	1190
15-1031	Computer Software Engineers, Applications	2838	Bachelor's degree	940
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2694	Short-term on-the-job training	910
11-1021	General and Operations Managers	2962	Bachelor's or higher degree, plus work experience	860
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1046	Short-term on-the-job training	850
13-1199	Business Operations Specialists, All Other	2584	Bachelor's degree	800
15-1032	Computer Software Engineers, Systems Software	2539	Bachelor's degree	710

Boulder MSA Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	4984	Short-term on-the-job training	1390
43-6014	Secretaries, Except Legal, Medical, and Executive	3405	Moderate-term on-the-job training	460
35-3031	Waiters and Waitresses	3218	Short-term on-the-job training	1930
11-1021	General and Operations Managers	2962	Bachelor's or higher degree, plus work experience	860
29-1111	Registered Nurses	2910	Associate degree	1190
15-1031	Computer Software Engineers, Applications	2838	Bachelor's degree	940
41-2011	Cashiers	2762	Short-term on-the-job training	1240
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2694	Short-term on-the-job training	910
13-1199	Business Operations Specialists, All Other	2584	Bachelor's degree	800
15-1032	Computer Software Engineers, Systems Software	2539	Bachelor's degree	710

Boulder MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
19-2041	Environmental Scientists and Specialists, Including Health	642	230
19-3099	Social Scientists and Related Workers, All Other	318	200
21-1015	Rehabilitation Counselors	544	190
23-1011	Lawyers	800	160
29-1051	Pharmacists	338	160
29-1123	Physical Therapists	421	150
19-2012	Physicists	346	100
21-2011	Clergy	343	100
21-1012	Educational, Vocational, and School Counselors	341	80
29-1127	Speech-Language Pathologists	269	70

Boulder MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	800	160
19-2041	Environmental Scientists and Specialists, Including Health	642	230
21-1015	Rehabilitation Counselors	544	190
29-1123	Physical Therapists	421	150
19-2012	Physicists	346	100
21-2011	Clergy	343	100
21-1012	Educational, Vocational, and School Counselors	341	80
29-1051	Pharmacists	338	160
19-3099	Social Scientists and Related Workers, All Other	318	200
29-1127	Speech-Language Pathologists	269	70

Boulder MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
15-1031	Computer Software Engineers, Applications	2838	940
11-1021	General and Operations Managers	2962	860
13-1199	Business Operations Specialists, All Other	2584	800
15-1032	Computer Software Engineers, Systems Software	2539	710
13-1111	Management Analysts	1169	570
13-2011	Accountants and Auditors	1886	560
15-1051	Computer Systems Analysts	1638	550
25-2021	Elementary School Teachers, Except Special Education	1263	350
17-2061	Computer Hardware Engineers	1193	330
27-3031	Public Relations Specialists	806	300

Boulder MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	2962	860
15-1031	Computer Software Engineers, Applications	2838	940
13-1199	Business Operations Specialists, All Other	2584	800
15-1032	Computer Software Engineers, Systems Software	2539	710
13-2011	Accountants and Auditors	1886	560
15-1051	Computer Systems Analysts	1638	550
25-2021	Elementary School Teachers, Except Special Education	1263	350
17-2061	Computer Hardware Engineers	1193	330
13-1111	Management Analysts	1169	570
15-1021	Computer Programmers	978	180

Boulder MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	2910	1190
15-1099	Computer Specialists, All Other	1038	320
15-1041	Computer Support Specialists	987	310
19-4031	Chemical Technicians	594	190
17-3023	Electrical and Electronic Engineering Technicians	417	80
29-2034	Radiologic Technologists and Technicians	284	80
29-2021	Dental Hygienists	199	80
19-4099	Life, Physical, and Social Science Technicians, All Other	159	80
43-6012	Legal Secretaries	273	60
23-2011	Paralegals and Legal Assistants	178	40

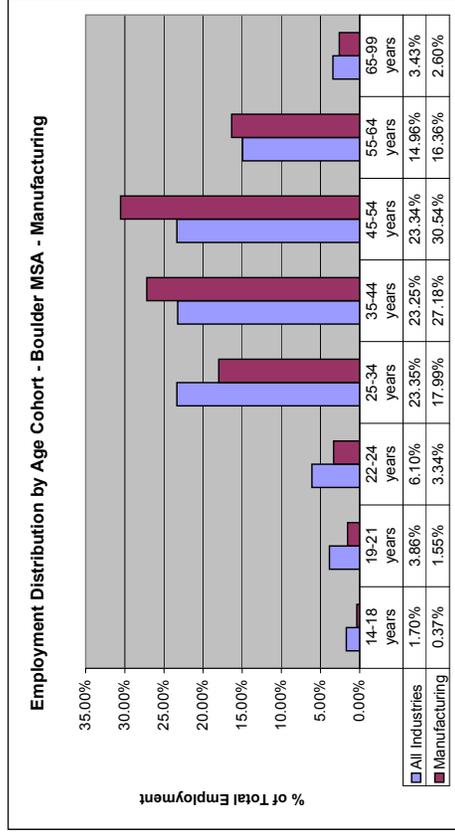
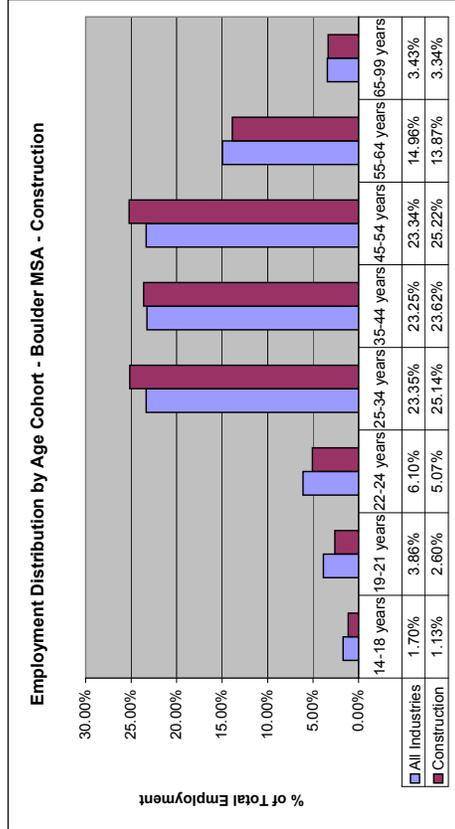
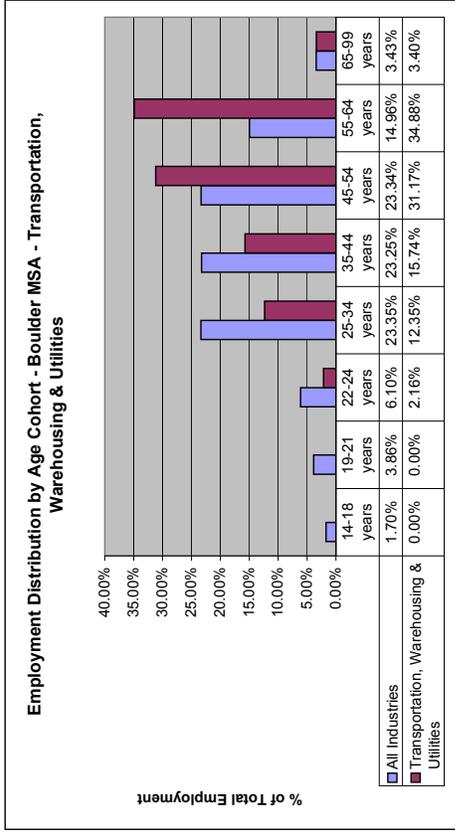
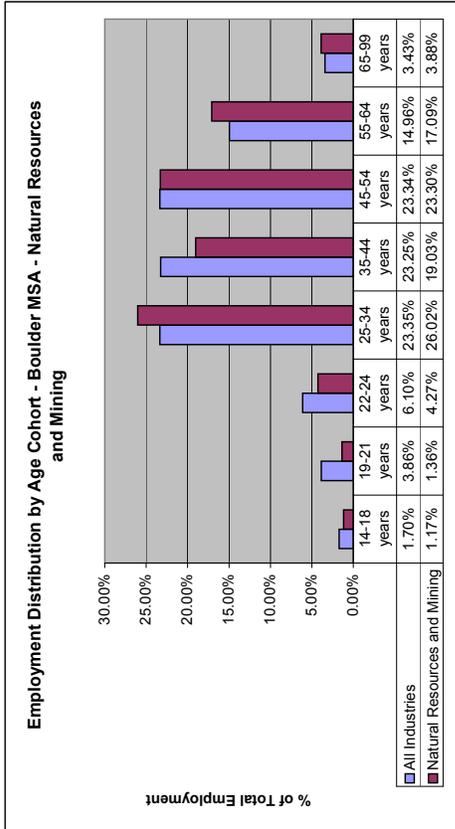
Boulder MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	2910	1190
15-1099	Computer Specialists, All Other	1038	320
15-1041	Computer Support Specialists	987	310
19-4031	Chemical Technicians	594	190
17-3023	Electrical and Electronic Engineering Technicians	417	80
29-2034	Radiologic Technologists and Technicians	284	80
43-6012	Legal Secretaries	273	60
29-2021	Dental Hygienists	199	80
23-2011	Paralegals and Legal Assistants	178	40
19-4099	Life, Physical, and Social Science Technicians, All Other	159	80

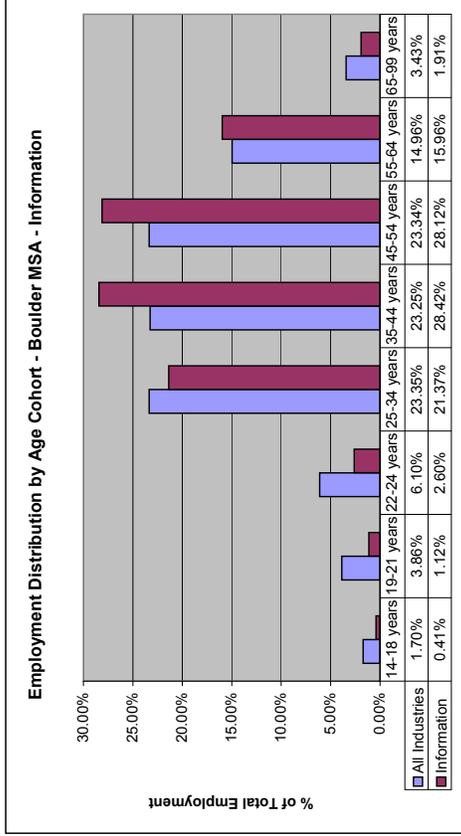
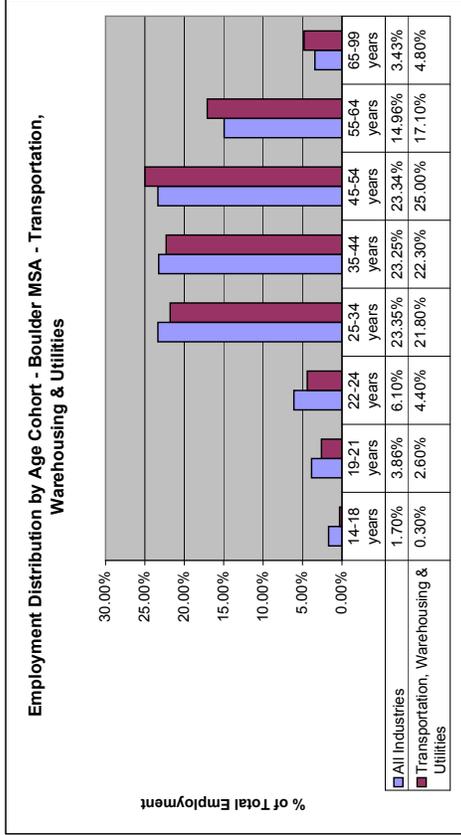
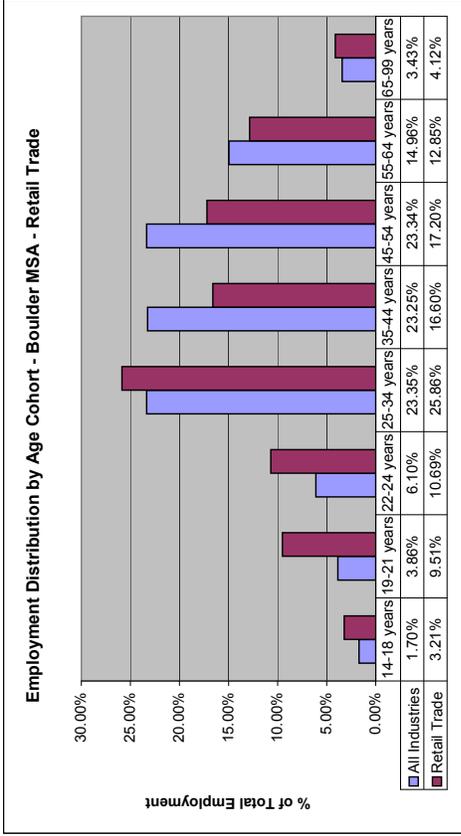
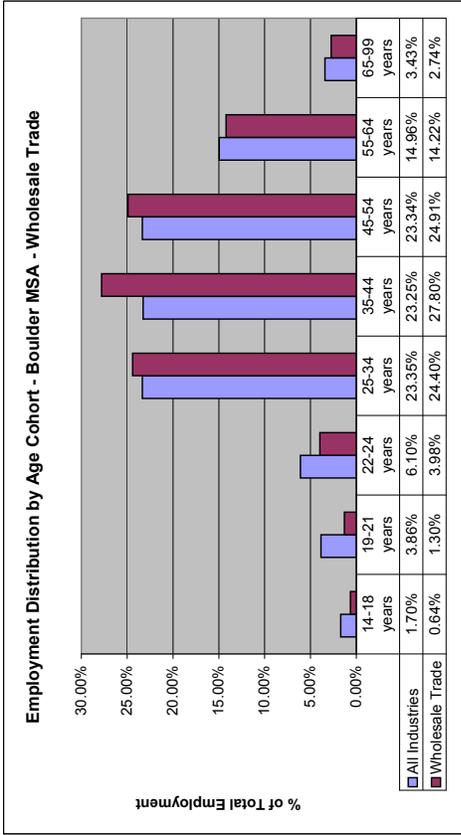
Boulder MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1189	410
39-9031	Fitness Trainers and Aerobics Instructors	764	390
25-2011	Preschool Teachers, Except Special Education	1053	320
29-2061	Licensed Practical and Licensed Vocational Nurses	545	280
49-3023	Automotive Service Technicians and Mechanics	874	170
39-5012	Hairdressers, Hairstylists, and Cosmetologists	873	170
25-4031	Library Technicians	275	120
29-2055	Surgical Technologists	143	80
31-9011	Massage Therapists	373	70
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	247	70

Boulder MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1189	410
25-2011	Preschool Teachers, Except Special Education	1053	320
49-3023	Automotive Service Technicians and Mechanics	874	170
39-5012	Hairdressers, Hairstylists, and Cosmetologists	873	170
39-9031	Fitness Trainers and Aerobics Instructors	764	390
29-2061	Licensed Practical and Licensed Vocational Nurses	545	280
31-9011	Massage Therapists	373	70
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	293	50
25-4031	Library Technicians	275	120
17-3011	Architectural and Civil Drafters	266	60

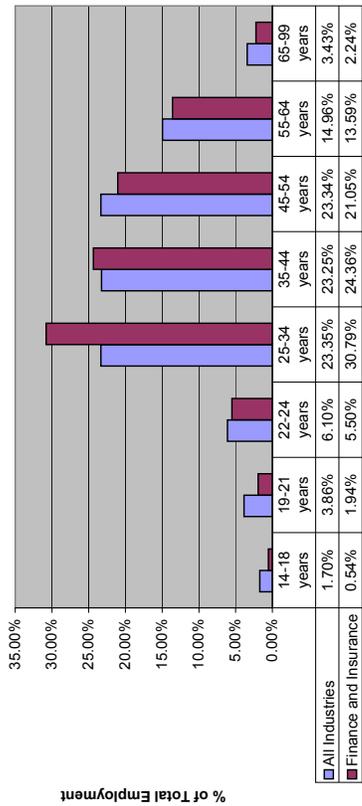
Boulder MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
35-3031	Waiters and Waitresses	3218	1930
41-2031	Retail Salespersons	4984	1390
41-2011	Cashiers	2762	1240
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2694	910
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1046	850
43-4051	Customer Service Representatives	1727	690
43-4171	Receptionists and Information Clerks	1939	650
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1952	620
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	766	570
35-2014	Cooks, Restaurant	1558	500

Boulder MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	4984	1390
43-6014	Secretaries, Except Legal, Medical, and Executive	3405	460
35-3031	Waiters and Waitresses	3218	1930
41-2011	Cashiers	2762	1240
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2694	910
43-6011	Executive Secretaries and Administrative Assistants	2480	470
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2171	310
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1952	620
43-4171	Receptionists and Information Clerks	1939	650
43-5081	Stock Clerks and Order Fillers	1785	470

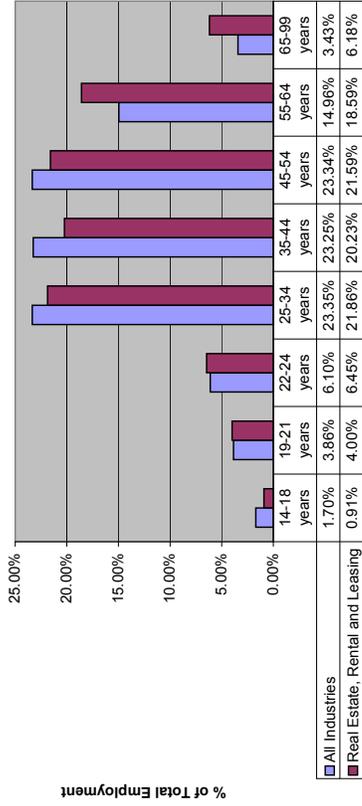




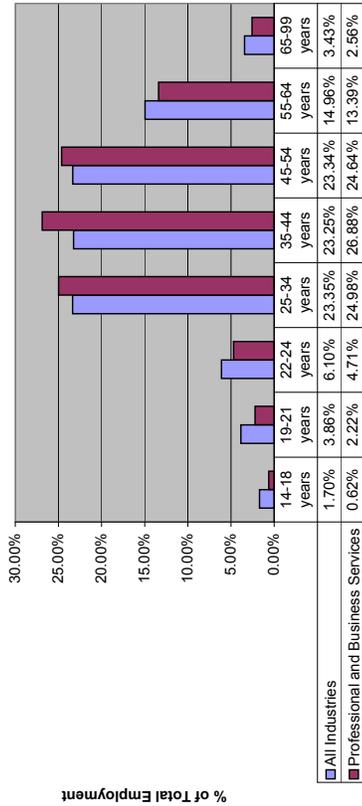
Employment Distribution by Age Cohort - Boulder MSA - Finance and Insurance



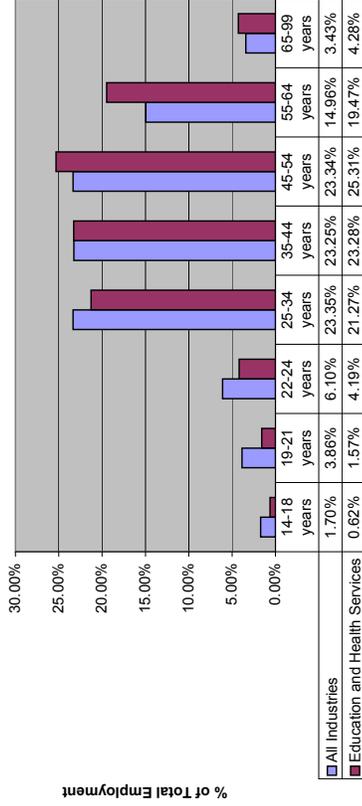
Employment Distribution by Age Cohort - Boulder MSA - Real Estate, Rental and Leasing

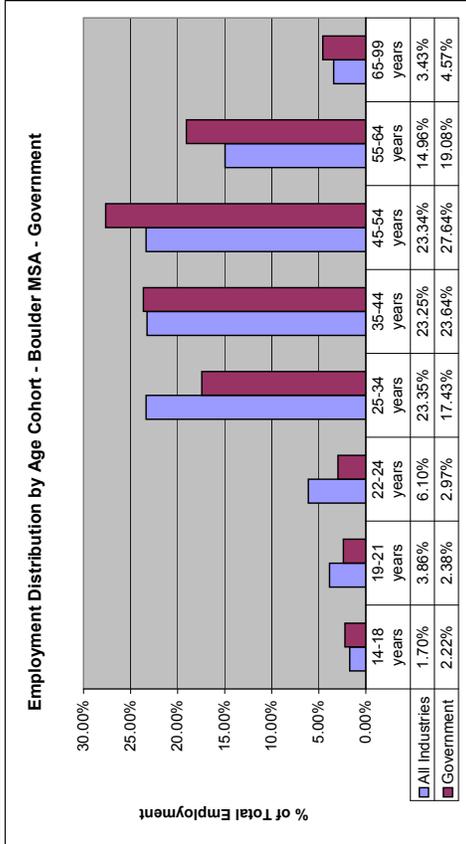
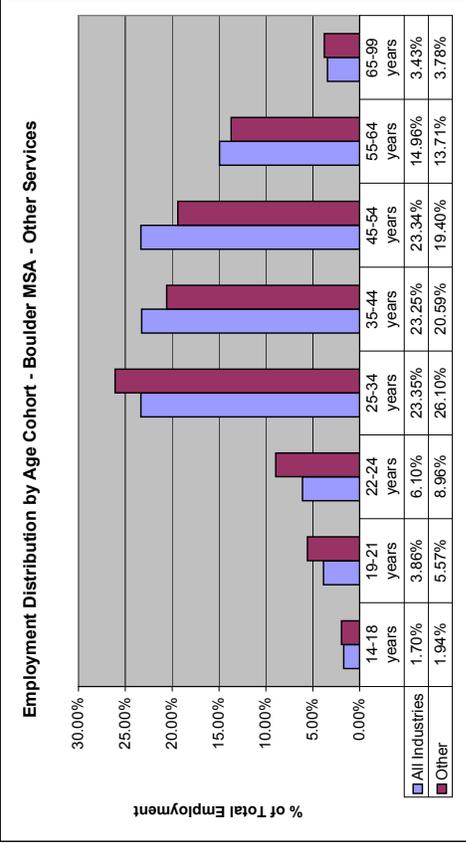
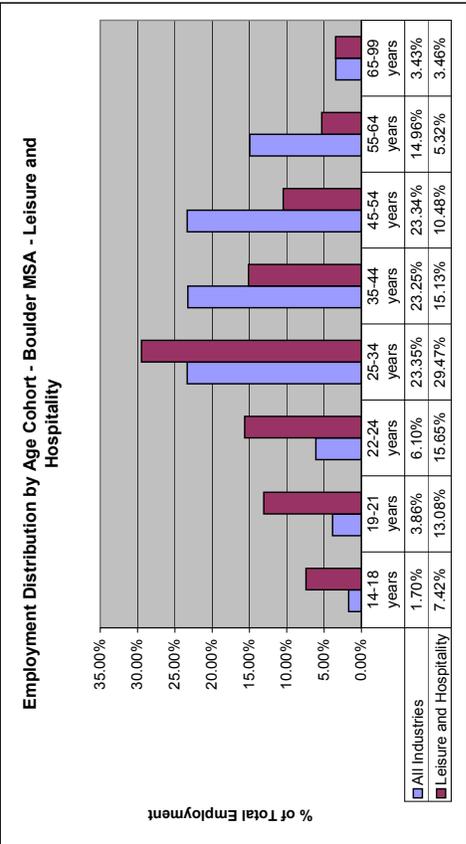


Employment Distribution by Age Cohort - Boulder MSA - Professional and Business Services



Employment Distribution by Age Cohort - Boulder MSA - Education and Health Services



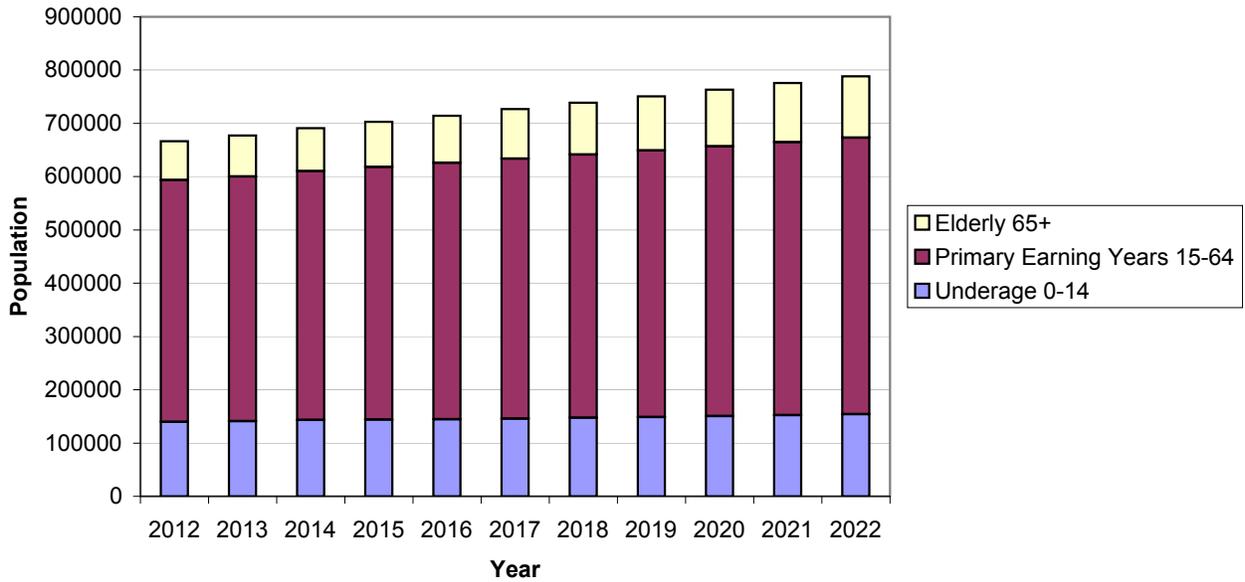


Colorado Springs MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	44074	43616	43887	44395	46203	47589	48966	50233	51479	52711	53917
5 to 9	47235	47655	47869	47863	46523	45811	45366	45546	46055	47875	49277
10 to 14	48705	49951	51339	51536	51993	52601	53073	53140	53138	51826	51134
15 to 19	50028	50007	50325	51305	52310	53403	54679	55930	56135	56617	57252
20 to 24	52922	55878	59853	62369	64343	64994	65002	65070	66070	67134	68300
25 to 29	49073	49597	50851	52200	53271	55622	58710	62131	64642	66698	67420
30 to 34	45405	46704	47584	48166	49154	49984	50707	51485	52834	53976	56357
35 to 39	39889	40257	41540	43032	44784	46594	48000	48590	49176	50207	51062
40 to 44	42722	42291	41654	40987	39941	39692	40134	41214	42699	44469	46288
45 to 49	45941	44111	42884	42008	42048	42082	41714	40951	40297	39290	39064
50 to 54	49603	49981	50085	49190	47729	45907	44151	42854	42002	42064	42111
55 to 59	43162	44368	45663	46968	47946	48541	48938	48979	48120	46719	44959
60 to 64	34710	35518	36613	37934	39336	40687	41837	43007	44233	45161	45732
65 to 69	25942	27665	29165	30811	32137	32543	33316	34317	35559	36875	38141
70 to 74	17152	18398	19726	20775	22038	24109	25704	27060	28571	29795	30186
75 to 79	12696	13013	13464	13954	14578	15408	16552	17721	18672	19792	21692
80 to 84	9125	9520	9814	10143	10383	10722	11000	11363	11774	12333	13072
85 to 89	5490	5767	6043	6280	6628	6947	7265	7493	7760	7950	8214
90+ to 94	2598	2709	2856	3008	3155	3288	3458	3631	3786	4017	4196

Population by Age Group in the CO Springs MSA



Industry Employment & Projections data in Colorado Springs MSA from Base Year 2010 to Projected Year 2020.

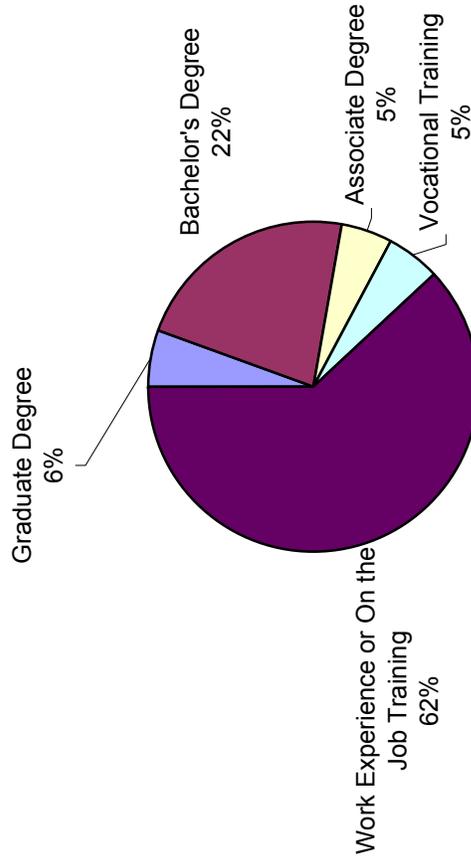
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	264,102	295,278	31,176	1.12%	11.80%
110000	Agriculture, Forestry, Fishing and Hunting	191	186	-5	-0.26%	-2.60%
210000	Mining	536	672	136	2.29%	25.40%
220000	Utilities	656	735	79	1.14%	12.00%
230000	Construction	11,609	13,570	1,961	1.57%	16.90%
310000	Manufacturing	12,535	9,282	-3,253	-2.96%	-26.00%
420000	Wholesale Trade	4,919	4,496	-423	-0.90%	-8.60%
440000	Retail Trade	28,267	30,450	2,183	0.75%	7.70%
480000	Transportation and Warehousing	3,845	4,002	157	0.40%	4.10%
510000	Information	7,008	6,331	-677	-1.01%	-9.70%
520000	Finance and Insurance	11,157	13,233	2,076	1.72%	18.60%
530000	Real Estate and Rental and Leasing	4,160	4,420	260	0.61%	6.30%
540000	Professional, Scientific, and Technical Services	21,104	24,035	2,931	1.31%	13.90%
550000	Management of Companies and Enterprises	952	1,176	224	2.14%	23.50%
560000	Administrative and Support and Waste Management and Remediat	17,740	20,899	3,159	1.65%	17.80%
610000	Educational Services	25,317	34,304	8,987	3.08%	35.50%
620000	Health Care and Social Assistance	28,723	38,326	9,603	2.93%	33.40%
710000	Arts, Entertainment, and Recreation	4,476	4,532	56	0.12%	1.30%
720000	Accommodation and Food Services	25,207	27,749	2,542	0.97%	10.10%
810000	Other Services (Except Government)	14,843	12,987	-1,856	-1.33%	-12.50%
910000	Total Federal Government Employment	12,751	13,712	961	0.73%	7.50%
920000	State Government, Excluding Education and Hospitals	1,180	1,437	257	1.99%	21.80%
930000	Local Government, Excluding Education and Hospitals	8,832	9,676	844	0.92%	9.60%

Colorado Springs MSA OES Data 2010-2020 Projections

CO Springs MSA Summary Statistics	
Base Employment	264,102
Total Projected Openings 2010-2020	19,222

CO Springs MSA Projected Growth by Educational Attainment		
Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	5,310	5.56%
Bachelor's Degree	21,240	22.22%
Associate Degree	4,680	4.90%
Vocational Training	5,120	5.36%
Work Experience or On the Job Training	59,220	61.97%

CO Springs MSA Projected Openings 2010-2020 by 9Xi WUjcbU'5 HUJba Ybh



CO Springs MSA Occupations with the Highest Projected Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Minimum Education Required
43-4051	Customer Service Representatives	6709	Moderate-term on-the-job training
41-2031	Retail Salespersons	9338	Short-term on-the-job training
35-3031	Waiters and Waitresses	5352	Short-term on-the-job training
41-2011	Cashiers	4862	Short-term on-the-job training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6988	Short-term on-the-job training
25-2021	Elementary School Teachers, Except Special Education	3650	Bachelor's degree
29-1111	Registered Nurses	4674	Associate degree
13-1199	Business Operations Specialists, All Other	4884	Bachelor's degree
25-2031	Secondary School Teachers, Except Special and Vocational Education	2270	Bachelor's degree
25-9041	Teacher Assistants	2246	Short-term on-the-job training

CO Springs MSA Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Minimum Education Required
41-2031	Retail Salespersons	9338	Short-term on-the-job training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6988	Short-term on-the-job training
43-4051	Customer Service Representatives	6709	Moderate-term on-the-job training
43-6014	Secretaries, Except Legal, Medical, and Executive	6154	Moderate-term on-the-job training
35-3031	Waiters and Waitresses	5352	Short-term on-the-job training
13-1199	Business Operations Specialists, All Other	4884	Bachelor's degree
41-2011	Cashiers	4862	Short-term on-the-job training
29-1111	Registered Nurses	4674	Associate degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4282	Short-term on-the-job training
11-1021	General and Operations Managers	3954	Bachelor's or higher degree, plus work experience

CO Springs MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-1012	Educational, Vocational, and School Counselors	545	300
19-3031	Clinical, Counseling, and School Psychologists	478	280
25-9031	Instructional Coordinators	492	250
25-1194	Vocational Education Teachers, Postsecondary	452	240
29-1123	Physical Therapists	465	230
29-1051	Pharmacists	476	190
23-1011	Lawyers	922	180
29-1127	Speech-Language Pathologists	353	180
21-2011	Clergy	839	170
25-1199	Postsecondary Teachers, All Other	299	170

CO Springs MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	922	180
21-2011	Clergy	839	170
21-1012	Educational, Vocational, and School Counselors	545	300
25-9031	Instructional Coordinators	492	250
19-3031	Clinical, Counseling, and School Psychologists	478	280
29-1051	Pharmacists	476	190
29-1123	Physical Therapists	465	230
25-1194	Vocational Education Teachers, Postsecondary	452	240
29-1127	Speech-Language Pathologists	353	180
29-1069	Physicians and Surgeons, All Other	349	150

CO Springs MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
25-2021	Elementary School Teachers, Except Special Education	3650	2300
13-1199	Business Operations Specialists, All Other	4884	1620
25-2031	Secondary School Teachers, Except Special and Vocational Education	2270	1380
11-1021	General and Operations Managers	3954	1150
25-2022	Middle School Teachers, Except Special and Vocational Education	1754	1100
13-2011	Accountants and Auditors	2853	840
15-1032	Computer Software Engineers, Systems Software	2817	710
15-1031	Computer Software Engineers, Applications	1898	580
41-3031	Securities, Commodities, and Financial Services Sales Agents	814	550
25-3099	Teachers and Instructors, All Other	967	480

CO Springs MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
13-1199	Business Operations Specialists, All Other	4884	1620
11-1021	General and Operations Managers	3954	1150
25-2021	Elementary School Teachers, Except Special Education	3650	2300
13-2011	Accountants and Auditors	2853	840
15-1032	Computer Software Engineers, Systems Software	2817	710
25-2031	Secondary School Teachers, Except Special and Vocational Education	2270	1380
15-1031	Computer Software Engineers, Applications	1898	580
25-2022	Middle School Teachers, Except Special and Vocational Education	1754	1100
15-1051	Computer Systems Analysts	1736	460
13-1111	Management Analysts	1464	400

CO Springs MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	4674	2200
15-1041	Computer Support Specialists	1882	550
15-1099	Computer Specialists, All Other	1126	360
29-2021	Dental Hygienists	461	290
29-2071	Medical Records and Health Information Technicians	465	220
29-2034	Radiologic Technologists and Technicians	350	130
17-3023	Electrical and Electronic Engineering Technicians	488	90
23-2011	Paralegals and Legal Assistants	407	90
29-2056	Veterinary Technologists and Technicians	214	80
29-1126	Respiratory Therapists	152	70

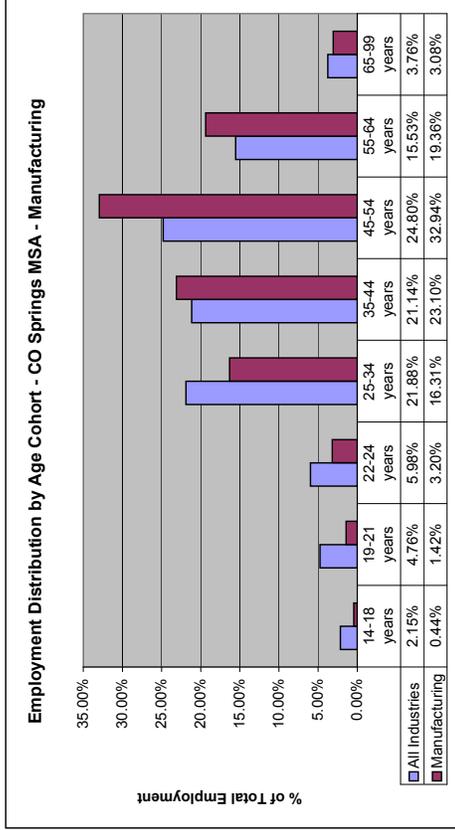
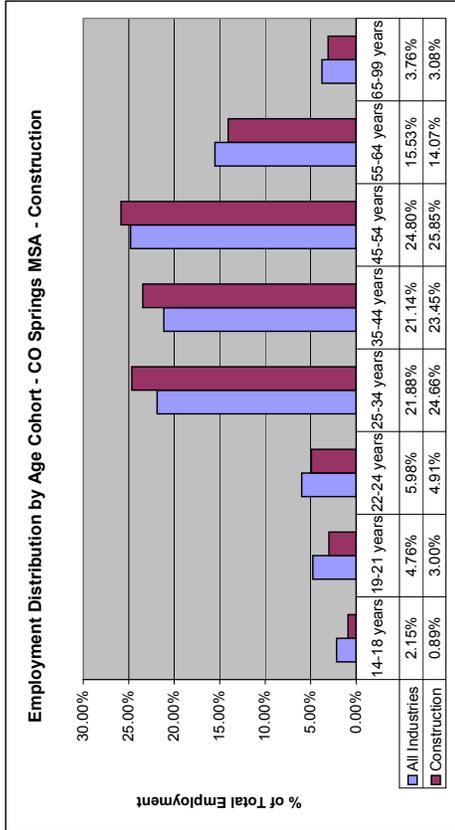
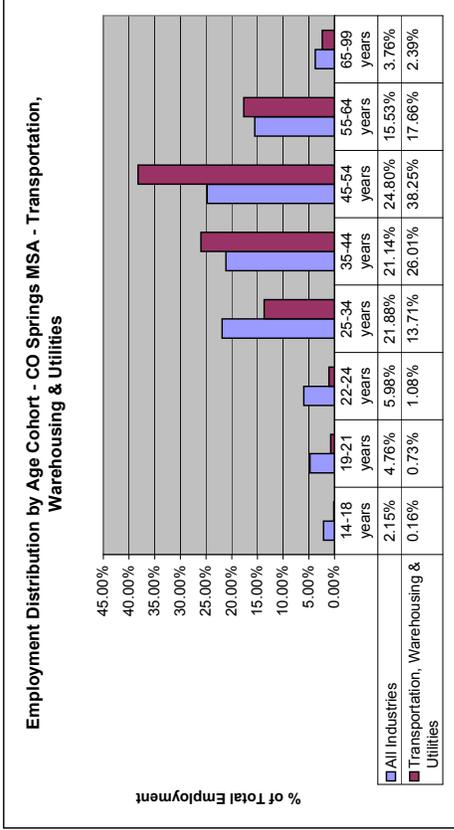
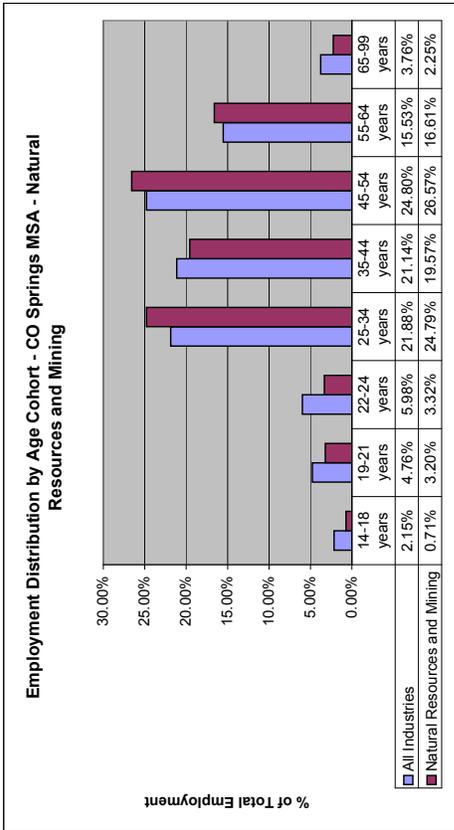
CO Springs MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	4674	2200
15-1041	Computer Support Specialists	1882	550
15-1099	Computer Specialists, All Other	1126	360
17-3023	Electrical and Electronic Engineering Technicians	488	90
29-2071	Medical Records and Health Information Technicians	465	220
29-2021	Dental Hygienists	461	290
23-2011	Paralegals and Legal Assistants	407	90
29-2034	Radiologic Technologists and Technicians	350	130
29-2056	Veterinary Technologists and Technicians	214	80
17-3029	Engineering Technicians, Except Drafters, All Other	165	30

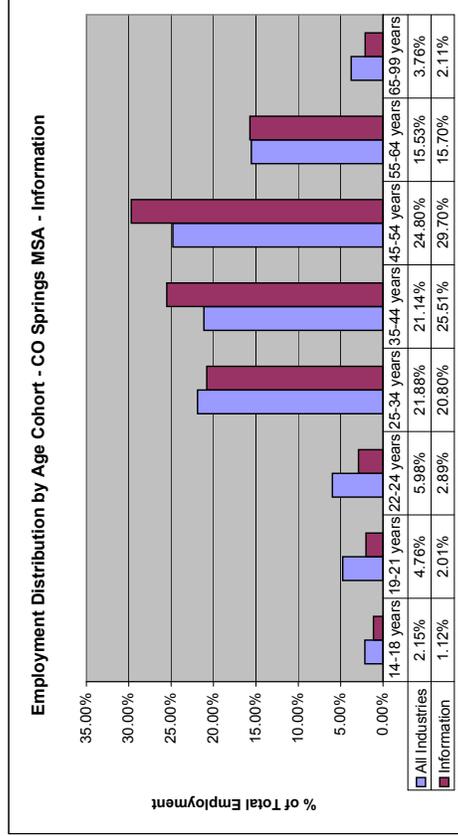
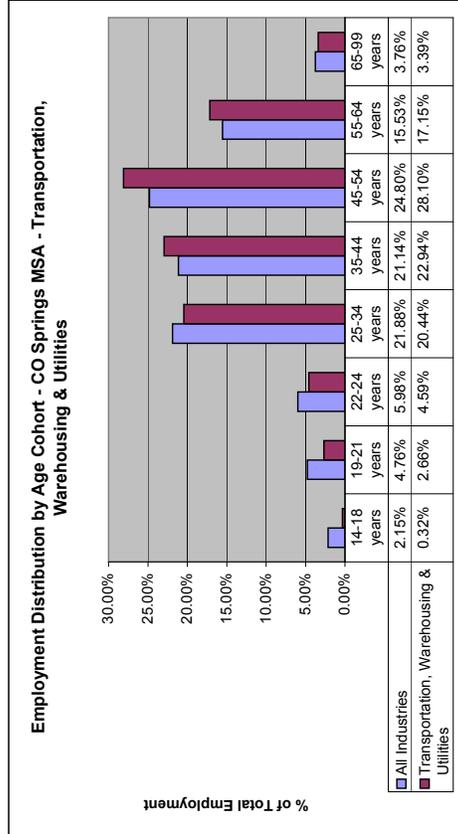
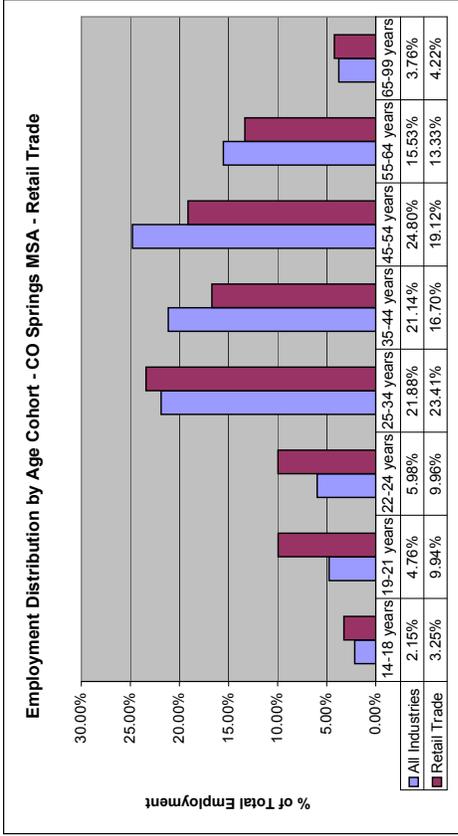
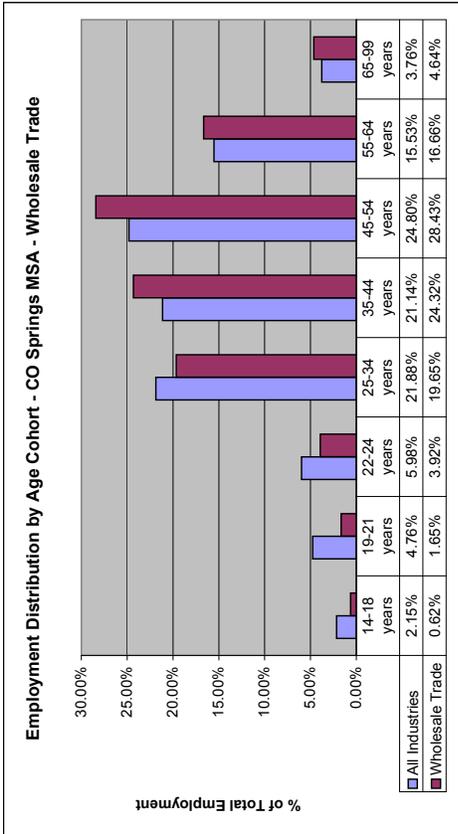
CO Springs MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1856	600
29-2061	Licensed Practical and Licensed Vocational Nurses	892	500
49-3023	Automotive Service Technicians and Mechanics	1924	430
41-3021	Insurance Sales Agents	863	390
25-2011	Preschool Teachers, Except Special Education	595	360
39-5012	Hairdressers, Hairstylists, and Cosmetologists	1262	340
39-9031	Fitness Trainers and Aerobics Instructors	609	240
25-4031	Library Technicians	301	210
41-9022	Real Estate Sales Agents	720	200
29-2041	Emergency Medical Technicians and Paramedics	502	170

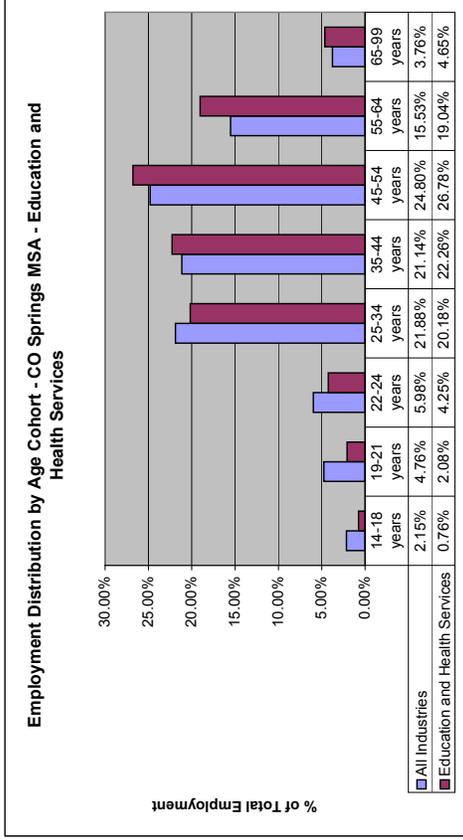
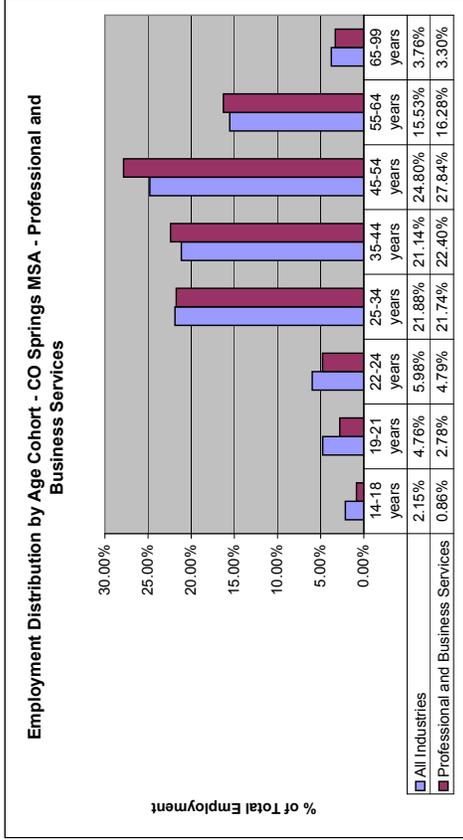
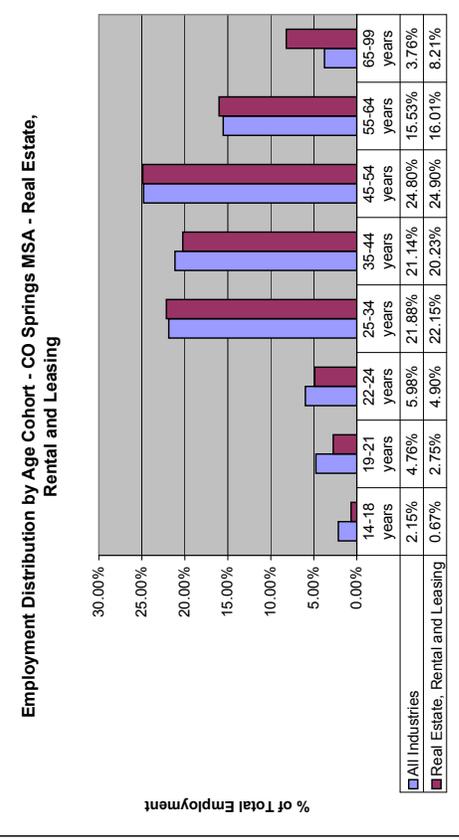
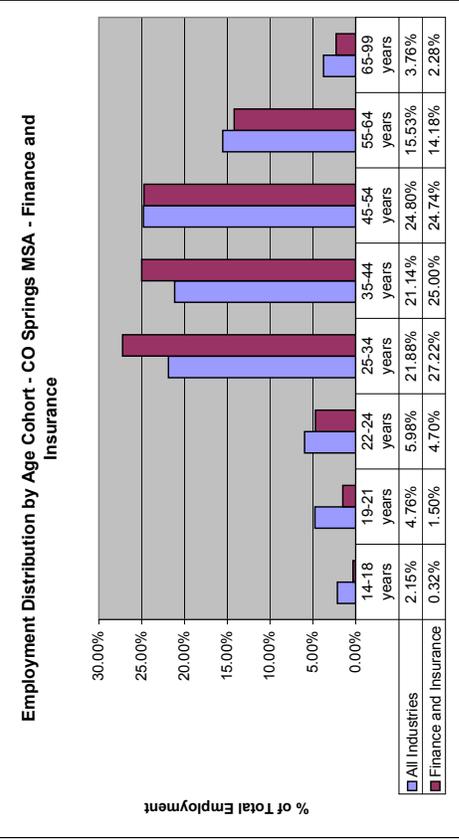
CO Springs MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
49-3023	Automotive Service Technicians and Mechanics	1924	430
31-1012	Nursing Aides, Orderlies, and Attendants	1856	600
39-5012	Hairdressers, Hairstylists, and Cosmetologists	1262	340
29-2061	Licensed Practical and Licensed Vocational Nurses	892	500
41-3021	Insurance Sales Agents	863	390
41-9022	Real Estate Sales Agents	720	200
39-9031	Fitness Trainers and Aerobics Instructors	609	240
25-2011	Preschool Teachers, Except Special Education	595	360
29-2041	Emergency Medical Technicians and Paramedics	502	170
31-9011	Massage Therapists	442	140

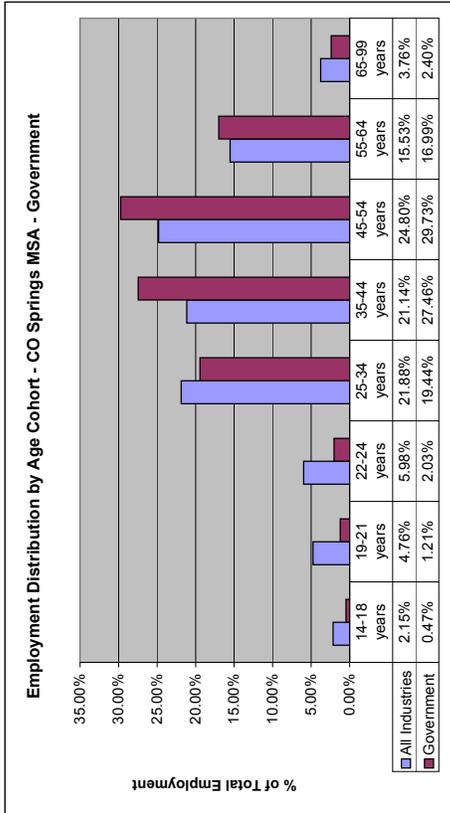
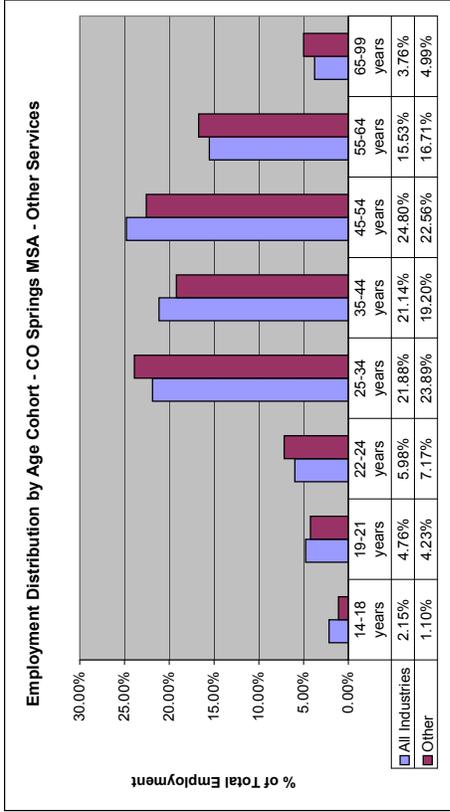
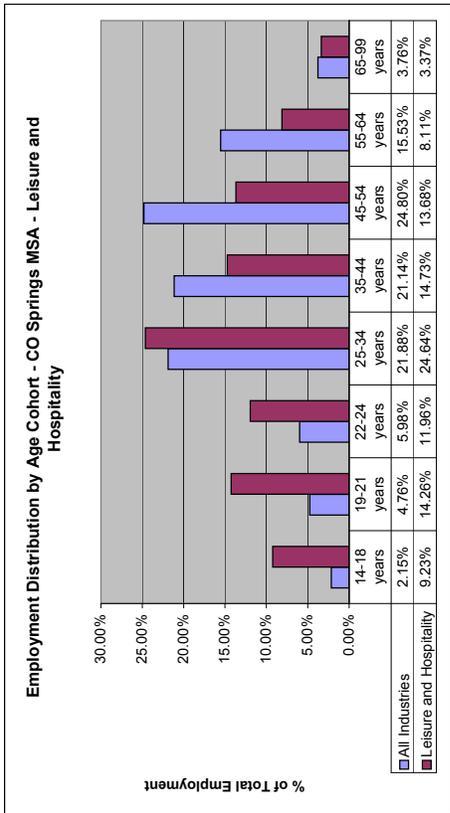
CO Springs MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
43-4051	Customer Service Representatives	6709	3430
41-2031	Retail Salespersons	9338	3360
35-3031	Waiters and Waitresses	5352	3350
41-2011	Cashiers	4862	2530
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6988	2500
25-9041	Teacher Assistants	2246	1210
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4282	1170
43-5081	Stock Clerks and Order Fillers	3448	1150
43-6014	Secretaries, Except Legal, Medical, and Executive	6154	1090
43-4171	Receptionists and Information Clerks	2364	970

CO Springs MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	9338	3360
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6988	2500
43-4051	Customer Service Representatives	6709	3430
43-6014	Secretaries, Except Legal, Medical, and Executive	6154	1090
35-3031	Waiters and Waitresses	5352	3350
41-2011	Cashiers	4862	2530
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4282	1170
43-6011	Executive Secretaries and Administrative Assistants	3500	910
43-5081	Stock Clerks and Order Fillers	3448	1150
43-9061	Office Clerks, General	3078	620





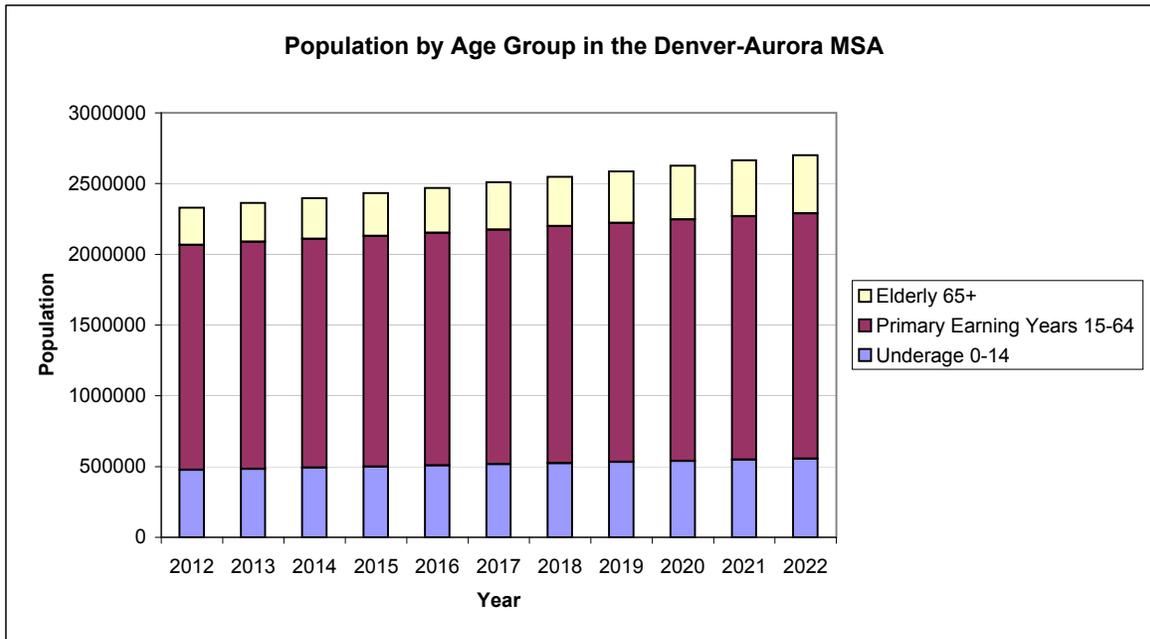




Denver-Aurora MSA State Demographer's Population Projections

Projected Population by Age Denver- Aurora MSA

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	165456	170288	175459	181312	184637	186109	187742	189480	191410	193402	195357
5 to 9	159480	160340	160741	160505	163198	167834	172911	178241	184210	187606	188991
10 to 14	150873	153857	156278	158132	159981	162207	163429	164152	164271	166910	171210
15 to 19	146916	146999	148137	150380	153217	156152	159455	162161	164304	166235	168283
20 to 24	144024	147967	152373	155924	158898	160640	161488	163216	165942	168938	171522
25 to 29	180169	174484	168324	162865	159613	160529	165349	170608	174946	178257	179742
30 to 34	185313	189914	193432	194655	195203	193040	188200	182859	178232	175358	176141
35 to 39	166671	169982	173827	178987	184862	190743	195812	199762	201541	202305	200098
40 to 44	167130	168496	168131	167078	166252	167778	171413	175497	180845	186555	192012
45 to 49	156364	154476	155040	158176	162827	166316	168003	168015	167365	166720	168124
50 to 54	165987	165859	164760	162173	158643	155560	153974	154751	158054	162683	166047
55 to 59	151658	154617	157371	160284	162238	163084	163170	162304	160002	156674	153689
60 to 64	127720	130824	134754	138648	142337	145707	148678	151456	154403	156358	157200
65 to 69	91369	98703	105415	112320	118165	120693	123714	127488	131239	134752	137927
70 to 74	60020	64234	68213	72225	77040	84840	91629	97831	104198	109560	111882
75 to 79	43286	44666	46467	48237	50486	53701	57593	61208	64859	69111	76209
80 to 84	33553	33825	34062	34609	35257	36100	37311	38864	40387	42405	45227
85 to 89	22084	22798	23351	23880	24470	24961	25267	25539	26065	26592	27230
90+ to 94	10825	11129	11565	11982	12384	12773	13208	13611	14013	14420	14725



Industry Employment & Projections data in Denver - Aurora MSA from Base Year 2010 to Projected Year 2020.

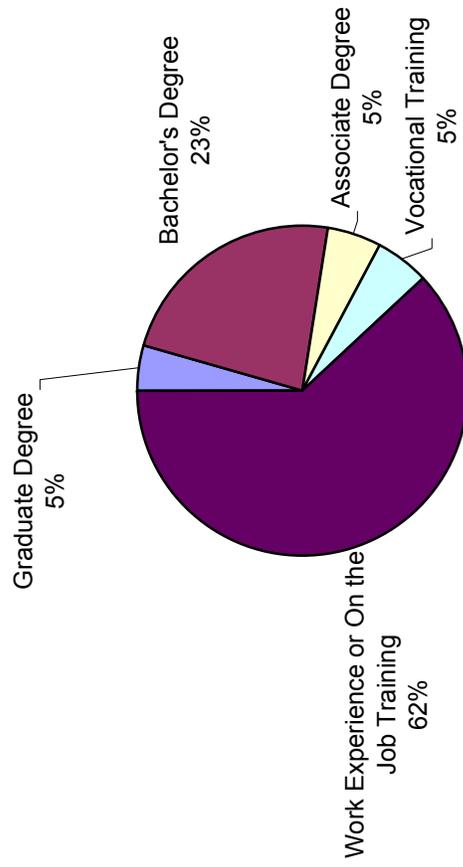
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	1,286,465	1,446,510	160,045	1.18%	12.40%
110000	Agriculture, Forestry, Fishing and Hunting	1,657	1,476	-181	-1.15%	-10.90%
210000	Mining	9,036	13,519	4,483	4.11%	49.60%
220000	Utilities	3,731	3,726	-5	-0.01%	-0.10%
230000	Construction	60,600	66,236	5,636	0.89%	9.30%
310000	Manufacturing	61,106	54,102	-7,004	-1.21%	-11.50%
420000	Wholesale Trade	61,300	64,231	2,931	0.47%	4.80%
440000	Retail Trade	120,922	130,682	9,760	0.78%	8.10%
480000	Transportation and Warehousing	42,142	43,212	1,070	0.25%	2.50%
510000	Information	44,659	46,298	1,639	0.36%	3.70%
520000	Finance and Insurance	66,793	72,026	5,233	0.76%	7.80%
530000	Real Estate and Rental and Leasing	23,848	24,752	904	0.37%	3.80%
540000	Professional, Scientific, and Technical Services	99,744	119,761	20,017	1.85%	20.10%
550000	Management of Companies and Enterprises	23,549	28,936	5,387	2.08%	22.90%
560000	Administrative and Support and Waste Management and Remediat	79,850	85,510	5,660	0.69%	7.10%
610000	Educational Services	94,725	121,509	26,784	2.52%	28.30%
620000	Health Care and Social Assistance	132,074	179,106	47,032	3.09%	35.60%
710000	Arts, Entertainment, and Recreation	20,589	23,499	2,910	1.33%	14.10%
720000	Accommodation and Food Services	106,671	118,464	11,793	1.05%	11.10%
810000	Other Services (Except Government)	49,099	52,034	2,935	0.58%	6.00%
910000	Total Federal Government Employment	27,587	27,419	-168	-0.06%	-0.60%
920000	State Government, Excluding Education and Hospitals	16,031	18,634	2,603	1.52%	16.20%
930000	Local Government, Excluding Education and Hospitals	47,981	53,160	5,179	1.03%	10.80%

Denver-Aurora MSA OES Data 2010-2020 Projections

Denver-Aurora MSA Summary Statistics	
Base Employment	1,286,465
Total Projected Openings 2010-2020	92,438

Denver-Aurora MSA Projected Growth by Educational Attainment		
Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	4,070	4.52%
Bachelor's Degree	20,760	23.07%
Associate Degree	4,590	5.10%
Vocational Training	4,770	5.30%
Work Experience or On the Job Training	55,810	62.01%

Denver-Aurora MSA Projected Openings 2010-2020 by 9Xi WUJcblU'5 HUJba Ybh



Denver-Aurora MSA Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	39313	Short-term on-the-job training	15040
29-1111	Registered Nurses	23075	Associate degree	13120
35-3031	Waiters and Waitresses	20362	Short-term on-the-job training	13070
43-4051	Customer Service Representatives	24694	Moderate-term on-the-job training	11910
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	30268	Short-term on-the-job training	11590
41-2011	Cashiers	20531	Short-term on-the-job training	10790
13-1199	Business Operations Specialists, All Other	22969	Bachelor's degree	8070
13-2011	Accountants and Auditors	20833	Bachelor's degree	7600
11-1021	General and Operations Managers	22419	Bachelor's or higher degree, plus work experience	6520
25-2021	Elementary School Teachers, Except Special Education	11081	Bachelor's degree	6000

Denver-Aurora MSA Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	39313	Short-term on-the-job training	15040
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	30268	Short-term on-the-job training	11590
43-6014	Secretaries, Except Legal, Medical, and Executive	27248	Moderate-term on-the-job training	4730
43-4051	Customer Service Representatives	24694	Moderate-term on-the-job training	11910
29-1111	Registered Nurses	23075	Associate degree	13120
13-1199	Business Operations Specialists, All Other	22969	Bachelor's degree	8070
11-1021	General and Operations Managers	22419	Bachelor's or higher degree, plus work experience	6520
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	20858	Short-term on-the-job training	5040
13-2011	Accountants and Auditors	20833	Bachelor's degree	7600
41-2011	Cashiers	20531	Short-term on-the-job training	10790

Denver-Aurora MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	10471	2430
29-1051	Pharmacists	2565	1260
19-3031	Clinical, Counseling, and School Psychologists	2099	1080
21-1014	Mental Health Counselors	1694	930
25-1199	Postsecondary Teachers, All Other	1856	890
29-1123	Physical Therapists	1811	890
21-1023	Mental Health and Substance Abuse Social Workers	1627	870
21-2011	Clergy	3076	860
29-1069	Physicians and Surgeons, All Other	2099	850
19-2042	Geoscientists, Except Hydrologists and Geographers	1417	830

Denver-Aurora MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	10471	2430
21-2011	Clergy	3076	860
29-1051	Pharmacists	2565	1260
19-3031	Clinical, Counseling, and School Psychologists	2099	1080
29-1069	Physicians and Surgeons, All Other	2099	850
25-1199	Postsecondary Teachers, All Other	1856	890
29-1123	Physical Therapists	1811	890
21-1012	Educational, Vocational, and School Counselors	1809	820
21-1014	Mental Health Counselors	1694	930
21-1023	Mental Health and Substance Abuse Social Workers	1627	870

Denver-Aurora MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
13-1199	Business Operations Specialists, All Other	22969	8070
13-2011	Accountants and Auditors	20833	7600
11-1021	General and Operations Managers	22419	6520
25-2021	Elementary School Teachers, Except Special Education	11081	6000
25-2031	Secondary School Teachers, Except Special and Vocational Education	7863	4130
15-1031	Computer Software Engineers, Applications	11797	3800
25-2022	Middle School Teachers, Except Special and Vocational Education	6446	3470
15-1032	Computer Software Engineers, Systems Software	9432	3070
27-3031	Public Relations Specialists	6774	3000
13-1111	Management Analysts	7876	2960

Denver-Aurora MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
13-1199	Business Operations Specialists, All Other	22969	8070
11-1021	General and Operations Managers	22419	6520
13-2011	Accountants and Auditors	20833	7600
15-1031	Computer Software Engineers, Applications	11797	3800
25-2021	Elementary School Teachers, Except Special Education	11081	6000
15-1032	Computer Software Engineers, Systems Software	9432	3070
13-1111	Management Analysts	7876	2960
25-2031	Secondary School Teachers, Except Special and Vocational Education	7863	4130
27-3031	Public Relations Specialists	6774	3000
15-1051	Computer Systems Analysts	6704	2290

Denver-Aurora MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	23075	13120
15-1041	Computer Support Specialists	7097	2530
15-1099	Computer Specialists, All Other	4119	1310
29-2021	Dental Hygienists	2036	1070
23-2011	Paralegals and Legal Assistants	3208	900
29-2071	Medical Records and Health Information Technicians	1483	740
29-2034	Radiologic Technologists and Technicians	1539	700
29-1126	Respiratory Therapists	975	610
29-2012	Medical and Clinical Laboratory Technicians	1119	540
29-2056	Veterinary Technologists and Technicians	1141	530

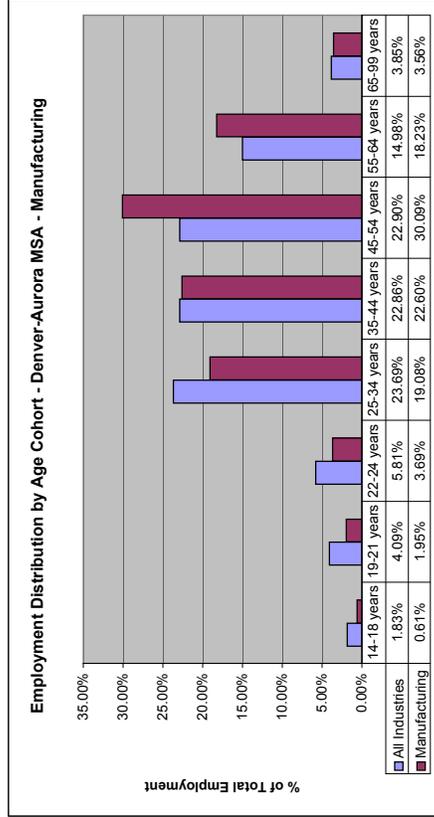
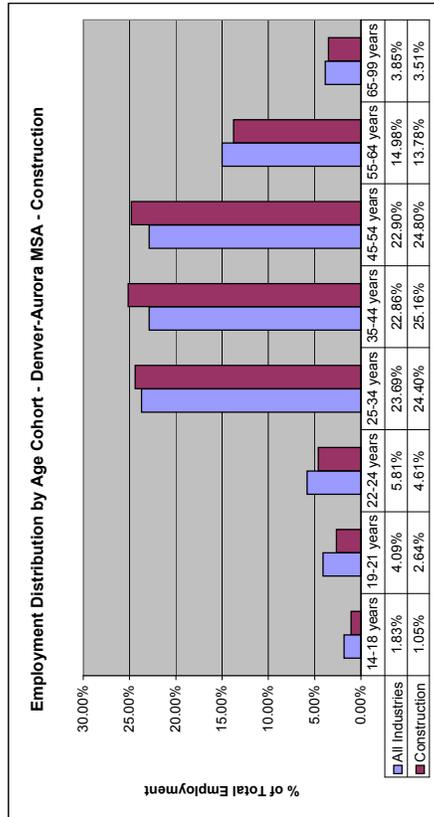
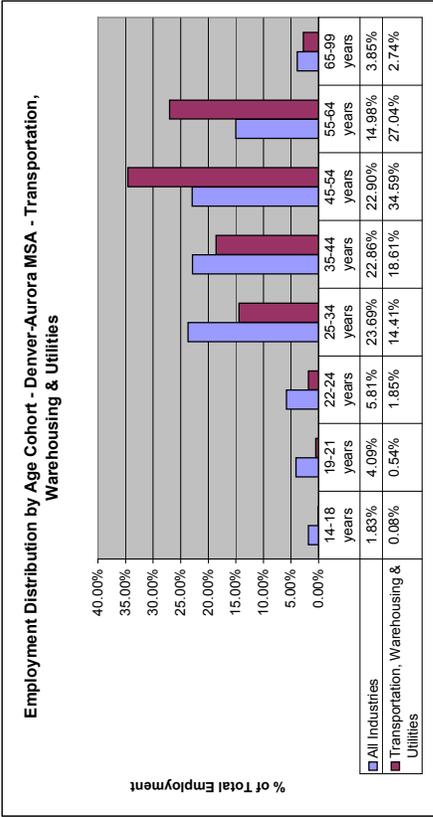
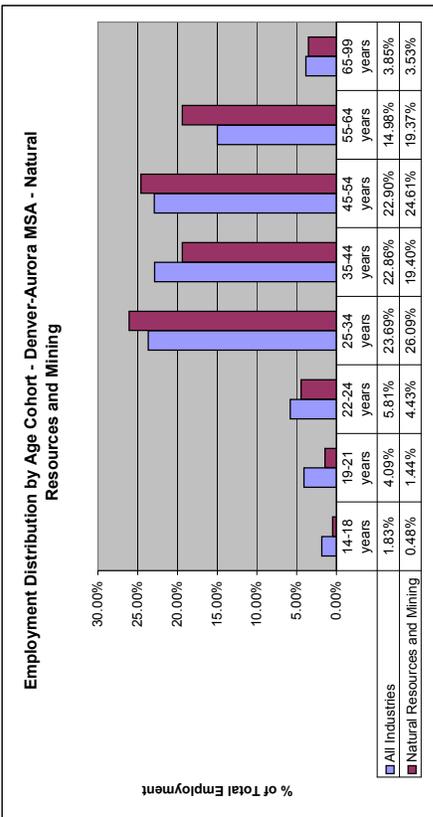
Denver-Aurora MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	23075	13120
15-1041	Computer Support Specialists	7097	2530
15-1099	Computer Specialists, All Other	4119	1310
23-2011	Paralegals and Legal Assistants	3208	900
43-6012	Legal Secretaries	2389	470
29-2021	Dental Hygienists	2036	1070
29-2034	Radiologic Technologists and Technicians	1539	700
29-2071	Medical Records and Health Information Technicians	1483	740
17-3023	Electrical and Electronic Engineering Technicians	1322	270
29-2056	Veterinary Technologists and Technicians	1141	530

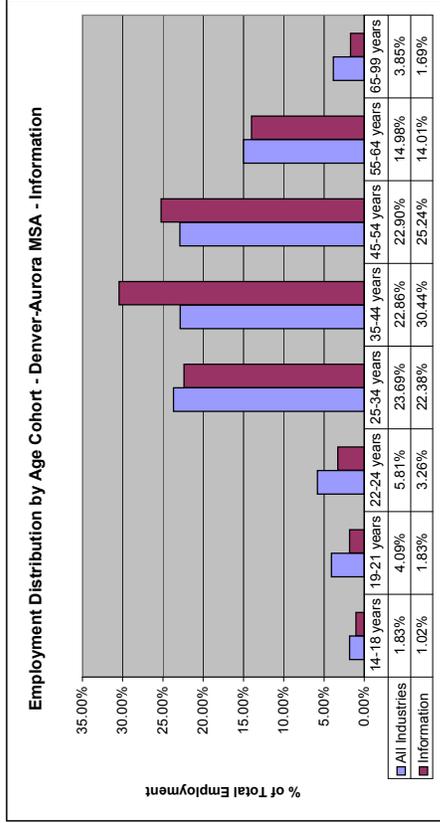
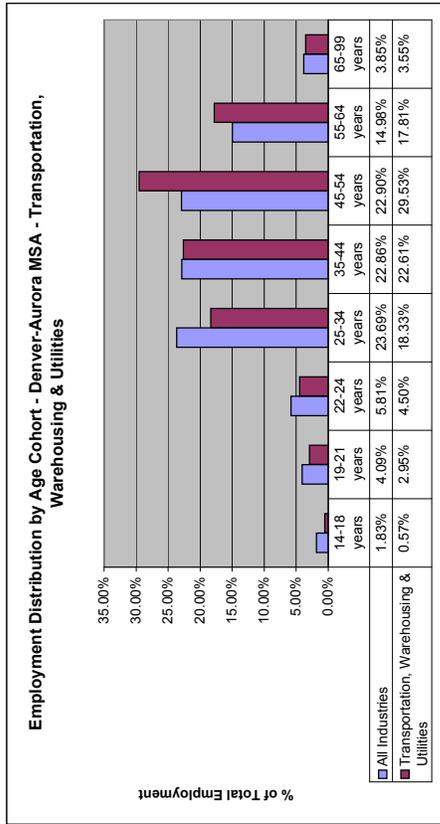
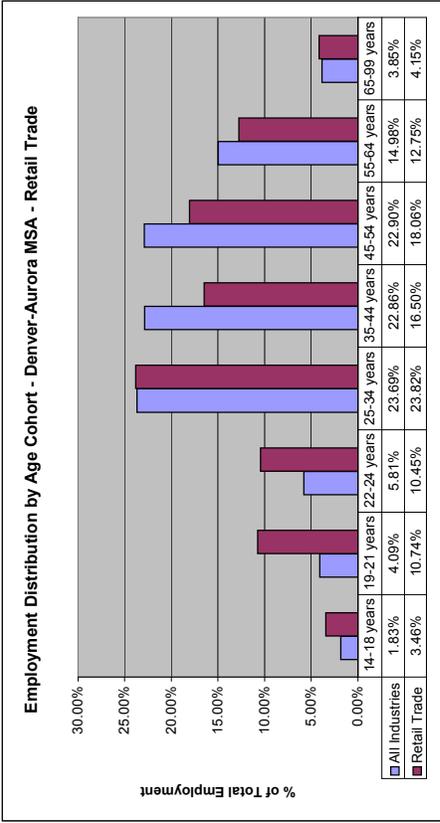
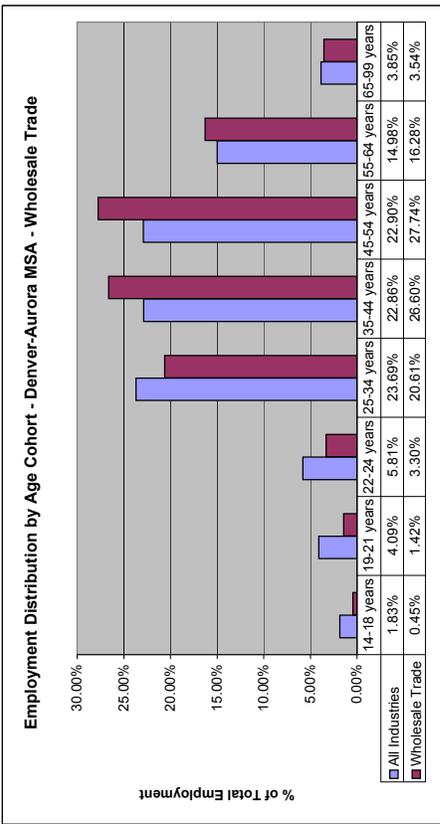
Denver-Aurora MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	10154	4200
29-2061	Licensed Practical and Licensed Vocational Nurses	3150	1920
41-3021	Insurance Sales Agents	4991	1850
39-5012	Hairdressers, Hairstylists, and Cosmetologists	6063	1650
39-9031	Fitness Trainers and Aerobics Instructors	3719	1510
25-2011	Preschool Teachers, Except Special Education	2735	1450
49-3023	Automotive Service Technicians and Mechanics	6381	1340
41-9022	Real Estate Sales Agents	4733	1280
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2428	890
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	3054	660

Denver-Aurora MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	10154	4200
49-3023	Automotive Service Technicians and Mechanics	6381	1340
39-5012	Hairdressers, Hairstylists, and Cosmetologists	6063	1650
41-3021	Insurance Sales Agents	4991	1850
41-9022	Real Estate Sales Agents	4733	1280
39-9031	Fitness Trainers and Aerobics Instructors	3719	1510
29-2061	Licensed Practical and Licensed Vocational Nurses	3150	1920
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	3054	660
25-2011	Preschool Teachers, Except Special Education	2735	1450
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2428	890

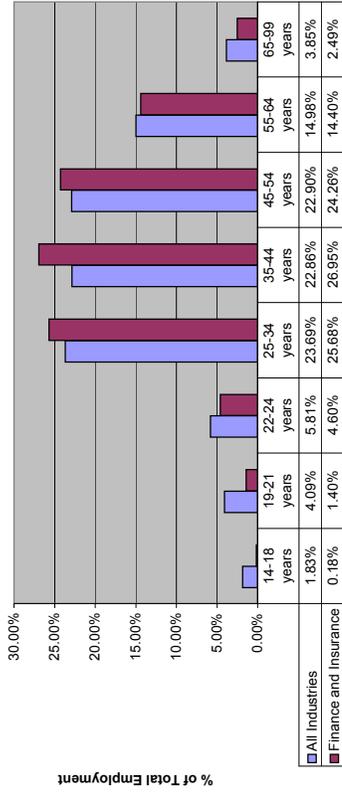
Denver-Aurora MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	39313	15040
35-3031	Waiters and Waitresses	20362	13070
43-4051	Customer Service Representatives	24694	11910
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	30268	11590
41-2011	Cashiers	20531	10790
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	19865	5800
43-5081	Stock Clerks and Order Fillers	15038	5470
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	20858	5040
43-6011	Executive Secretaries and Administrative Assistants	17850	5040
39-9011	Child Care Workers	9669	4970

Denver-Aurora MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	39313	15040
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	30268	11590
43-6014	Secretaries, Except Legal, Medical, and Executive	27248	4730
43-4051	Customer Service Representatives	24694	11910
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	20858	5040
41-2011	Cashiers	20531	10790
35-3031	Waiters and Waitresses	20362	13070
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	19865	5800
43-6011	Executive Secretaries and Administrative Assistants	17850	5040
43-3031	Bookkeeping, Accounting, and Auditing Clerks	17505	3790

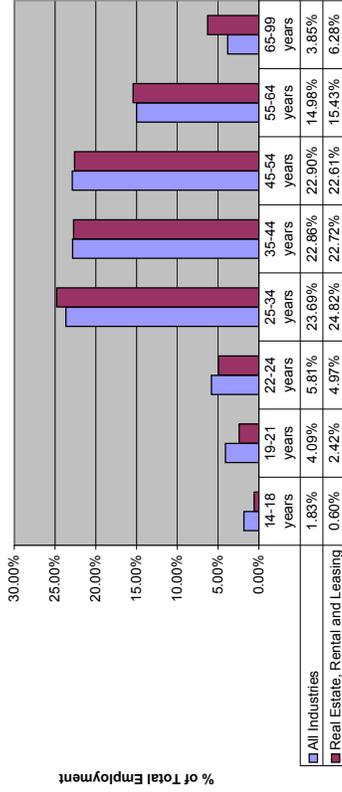




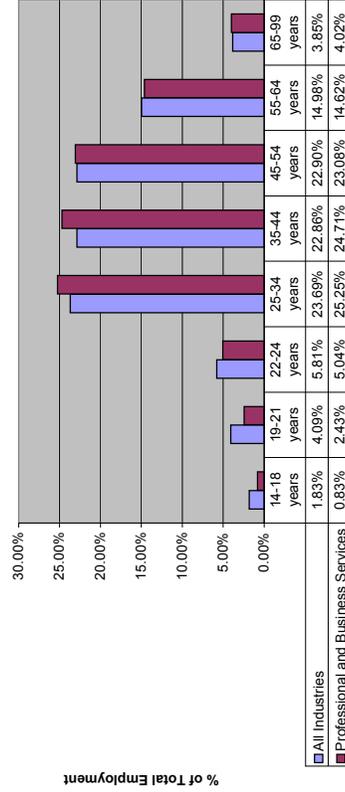
Employment Distribution by Age Cohort - Denver-Aurora MSA - Finance and Insurance



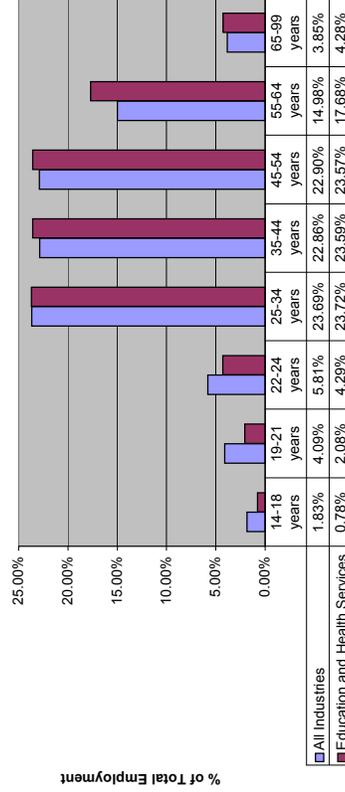
Employment Distribution by Age Cohort - Denver-Aurora MSA - Real Estate, Rental and Leasing

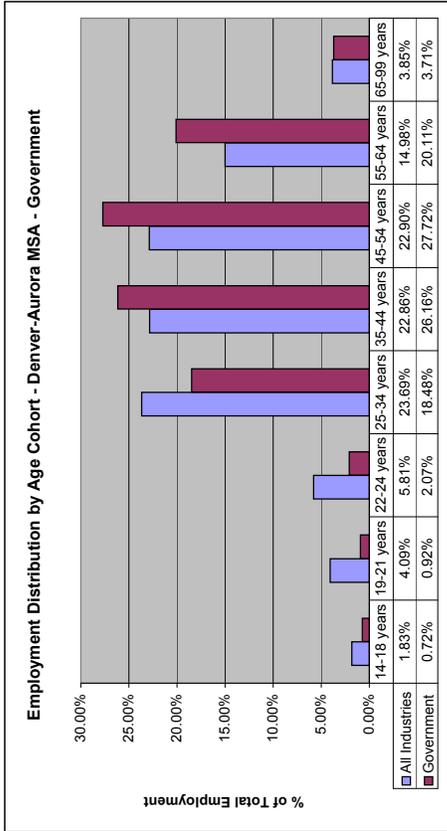
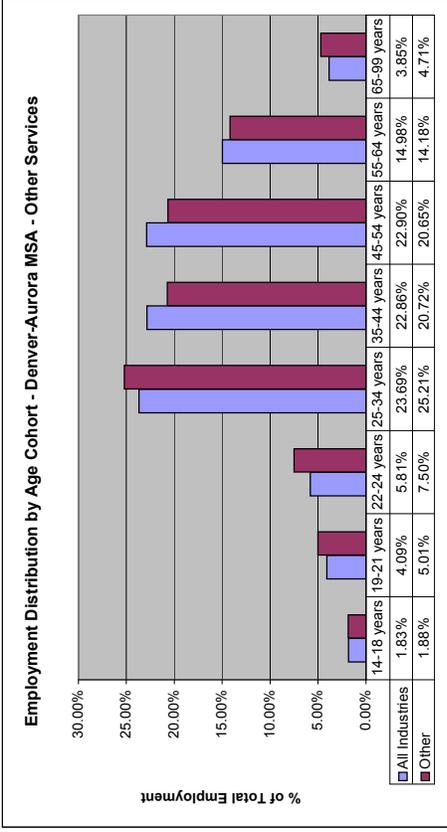
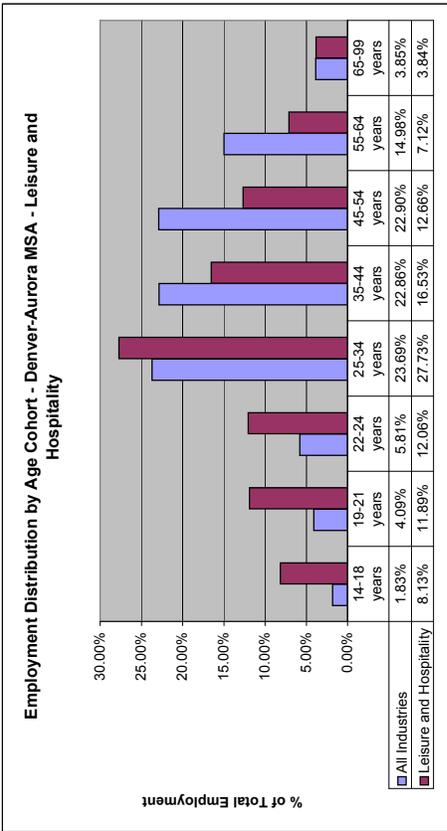


Employment Distribution by Age Cohort - Denver-Aurora MSA - Professional and Business Services



Employment Distribution by Age Cohort - Denver-Aurora MSA - Education and Health Services



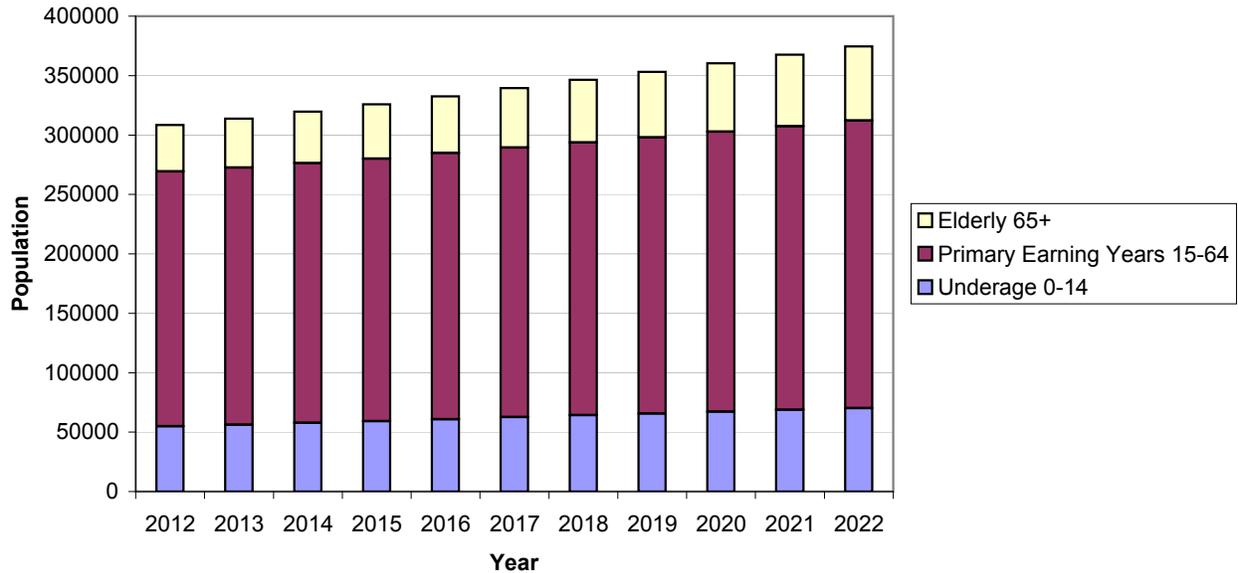


Ft. Collins-Loveland MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	18482	19372	20326	21325	21975	22340	22653	22922	23182	23428	23650
5 to 9	18473	18632	18710	18849	19428	20300	21322	22360	23435	24119	24515
10 to 14	17925	18261	18754	19105	19479	19932	20205	20359	20569	21173	22069
15 to 19	22529	22508	22566	22793	23130	23477	23908	24460	24869	25270	25744
20 to 24	27203	25564	25515	25642	26376	26671	26784	26925	27232	27615	27996
25 to 29	24887	26555	26538	26109	24899	23593	22211	22303	22558	23337	23676
30 to 34	21571	22293	23143	24029	25320	27033	28862	28992	28726	27641	26436
35 to 39	18935	19677	20561	21627	22843	23778	24678	25642	26631	27953	29691
40 to 44	19004	19356	19641	19861	19946	20493	21365	22330	23470	24707	25665
45 to 49	18743	18277	18197	18463	19235	19873	20312	20654	20929	21033	21596
50 to 54	21724	21375	21004	20470	19772	19108	18705	18665	18962	19736	20377
55 to 59	21462	21714	21771	21876	21843	21706	21403	21066	20569	19898	19259
60 to 64	18290	18905	19538	19997	20609	21073	21350	21429	21552	21533	21413
65 to 69	13571	14327	15249	16372	17283	17717	18328	18949	19404	19994	20444
70 to 74	9181	10003	10682	11261	11857	12892	13617	14489	15545	16393	16805
75 to 79	6390	6657	6989	7368	7806	8370	9142	9764	10299	10827	11786
80 to 84	4929	4986	5055	5138	5216	5427	5666	5952	6273	6663	7166
85 to 89	3380	3472	3517	3568	3647	3702	3761	3824	3900	3963	4126
90+ to 94	1760	1817	1871	1926	1995	2034	2100	2129	2172	2243	2269

Population by Age Group in the Ft. Collins-Loveland MSA



Industry Employment & Projections data in Fort Collins-Loveland MSA from Base Year 2010 to Projected Year 2020.

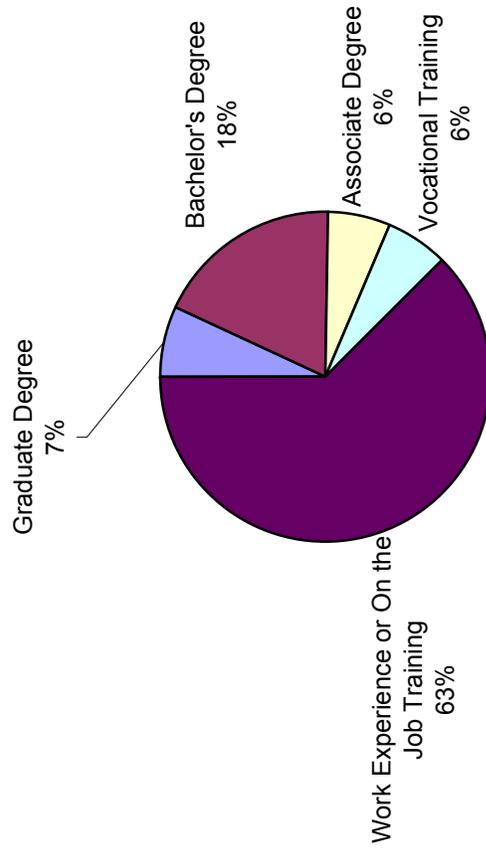
Industry Code	Industry Title	2010 Estimated		2020 Projected		Total 2010-2020		Annual Avg. Percent Change	Total Percent Change
		Employment	Employment	Employment	Employment	Change	Change		
000000	Total All Industries	141,161	167,287	167,287	26,126	1.71%	18.50%		
110000	Agriculture, Forestry, Fishing and Hunting	629	580	580	-49	-0.81%	-7.80%		
210000	Mining	309	307	307	-2	-0.06%	-0.60%		
220000	Utilities	243	272	272	29	1.13%	11.90%		
230000	Construction	7,215	7,991	7,991	776	1.03%	10.80%		
310000	Manufacturing	10,583	10,216	10,216	-367	-0.35%	-3.50%		
420000	Wholesale Trade	2,892	3,739	3,739	847	2.60%	29.30%		
440000	Retail Trade	16,531	18,769	18,769	2,238	1.28%	13.50%		
480000	Transportation and Warehousing	2,247	2,219	2,219	-28	-0.13%	-1.20%		
510000	Information	2,526	2,372	2,372	-154	-0.63%	-6.10%		
520000	Finance and Insurance	3,304	3,750	3,750	446	1.27%	13.50%		
530000	Real Estate and Rental and Leasing	2,269	2,636	2,636	367	1.51%	16.20%		
540000	Professional, Scientific, and Technical Services	8,776	11,727	11,727	2,951	2.94%	33.60%		
550000	Management of Companies and Enterprises	504	794	794	290	4.65%	57.50%		
560000	Administrative and Support and Waste Management and Remediat	8,190	10,412	10,412	2,222	2.43%	27.10%		
610000	Educational Services	17,072	20,833	20,833	3,761	2.01%	22.00%		
620000	Health Care and Social Assistance	16,588	23,380	23,380	6,792	3.49%	40.90%		
710000	Arts, Entertainment, and Recreation	2,039	2,456	2,456	417	1.88%	20.50%		
720000	Accommodation and Food Services	14,216	16,528	16,528	2,312	1.52%	16.30%		
810000	Other Services (Except Government)	5,124	6,120	6,120	996	1.79%	19.40%		
910000	Total Federal Government Employment	2,530	2,686	2,686	156	0.60%	6.20%		
920000	State Government, Excluding Education and Hospitals	528	574	574	46	0.84%	8.70%		
930000	Local Government, Excluding Education and Hospitals	6,157	7,034	7,034	877	1.34%	14.20%		

Ft. Collins - Loveland MSA OES Data 2010-2020 Projections

Ft. Collins-Loveland MSA Summary Statistics	
Base Employment	141,161
Total Projected Openings 2010-2020	59,560

Ft. Collins-Loveland MSA Projected Growth by Educational Attainment		
Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	4,100	6.93%
Bachelor's Degree	10,780	18.23%
Associate Degree	3,720	6.29%
Vocational Training	3,500	5.92%
Work Experience or On the Job Training	37,030	62.62%

Ft. Collins Loveland MSA Projected Openings 2010-2020 by 9Xi WUJcbU'5 HUJba Ybh



Ft. Collins-Loveland MSA Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	6021	Short-term on-the-job training	2660
41-2011	Cashiers	3257	Short-term on-the-job training	1960
35-3031	Waiters and Waitresses	2718	Short-term on-the-job training	1900
29-1111	Registered Nurses	3180	Associate degree	1890
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3087	Short-term on-the-job training	1380
43-6014	Secretaries, Except Legal, Medical, and Executive	3642	Moderate-term on-the-job training	890
11-1021	General and Operations Managers	2329	Bachelor's or higher degree, plus work experience	810
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2438	Short-term on-the-job training	790
43-4051	Customer Service Representatives	1216	Moderate-term on-the-job training	780
13-1199	Business Operations Specialists, All Other	1798	Bachelor's degree	730

Ft. Collins-Loveland MSA Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	6021	Short-term on-the-job training	2660
43-6014	Secretaries, Except Legal, Medical, and Executive	3642	Moderate-term on-the-job training	890
41-2011	Cashiers	3257	Short-term on-the-job training	1960
29-1111	Registered Nurses	3180	Associate degree	1890
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3087	Short-term on-the-job training	1380
35-3031	Waiters and Waitresses	2718	Short-term on-the-job training	1900
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2438	Short-term on-the-job training	790
11-1021	General and Operations Managers	2329	Bachelor's or higher degree, plus work experience	810
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1805	Moderate-term on-the-job training	560
13-1199	Business Operations Specialists, All Other	1798	Bachelor's degree	730

Ft. Collins-Loveland MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-2011	Clergy	545	200
29-1069	Physicians and Surgeons, All Other	370	200
21-1014	Mental Health Counselors	287	200
21-1023	Mental Health and Substance Abuse Social Workers	243	160
29-1123	Physical Therapists	228	140
29-1051	Pharmacists	254	130
29-1122	Occupational Therapists	200	120
21-1012	Educational, Vocational, and School Counselors	269	110
19-3031	Clinical, Counseling, and School Psychologists	234	110
23-1011	Lawyers	300	100

Ft. Collins-Loveland MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-2011	Clergy	545	200
29-1069	Physicians and Surgeons, All Other	370	200
23-1011	Lawyers	300	100
21-1014	Mental Health Counselors	287	200
21-1012	Educational, Vocational, and School Counselors	269	110
29-1051	Pharmacists	254	130
21-1023	Mental Health and Substance Abuse Social Workers	243	160
19-3031	Clinical, Counseling, and School Psychologists	234	110
29-1123	Physical Therapists	228	140
29-1122	Occupational Therapists	200	120

Ft. Collins-Loveland MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	2329	810
13-1199	Business Operations Specialists, All Other	1798	730
25-2021	Elementary School Teachers, Except Special Education	1415	680
13-2011	Accountants and Auditors	1257	540
15-1032	Computer Software Engineers, Systems Software	855	450
27-3031	Public Relations Specialists	577	320
41-3031	Securities, Commodities, and Financial Services Sales Agents	471	260
15-1031	Computer Software Engineers, Applications	546	230
17-2051	Civil Engineers	536	230
17-2061	Computer Hardware Engineers	710	200

Ft. Collins-Loveland MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	2329	810
13-1199	Business Operations Specialists, All Other	1798	730
25-2021	Elementary School Teachers, Except Special Education	1415	680
13-2011	Accountants and Auditors	1257	540
15-1032	Computer Software Engineers, Systems Software	855	450
17-2061	Computer Hardware Engineers	710	200
17-2072	Electronics Engineers, Except Computer	605	140
11-9021	Construction Managers	583	110
27-3031	Public Relations Specialists	577	320
15-1031	Computer Software Engineers, Applications	546	230

Ft. Collins-Loveland MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	3180	1890
15-1041	Computer Support Specialists	734	330
15-1099	Computer Specialists, All Other	593	200
29-2056	Veterinary Technologists and Technicians	349	200
29-2021	Dental Hygienists	249	160
29-2034	Radiologic Technologists and Technicians	231	100
29-2071	Medical Records and Health Information Technicians	166	90
29-2012	Medical and Clinical Laboratory Technicians	211	80
19-4093	Forest and Conservation Technicians	142	80
29-1126	Respiratory Therapists	93	60

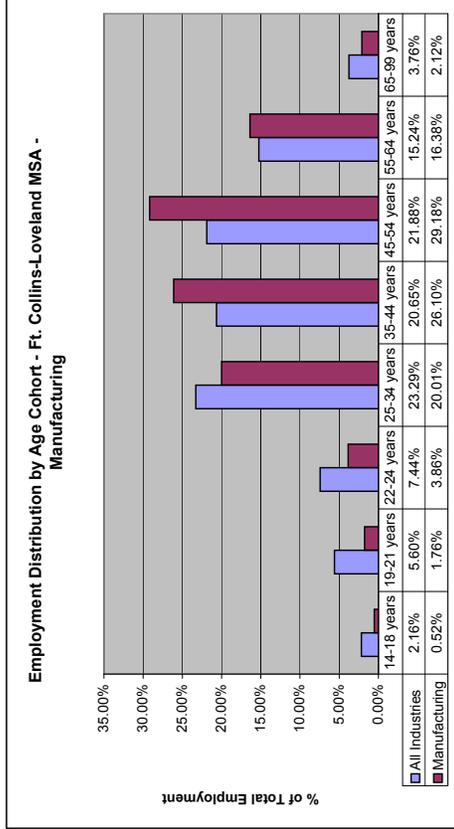
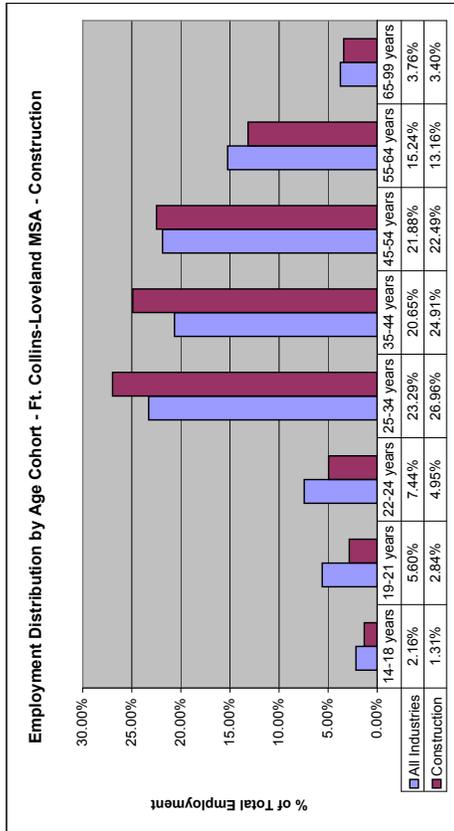
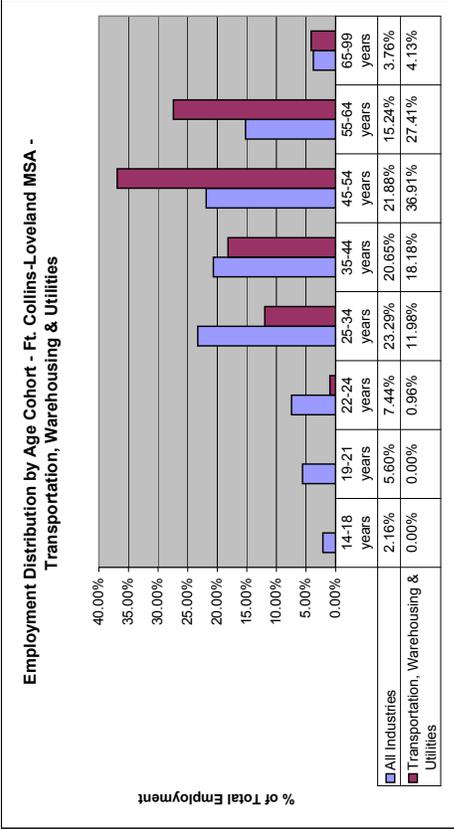
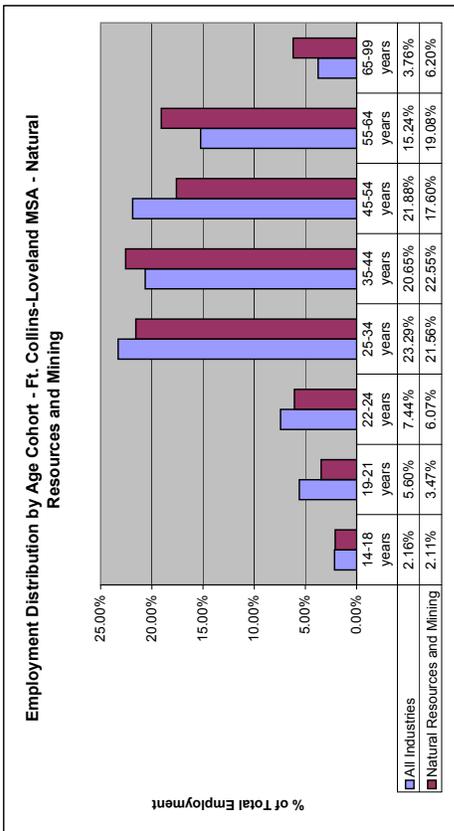
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29-2034	Radiologic Technologists and Technicians	231	100
29-2012	Medical and Clinical Laboratory Technicians	211	80
29-2071	Medical Records and Health Information Technicians	166	90
19-4093	Forest and Conservation Technicians	142	80
17-3023	Electrical and Electronic Engineering Technicians	141	30

Ft. Collins-Loveland MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1068	610
29-2061	Licensed Practical and Licensed Vocational Nurses	663	460
39-5012	Hairdressers, Hairstylists, and Cosmetologists	920	310
49-3023	Automotive Service Technicians and Mechanics	768	230
25-2011	Preschool Teachers, Except Special Education	412	220
41-3021	Insurance Sales Agents	510	200
39-9031	Fitness Trainers and Aerobics Instructors	445	200
41-9022	Real Estate Sales Agents	418	180
25-4031	Library Technicians	229	130
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	254	120

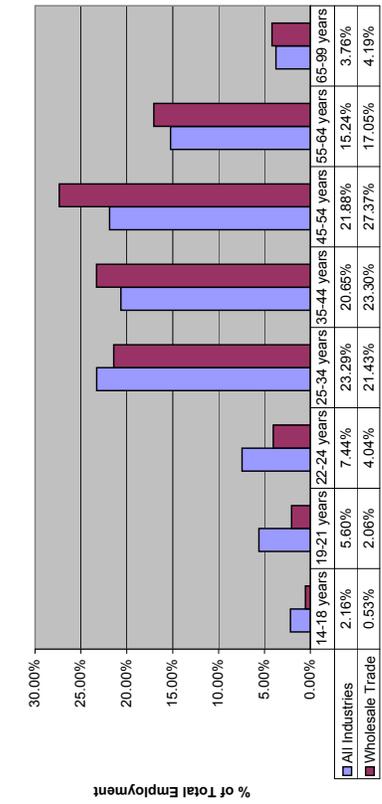
Ft. Collins-Loveland MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1068	610
39-5012	Hairdressers, Hairstylists, and Cosmetologists	920	310
49-3023	Automotive Service Technicians and Mechanics	768	230
29-2061	Licensed Practical and Licensed Vocational Nurses	663	460
41-3021	Insurance Sales Agents	510	200
39-9031	Fitness Trainers and Aerobics Instructors	445	200
41-9022	Real Estate Sales Agents	418	180
25-2011	Preschool Teachers, Except Special Education	412	220
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	254	120
17-3011	Architectural and Civil Drafters	238	70

Ft. Collins-Loveland MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	6021	2660
41-2011	Cashiers	3257	1960
35-3031	Waiters and Waitresses	2718	1900
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3087	1380
43-6014	Secretaries, Except Legal, Medical, and Executive	3642	890
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2438	790
43-4051	Customer Service Representatives	1216	780
43-4171	Receptionists and Information Clerks	1410	700
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1653	670
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1766	650

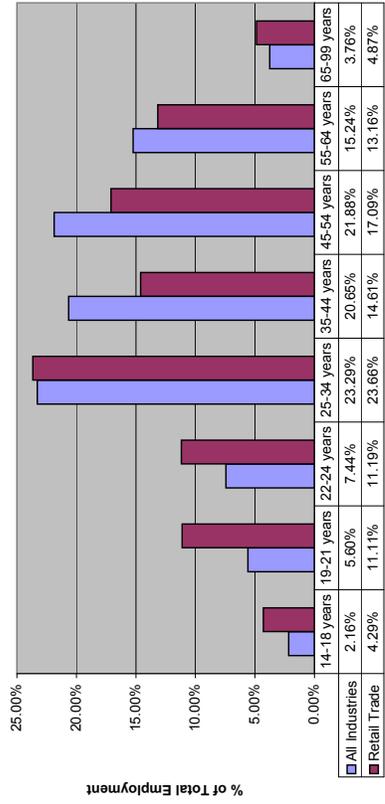
Ft. Collins-Loveland MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	6021	2660
43-6014	Secretaries, Except Legal, Medical, and Executive	3642	890
41-2011	Cashiers	3257	1960
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	3087	1380
35-3031	Waiters and Waitresses	2718	1900
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2438	790
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1805	560
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1766	650
43-6011	Executive Secretaries and Administrative Assistants	1695	570
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1653	670



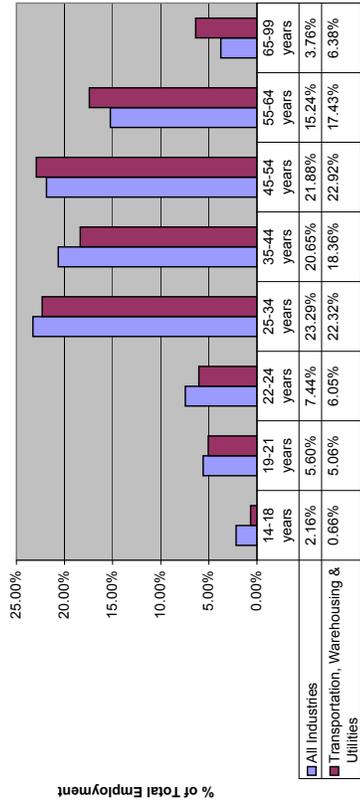
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Wholesale Trade



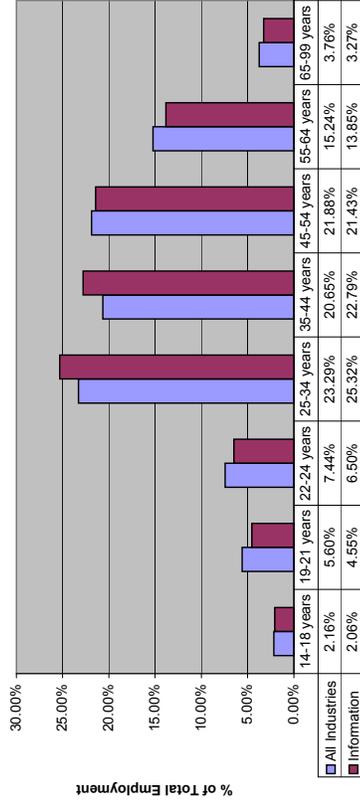
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Retail Trade



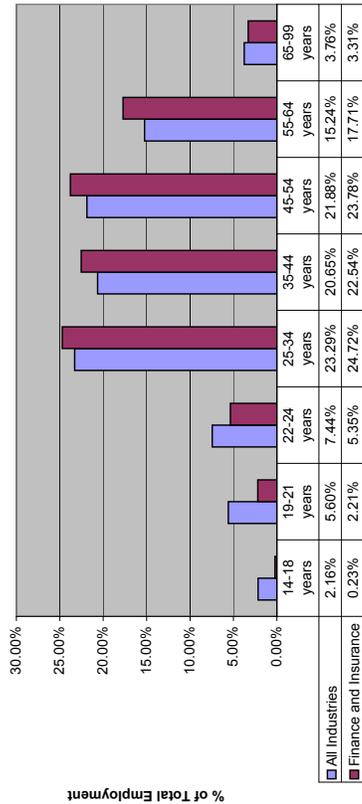
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Transportation, Warehousing & Utilities



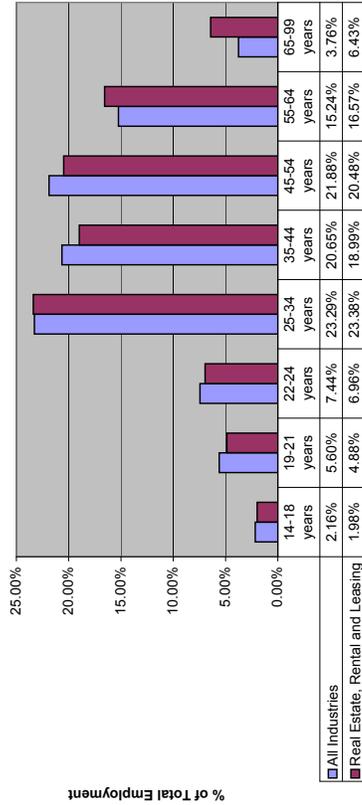
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Information



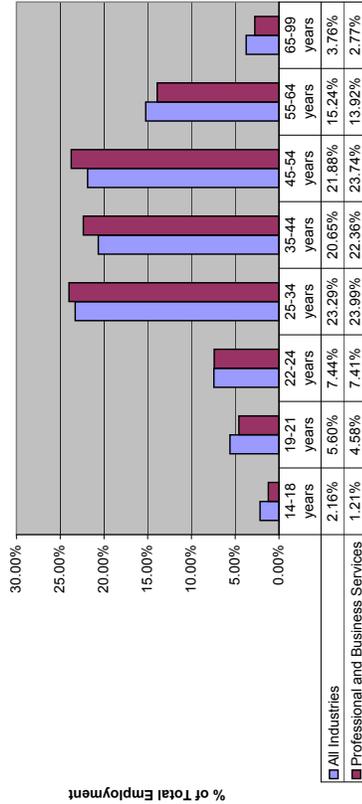
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Finance and Insurance



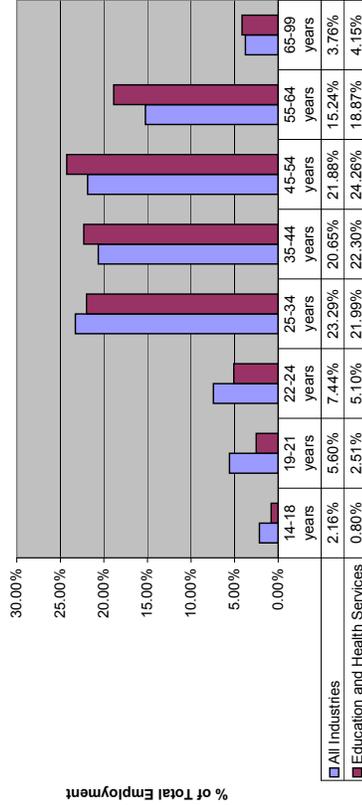
Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Real Estate, Rental and Leasing

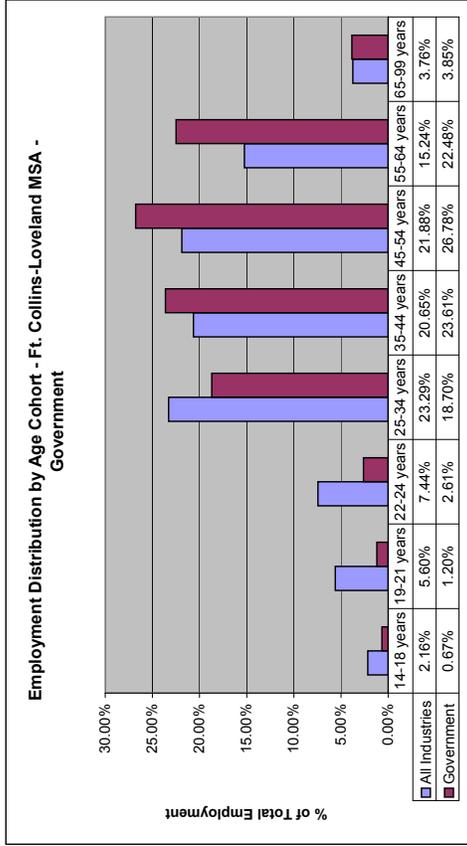
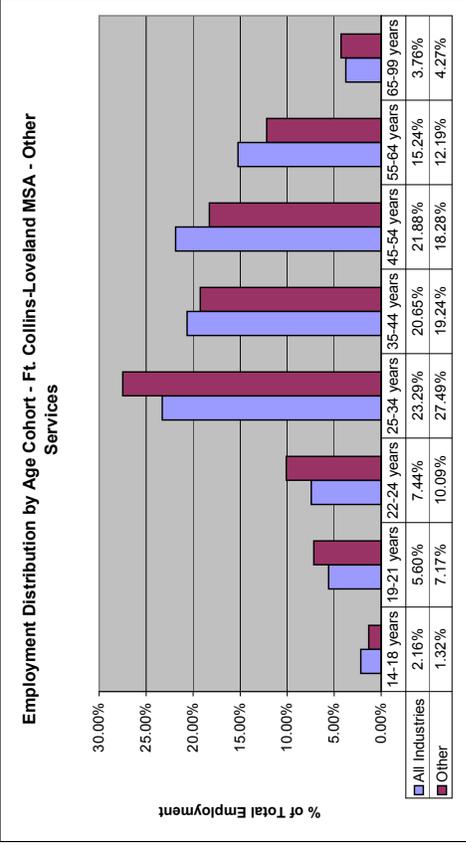
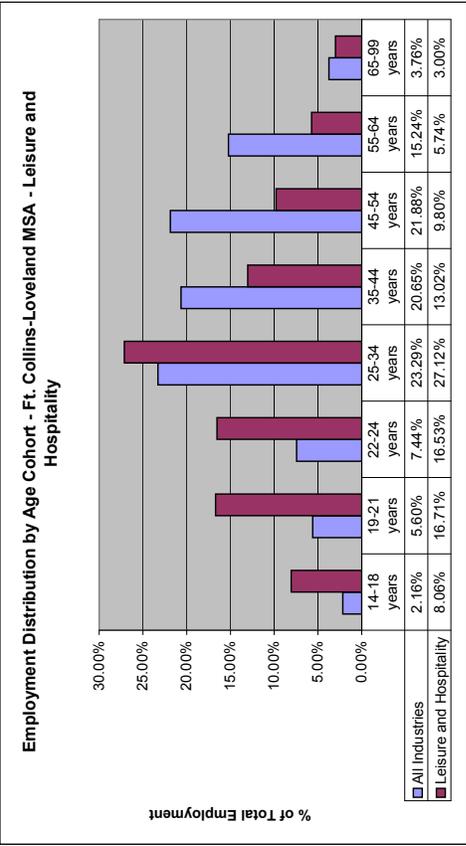


Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Professional and Business Services



Employment Distribution by Age Cohort - Ft. Collins-Loveland MSA - Education and Health Services

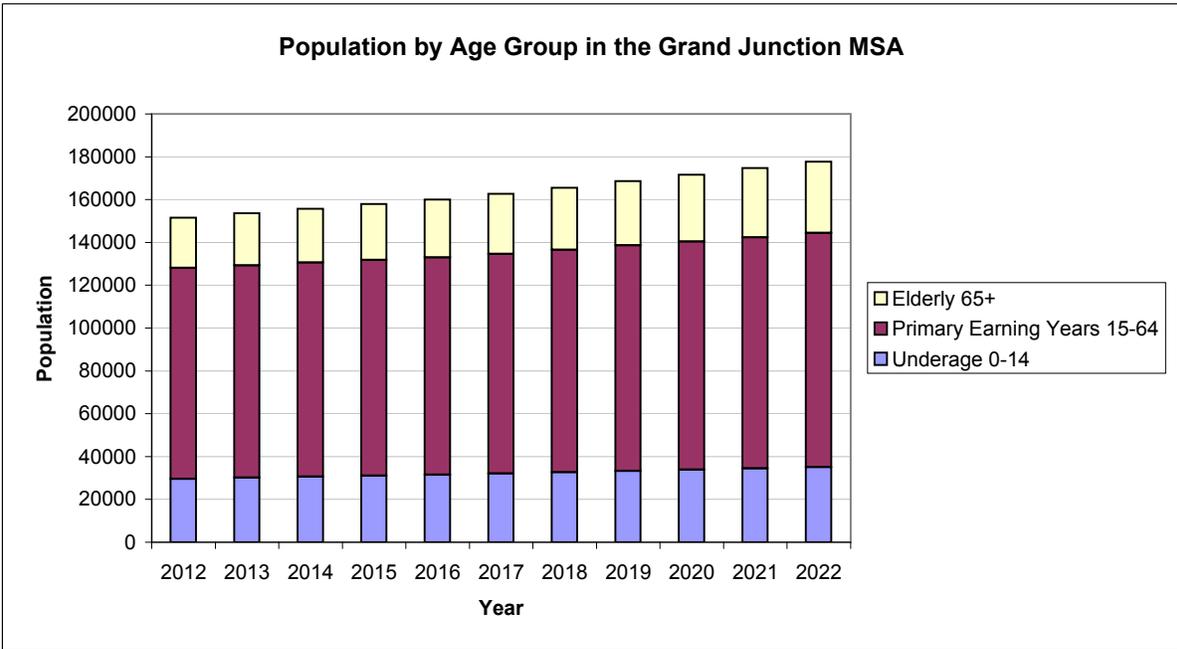




Grand Junction MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	10020	10081	10229	10362	10603	10765	10944	11143	11315	11511	11699
5 to 9	10058	10325	10464	10601	10609	10700	10827	11060	11262	11582	11780
10 to 14	9556	9734	9927	10101	10306	10615	10934	11138	11334	11412	11536
15 to 19	10467	10405	10436	10539	10642	10865	11089	11341	11559	11818	12148
20 to 24	9799	9932	10104	10161	10242	10443	10473	10603	10760	10925	11159
25 to 29	10646	10548	10357	10170	10017	9756	9994	10304	10466	10667	10923
30 to 34	10142	10616	10966	11211	11448	11736	11748	11695	11625	11606	11409
35 to 39	8697	9017	9463	10011	10495	11001	11555	12009	12347	12694	13034
40 to 44	8709	8840	8906	8960	9081	9285	9662	10181	10793	11355	11895
45 to 49	9017	8750	8583	8613	8784	9030	9196	9309	9410	9585	9814
50 to 54	10803	10576	10371	9955	9527	9124	8885	8750	8809	9010	9269
55 to 59	10784	10889	10885	10901	10820	10738	10534	10356	9969	9572	9190
60 to 64	9412	9597	9903	10146	10371	10547	10664	10678	10711	10653	10584
65 to 69	7237	7650	7964	8436	8897	9076	9266	9573	9819	10048	10223
70 to 74	5308	5612	5923	6151	6377	6840	7235	7537	7986	8425	8595
75 to 79	4186	4258	4376	4517	4651	4804	5091	5384	5599	5804	6240
80 to 84	3325	3317	3340	3351	3402	3518	3586	3692	3817	3948	4094
85 to 89	2250	2341	2380	2431	2465	2485	2485	2510	2528	2572	2663
90+ to 94	1123	1157	1214	1261	1306	1345	1401	1434	1472	1497	1509



Industry Employment & Projections data in Grand Junction MSA from Base Year 2010 to Projected Year 2020.

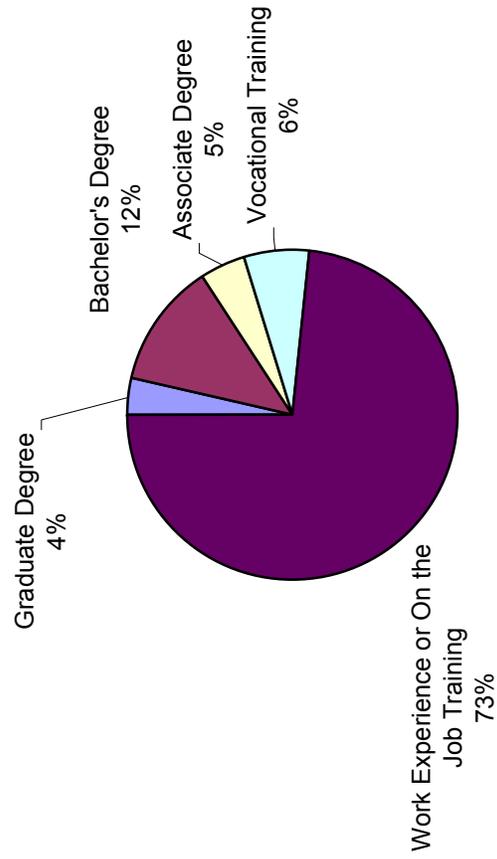
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	63,164	77,183	14,019	2.02%	22.20%
110000	Agriculture, Forestry, Fishing and Hunting	***	***	***	***	***
210000	Mining	***	***	***	***	***
220000	Utilities	224	243	19	0.82%	8.50%
230000	Construction	3,601	4,282	681	1.75%	18.90%
310000	Manufacturing	2,557	2,353	-204	-0.83%	-8.00%
420000	Wholesale Trade	2,234	2,716	482	1.97%	21.60%
440000	Retail Trade	7,754	8,874	1,120	1.36%	14.40%
480000	Transportation and Warehousing	2,505	2,883	378	1.42%	15.10%
510000	Information	885	863	-22	-0.25%	-2.50%
520000	Finance and Insurance	1,978	2,392	414	1.92%	20.90%
530000	Real Estate and Rental and Leasing	1,058	1,226	168	1.48%	15.90%
540000	Professional, Scientific, and Technical Services	2,222	2,728	506	2.07%	22.80%
550000	Management of Companies and Enterprises	152	174	22	1.36%	14.50%
560000	Administrative and Support and Waste Management and Remediat	2,943	3,137	194	0.64%	6.60%
610000	Educational Services	4,470	5,693	1,223	2.45%	27.40%
620000	Health Care and Social Assistance	8,577	10,884	2,307	2.41%	26.90%
710000	Arts, Entertainment, and Recreation	898	1,144	246	2.45%	27.40%
720000	Accommodation and Food Services	5,878	6,801	923	1.47%	15.70%
810000	Other Services (Except Government)	2,457	2,532	75	0.30%	3.10%
910000	Total Federal Government Employment	1,658	1,840	182	1.05%	11.00%
920000	State Government, Excluding Education and Hospitals	1,067	1,092	25	0.23%	2.30%
930000	Local Government, Excluding Education and Hospitals	2,485	2,934	449	1.67%	18.10%

Grand Junction MSA OES Data 2010-2020 Projections

Grand Junction MSA Summary Statistics	
Base Employment	63,164
Total Projected Openings 2010-2020	28,980

Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	1,050	3.73%
Bachelor's Degree	3,380	12.01%
Associate Degree	1,310	4.66%
Vocational Training	1,800	6.40%
Work Experience or On the Job Training	20,600	73.21%

Grand Junction MSA Projected Openings 2010-2020 by 9 Xi WUJcbU'5 HUJba Ybh



Grand Junction MSA Occupations with the Highest Projected Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	2650 Short-term on-the-job training	1300
47-5012	Rotary Drill Operators, Oil and Gas	535 Moderate-term on-the-job training	940
41-2011	Cashiers	1654 Short-term on-the-job training	910
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1417 Short-term on-the-job training	910
29-1111	Registered Nurses	1344 Associate degree	700
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	715 Work experience in a related occupation	640
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1334 Short-term on-the-job training	590
47-5013	Service Unit Operators, Oil, Gas, and Mining	275 Moderate-term on-the-job training	540
11-1021	General and Operations Managers	1188 Bachelor's or higher degree, plus work experience	460
43-6014	Secretaries, Except Legal, Medical, and Executive	1743 Moderate-term on-the-job training	450

Grand Junction MSA Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	2650 Short-term on-the-job training	1300
43-6014	Secretaries, Except Legal, Medical, and Executive	1743 Moderate-term on-the-job training	450
41-2011	Cashiers	1654 Short-term on-the-job training	910
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1417 Short-term on-the-job training	910
29-1111	Registered Nurses	1344 Associate degree	700
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1334 Short-term on-the-job training	590
11-1021	General and Operations Managers	1188 Bachelor's or higher degree, plus work experience	460
43-3031	Bookkeeping, Accounting, and Auditing Clerks	839 Moderate-term on-the-job training	260
31-1012	Nursing Aides, Orderlies, and Attendants	836 Postsecondary vocational training	400
43-9061	Office Clerks, General	764 Short-term on-the-job training	220

Grand Junction MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1069	Physicians and Surgeons, All Other	252	120
23-1011	Lawyers	322	100
21-2011	Clergy	259	50
25-1194	Vocational Education Teachers, Postsecondary	162	50
29-1123	Physical Therapists	110	50
29-1051	Pharmacists	113	40
21-1014	Mental Health Counselors	81	40
29-1021	Dentists, General	71	40
19-2041	Environmental Scientists and Specialists, Including Health	53	40
29-1071	Physician Assistants	51	40

Grand Junction MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	322	100
21-2011	Clergy	259	50
29-1069	Physicians and Surgeons, All Other	252	120
25-1194	Vocational Education Teachers, Postsecondary	162	50
29-1051	Pharmacists	113	40
29-1123	Physical Therapists	110	50
21-1014	Mental Health Counselors	81	40
29-1021	Dentists, General	71	40
21-1023	Mental Health and Substance Abuse Social Workers	62	30
19-2041	Environmental Scientists and Specialists, Including Health	53	40

Grand Junction MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1188	460
13-2011	Accountants and Auditors	557	240
13-1199	Business Operations Specialists, All Other	539	200
21-1021	Child, Family, and School Social Workers	369	90
17-2051	Civil Engineers	214	80
27-3031	Public Relations Specialists	197	70
41-3031	Securities, Commodities, and Financial Services Sales Agents	96	70
11-9021	Construction Managers	248	60
11-9111	Medical and Health Services Managers	120	50
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	86	50

Grand Junction MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1188	460
13-2011	Accountants and Auditors	557	240
13-1199	Business Operations Specialists, All Other	539	200
21-1021	Child, Family, and School Social Workers	369	90
11-9021	Construction Managers	248	60
17-2051	Civil Engineers	214	80
27-3031	Public Relations Specialists	197	70
11-9111	Medical and Health Services Managers	120	50
41-3031	Securities, Commodities, and Financial Services Sales Agents	96	70
13-1051	Cost Estimators	93	40

Grand Junction MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1344	700
15-1041	Computer Support Specialists	154	60
29-2021	Dental Hygienists	84	60
29-2071	Medical Records and Health Information Technicians	100	50
15-1099	Computer Specialists, All Other	80	40
29-2056	Veterinary Technologists and Technicians	73	40
17-3022	Civil Engineering Technicians	76	20
13-2021	Appraisers and Assessors of Real Estate	55	20
29-2012	Medical and Clinical Laboratory Technicians	55	20
43-6012	Legal Secretaries	52	20

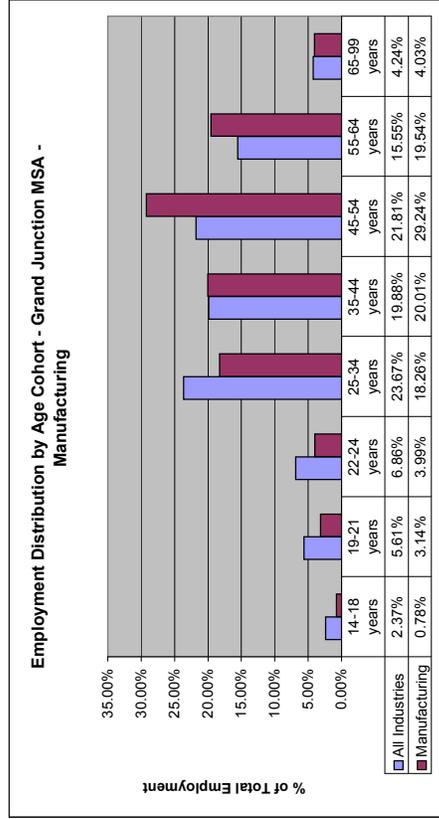
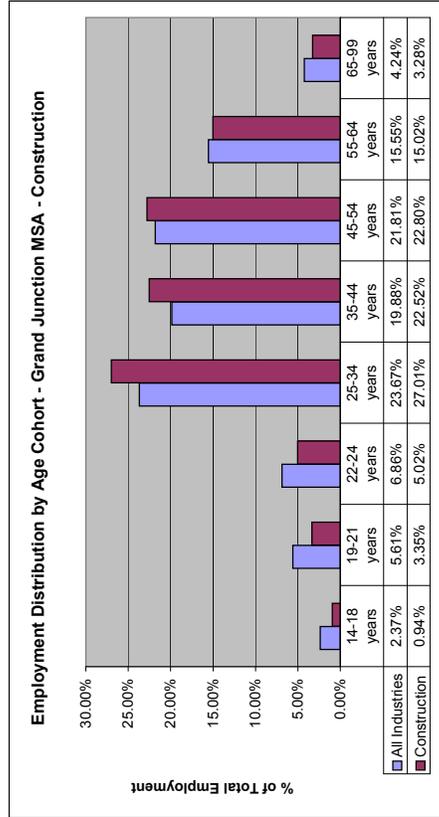
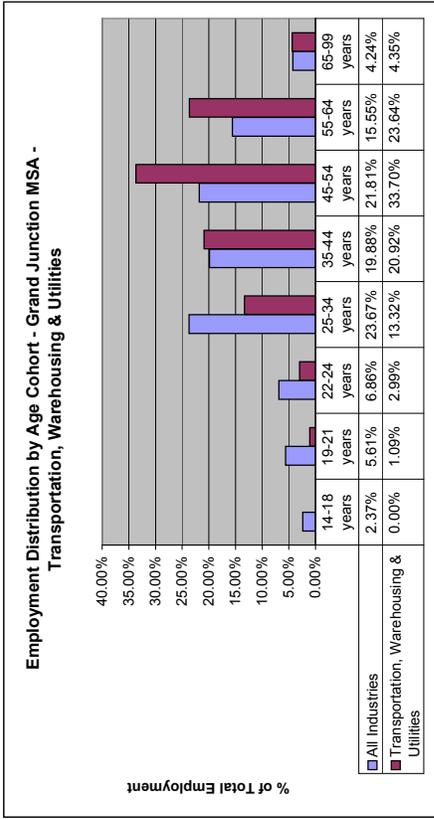
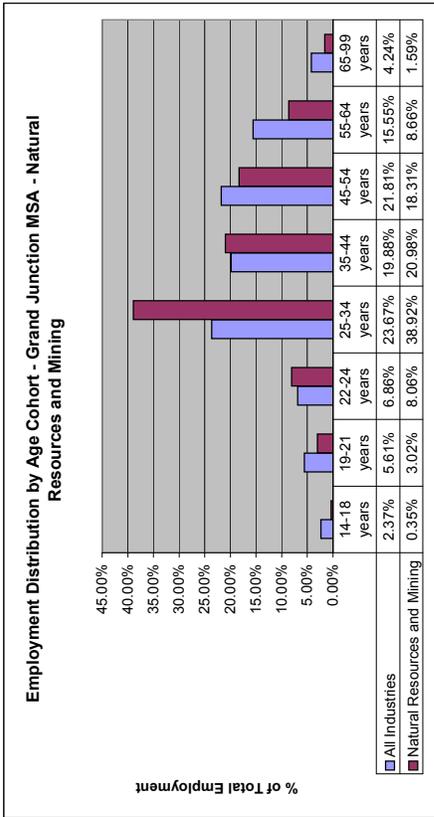
Grand Junction MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
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15-1041	Computer Support Specialists	154	60
29-2071	Medical Records and Health Information Technicians	100	50
29-2021	Dental Hygienists	84	60
15-1099	Computer Specialists, All Other	80	40
17-3022	Civil Engineering Technicians	76	20
29-2056	Veterinary Technologists and Technicians	73	40
13-2021	Appraisers and Assessors of Real Estate	55	20
29-2012	Medical and Clinical Laboratory Technicians	55	20
43-6012	Legal Secretaries	52	20

Grand Junction MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	836	400
49-3023	Automotive Service Technicians and Mechanics	501	170
39-5012	Hairdressers, Hairstylists, and Cosmetologists	427	160
41-9022	Real Estate Sales Agents	351	150
29-2061	Licensed Practical and Licensed Vocational Nurses	225	150
51-4121	Welders, Cutters, Solderers, and Brazers	238	110
39-9031	Fitness Trainers and Aerobics Instructors	125	80
41-3021	Insurance Sales Agents	152	70
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	136	70
25-4031	Library Technicians	102	70

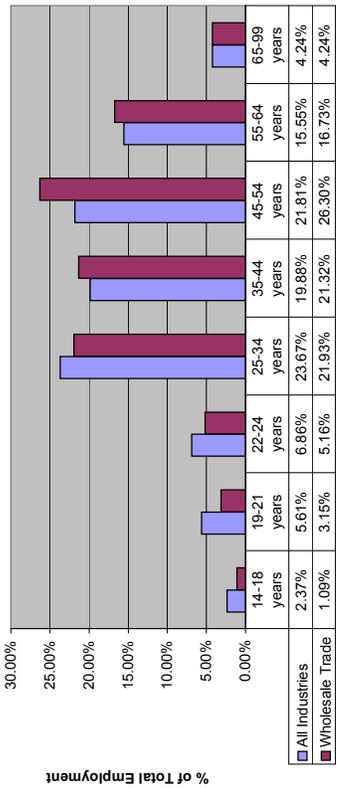
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51-4121	Welders, Cutters, Solderers, and Brazers	238	110
29-2061	Licensed Practical and Licensed Vocational Nurses	225	150
41-3021	Insurance Sales Agents	152	70
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	136	70
39-9031	Fitness Trainers and Aerobics Instructors	125	80
25-2011	Preschool Teachers, Except Special Education	114	20

Grand Junction MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	2650	1300
47-5012	Rotary Drill Operators, Oil and Gas	535	940
41-2011	Cashiers	1654	910
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1417	910
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	715	640
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1334	590
47-5013	Service Unit Operators, Oil, Gas, and Mining	275	540
43-6014	Secretaries, Except Legal, Medical, and Executive	1743	450
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	721	310
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	749	290

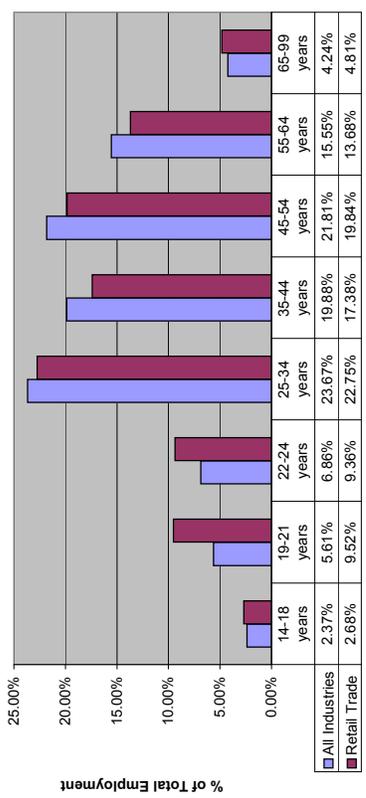
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41-2031	Retail Salespersons	2650	1300
43-6014	Secretaries, Except Legal, Medical, and Executive	1743	450
41-2011	Cashiers	1654	910
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1417	910
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1334	590
43-3031	Bookkeeping, Accounting, and Auditing Clerks	839	260
43-9061	Office Clerks, General	764	220
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	749	290
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	721	310
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	715	640



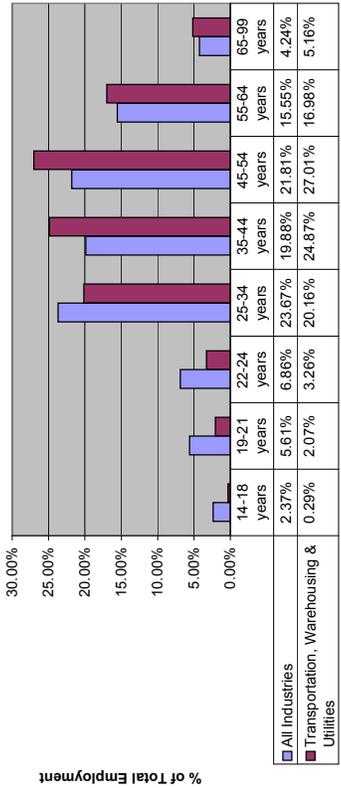
Employment Distribution by Age Cohort - Grand Junction MSA - Wholesale Trade



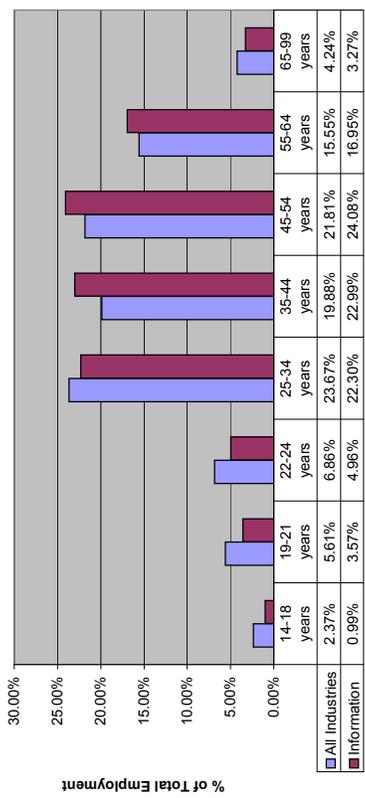
Employment Distribution by Age Cohort - Grand Junction MSA - Retail Trade



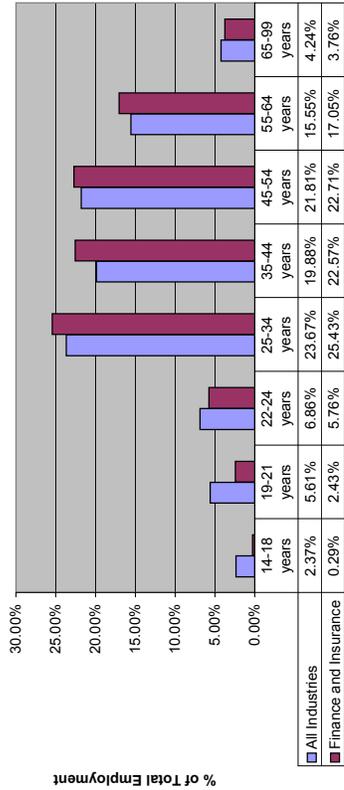
Employment Distribution by Age Cohort - Grand Junction MSA - Transportation, Warehousing & Utilities



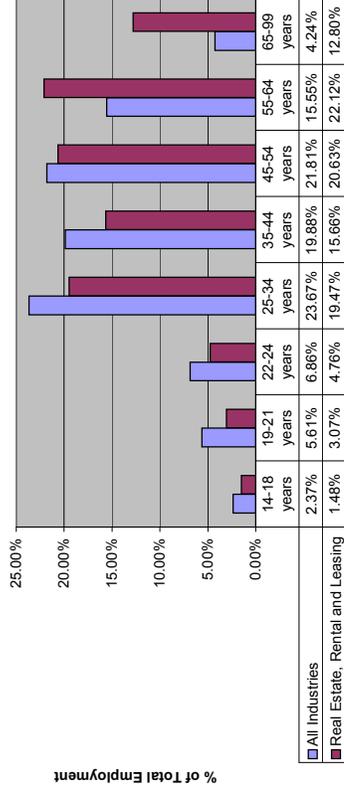
Employment Distribution by Age Cohort - Grand Junction MSA - Information



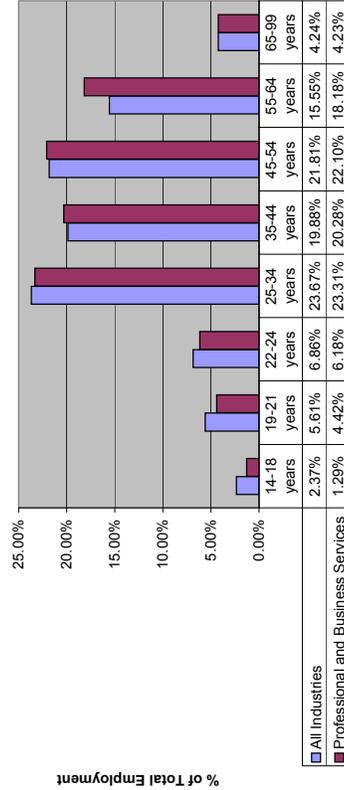
Employment Distribution by Age Cohort - Grand Junction MSA - Finance and Insurance



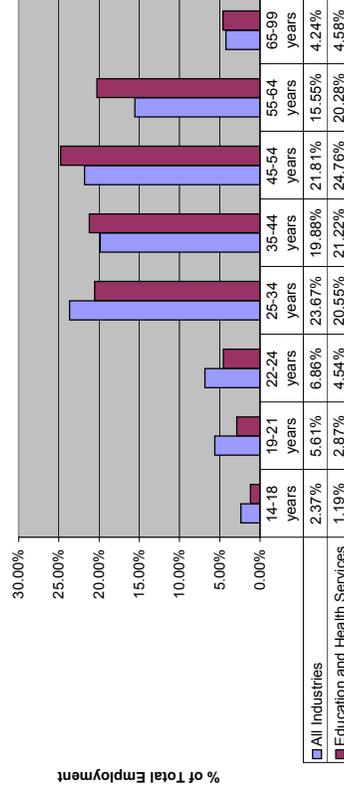
Employment Distribution by Age Cohort - Grand Junction MSA - Real Estate, Rental and Leasing



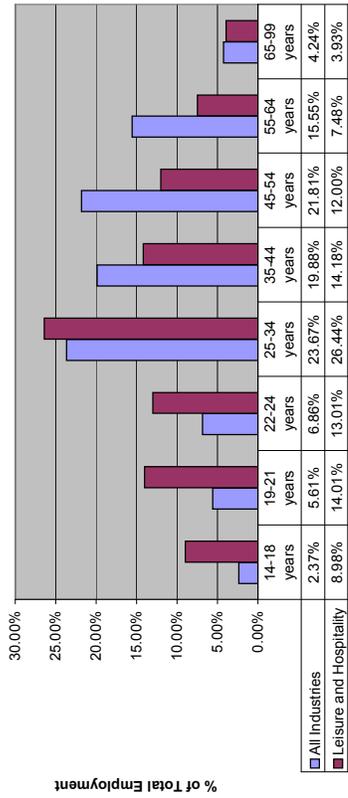
Employment Distribution by Age Cohort - Grand Junction MSA - Professional and Business Services



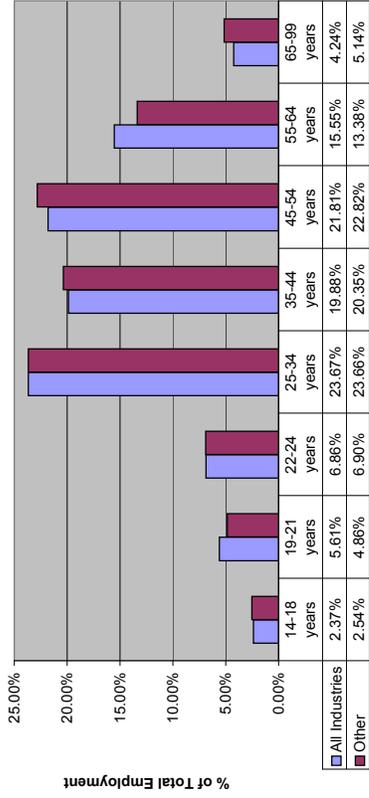
Employment Distribution by Age Cohort - Grand Junction MSA - Education and Health Services



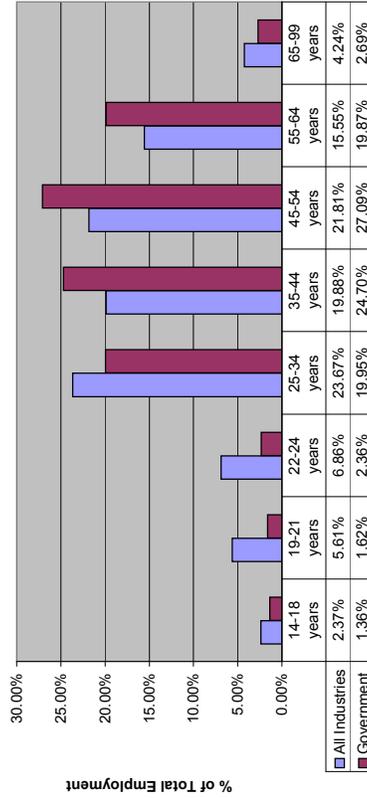
Employment Distribution by Age Cohort - Grand Junction MSA - Leisure and Hospitality



Employment Distribution by Age Cohort - Grand Junction MSA - Other Services



Employment Distribution by Age Cohort - Grand Junction MSA - Government

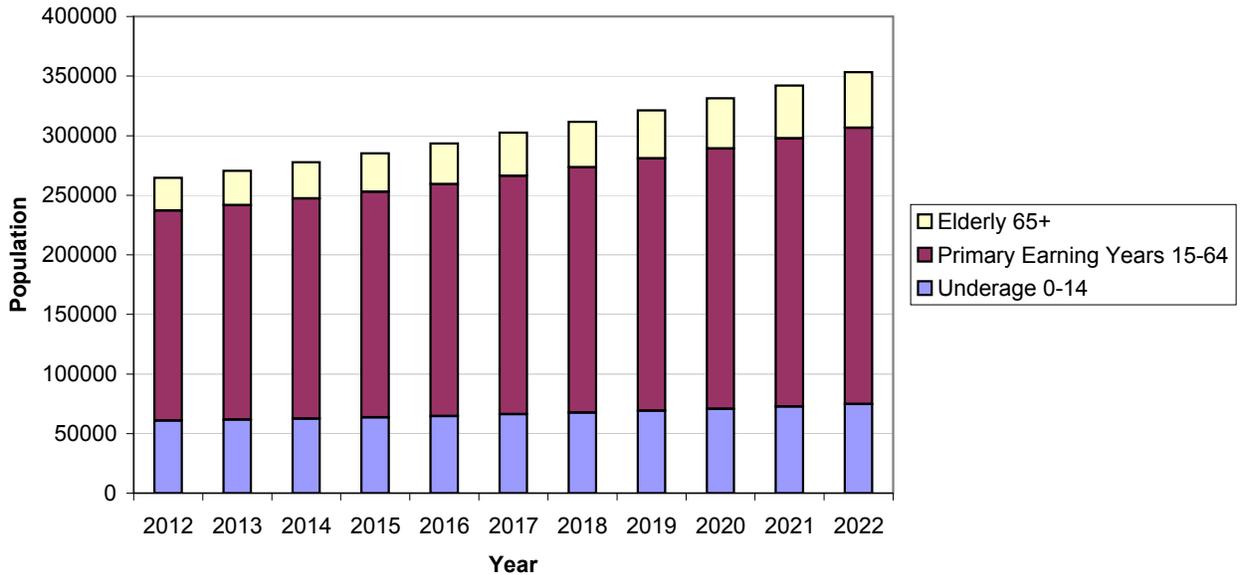


Greeley MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	19263	19280	19568	19944	20829	21582	22380	23215	24130	25087	26092
5 to 9	21397	21613	21634	21588	21344	21432	21680	22131	22698	23733	24633
10 to 14	20156	20730	21375	21995	22541	23155	23566	23724	23840	23724	23933
15 to 19	21476	21804	22316	23042	23938	24571	25311	26073	26833	27491	28214
20 to 24	18967	19412	20513	21609	22528	23975	24545	25232	26164	27230	28033
25 to 29	17875	18520	18822	19011	19420	19497	20312	21663	23054	24205	25859
30 to 34	18304	18667	19075	19472	20079	20874	21874	22434	22932	23583	23902
35 to 39	18121	18536	19187	19838	20423	21039	21713	22336	22988	23792	24774
40 to 44	18427	18764	18953	19188	19553	20046	20685	21489	22322	23049	23801
45 to 49	16856	16967	17290	17963	18828	19539	20023	20315	20671	21128	21707
50 to 54	17299	17441	17583	17490	17369	17391	17591	17974	18711	19620	20377
55 to 59	15849	16187	16549	16969	17287	17473	17675	17859	17821	17744	17807
60 to 64	13161	13640	14278	14777	15268	15736	16113	16500	16948	17289	17504
65 to 69	9818	10569	11114	11825	12489	12905	13404	14042	14552	15048	15520
70 to 74	6528	6958	7500	7971	8559	9434	10164	10690	11377	12013	12422
75 to 79	4621	4914	5189	5443	5680	6022	6445	6954	7402	7940	8760
80 to 84	3333	3394	3474	3614	3778	3983	4242	4482	4708	4931	5249
85 to 89	2046	2125	2232	2330	2440	2523	2580	2652	2773	2902	3059
90+ to 94	1031	1069	1105	1147	1192	1232	1286	1355	1417	1486	1526

Population by Age Group in the Greeley MSA



Industry Employment & Projections data in Greeley MSA from Base Year 2010 to Projected Year 2020.

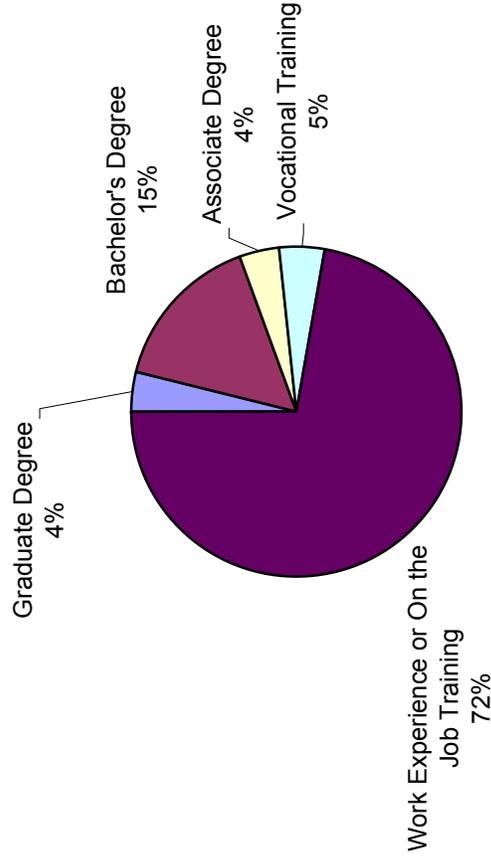
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	85,582	104,773	19,191	2.04%	22.40%
110000	Agriculture, Forestry, Fishing and Hunting	***	***	***	***	***
210000	Mining	***	***	***	***	***
220000	Utilities	247	281	34	1.30%	13.80%
230000	Construction	6,307	7,939	1,632	2.33%	25.90%
310000	Manufacturing	10,227	11,891	1,664	1.52%	16.30%
420000	Wholesale Trade	3,430	3,863	433	1.20%	12.60%
440000	Retail Trade	7,521	8,952	1,431	1.76%	19.00%
480000	Transportation and Warehousing	2,263	3,048	785	3.02%	34.70%
510000	Information	897	838	-59	-0.68%	-6.60%
520000	Finance and Insurance	3,198	3,929	731	2.08%	22.90%
530000	Real Estate and Rental and Leasing	982	1,148	166	1.57%	16.90%
540000	Professional, Scientific, and Technical Services	***	***	***	***	***
550000	Management of Companies and Enterprises	***	***	***	***	***
560000	Administrative and Support and Waste Management and Remediat	3,805	4,061	256	0.65%	6.70%
610000	Educational Services	8,647	10,807	2,160	2.25%	25.00%
620000	Health Care and Social Assistance	7,815	9,973	2,158	2.47%	27.60%
710000	Arts, Entertainment, and Recreation	706	777	71	0.96%	10.10%
720000	Accommodation and Food Services	5,829	6,717	888	1.43%	15.20%
810000	Other Services (Except Government)	2,856	2,977	121	0.42%	4.20%
910000	Total Federal Government Employment	916	935	19	0.21%	2.10%
920000	State Government, Excluding Education and Hospitals	648	744	96	1.39%	14.80%
930000	Local Government, Excluding Education and Hospitals	4,531	5,627	1,096	2.19%	24.20%

Greeley MSA OES Data 2010-2020 Projections

Greeley MSA Summary Statistics	
Base Employment	85,582
Total Projected Openings 2010-2020	39,310

Greeley MSA Projected Growth by Educational Attainment		
Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	1,550	4.02%
Bachelor's Degree	5,930	15.37%
Associate Degree	1,520	3.94%
Vocational Training	1,760	4.56%
Work Experience or On the Job Training	27,810	72.10%

Greeley MSA Projected Openings 2010-2020 by 9 Xi WUJcBU'5 HJlJba Ybh



Greeley MSA Occupations with the Highest Projected Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
47-5071	Roustabouts, Oil and Gas	762 Moderate-term on-the-job training	1160
53-3032	Truck Drivers, Heavy and Tractor-Trailer	2091 Short-term on-the-job training	1090
41-2011	Cashiers	1619 Short-term on-the-job training	1090
35-3031	Waiters and Waitresses	1322 Short-term on-the-job training	910
43-4051	Customer Service Representatives	1399 Moderate-term on-the-job training	840
41-2031	Retail Salespersons	1874 Short-term on-the-job training	830
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1815 Short-term on-the-job training	790
29-1111	Registered Nurses	1303 Associate degree	740
47-2061	Construction Laborers	1317 Moderate-term on-the-job training	670
11-1021	General and Operations Managers	1372 Bachelor's or higher degree, plus work experience	600

Greeley MSA Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
53-3032	Truck Drivers, Heavy and Tractor-Trailer	2091 Short-term on-the-job training	1090
43-6014	Secretaries, Except Legal, Medical, and Executive	2063 Moderate-term on-the-job training	560
41-2031	Retail Salespersons	1874 Short-term on-the-job training	830
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1815 Short-term on-the-job training	790
41-2011	Cashiers	1619 Short-term on-the-job training	1090
43-4051	Customer Service Representatives	1399 Moderate-term on-the-job training	840
11-1021	General and Operations Managers	1372 Bachelor's or higher degree, plus work experience	600
35-3031	Waiters and Waitresses	1322 Short-term on-the-job training	910
47-2061	Construction Laborers	1317 Moderate-term on-the-job training	670
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1307 Short-term on-the-job training	340

Greeley MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	199	100
25-4021	Librarians	155	70
21-1012	Educational, Vocational, and School Counselors	138	70
29-1123	Physical Therapists	122	60
29-1131	Veterinarians	126	50
29-1122	Occupational Therapists	94	50
29-1051	Pharmacists	86	50
29-1127	Speech-Language Pathologists	92	40
29-1062	Family and General Practitioners	83	40
21-1014	Mental Health Counselors	80	40

Greeley MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	199	100
25-4021	Librarians	155	70
21-1012	Educational, Vocational, and School Counselors	138	70
29-1131	Veterinarians	126	50
29-1123	Physical Therapists	122	60
29-1122	Occupational Therapists	94	50
29-1127	Speech-Language Pathologists	92	40
29-1051	Pharmacists	86	50
29-1062	Family and General Practitioners	83	40
21-1014	Mental Health Counselors	80	40

Greeley MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1372	600
25-2021	Elementary School Teachers, Except Special Education	1072	560
13-2011	Accountants and Auditors	810	420
25-2031	Secondary School Teachers, Except Special and Vocational Education	618	320
13-1199	Business Operations Specialists, All Other	736	300
25-2022	Middle School Teachers, Except Special and Vocational Education	588	300
11-9021	Construction Managers	467	140
25-3099	Teachers and Instructors, All Other	280	120
11-9111	Medical and Health Services Managers	220	110
13-1051	Cost Estimators	206	110

Greeley MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1372	600
25-2021	Elementary School Teachers, Except Special Education	1072	560
13-2011	Accountants and Auditors	810	420
13-1199	Business Operations Specialists, All Other	736	300
25-2031	Secondary School Teachers, Except Special and Vocational Education	618	320
25-2022	Middle School Teachers, Except Special and Vocational Education	588	300
11-9021	Construction Managers	467	140
25-3099	Teachers and Instructors, All Other	280	120
21-1022	Medical and Public Health Social Workers	223	90
11-9111	Medical and Health Services Managers	220	110

Greeley MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1303	740
15-1041	Computer Support Specialists	191	100
29-2056	Veterinary Technologists and Technicians	149	90
23-2011	Paralegals and Legal Assistants	118	50
29-2021	Dental Hygienists	108	40
29-2071	Medical Records and Health Information Technicians	86	40
15-1099	Computer Specialists, All Other	83	40
17-3023	Electrical and Electronic Engineering Technicians	101	30
29-2034	Radiologic Technologists and Technicians	66	30
49-9062	Medical Equipment Repairers	46	30

Greeley MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1303	740
15-1041	Computer Support Specialists	191	100
29-2056	Veterinary Technologists and Technicians	149	90
23-2011	Paralegals and Legal Assistants	118	50
29-2021	Dental Hygienists	108	40
17-3023	Electrical and Electronic Engineering Technicians	101	30
29-2071	Medical Records and Health Information Technicians	86	40
15-1099	Computer Specialists, All Other	83	40
29-2034	Radiologic Technologists and Technicians	66	30
13-2021	Appraisers and Assessors of Real Estate	49	20

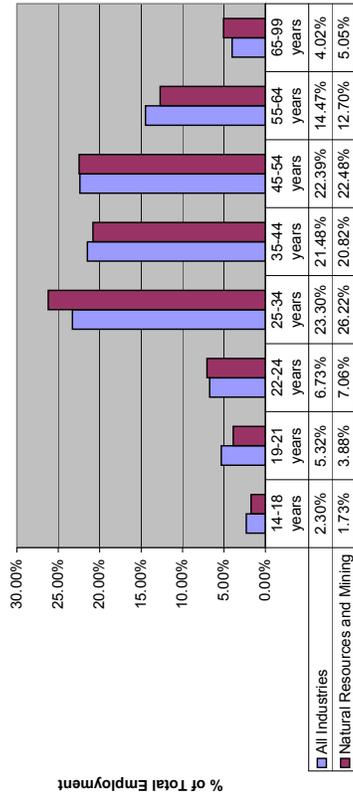
Greeley MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	910	330
51-4121	Welders, Cutters, Solderers, and Brazers	520	280
49-3023	Automotive Service Technicians and Mechanics	522	180
41-3021	Insurance Sales Agents	208	130
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	258	120
25-2011	Preschool Teachers, Except Special Education	293	110
29-2061	Licensed Practical and Licensed Vocational Nurses	180	100
29-2041	Emergency Medical Technicians and Paramedics	167	80
39-9031	Fitness Trainers and Aerobics Instructors	159	70
31-9011	Massage Therapists	86	20

Greeley MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	910	330
49-3023	Automotive Service Technicians and Mechanics	522	180
51-4121	Welders, Cutters, Solderers, and Brazers	520	280
25-2011	Preschool Teachers, Except Special Education	293	110
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	258	120
41-3021	Insurance Sales Agents	208	130
29-2061	Licensed Practical and Licensed Vocational Nurses	180	100
29-2041	Emergency Medical Technicians and Paramedics	167	80
39-9031	Fitness Trainers and Aerobics Instructors	159	70
31-9011	Massage Therapists	86	20

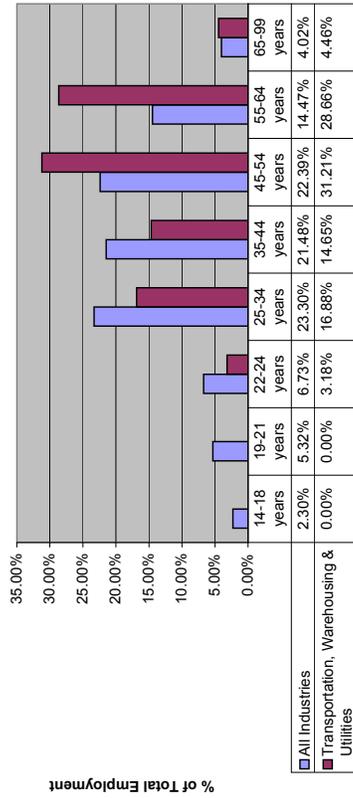
Greeley MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
47-5071	Roustabouts, Oil and Gas	762	1160
53-3032	Truck Drivers, Heavy and Tractor-Trailer	2091	1090
41-2011	Cashiers	1619	1090
35-3031	Waiters and Waitresses	1322	910
43-4051	Customer Service Representatives	1399	840
41-2031	Retail Salespersons	1874	830
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1815	790
47-2061	Construction Laborers	1317	670
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	935	600
43-6014	Secretaries, Except Legal, Medical, and Executive	2063	560

Greeley MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
53-3032	Truck Drivers, Heavy and Tractor-Trailer	2091	1090
43-6014	Secretaries, Except Legal, Medical, and Executive	2063	560
41-2031	Retail Salespersons	1874	830
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1815	790
41-2011	Cashiers	1619	1090
43-4051	Customer Service Representatives	1399	840
35-3031	Waiters and Waitresses	1322	910
47-2061	Construction Laborers	1317	670
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1307	340
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1049	340

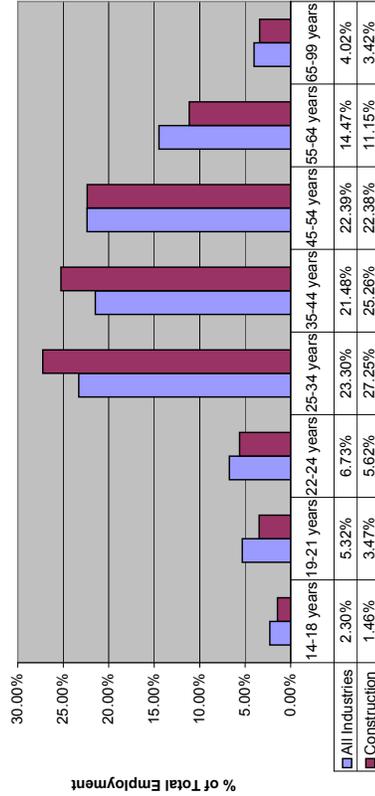
Employment Distribution by Age Cohort - Greeley MSA - Natural Resources and Mining



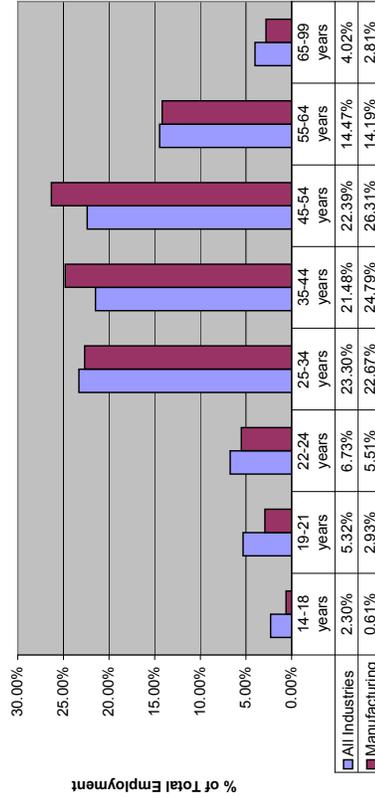
Employment Distribution by Age Cohort - Greeley MSA - Transportation, Warehousing & Utilities

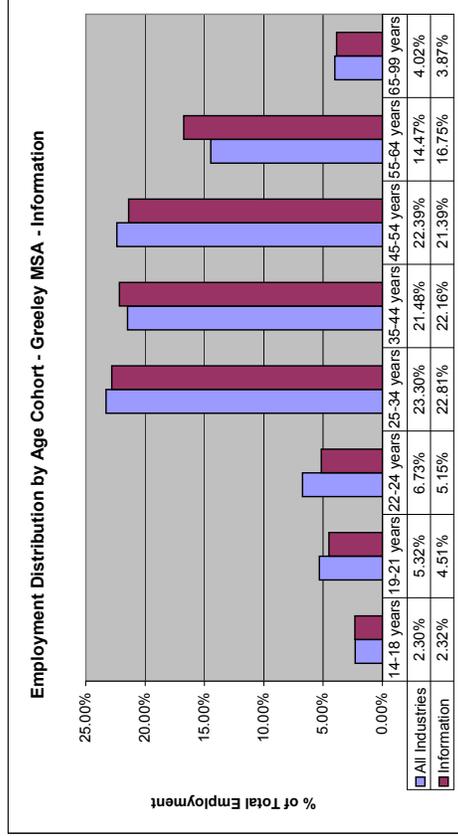
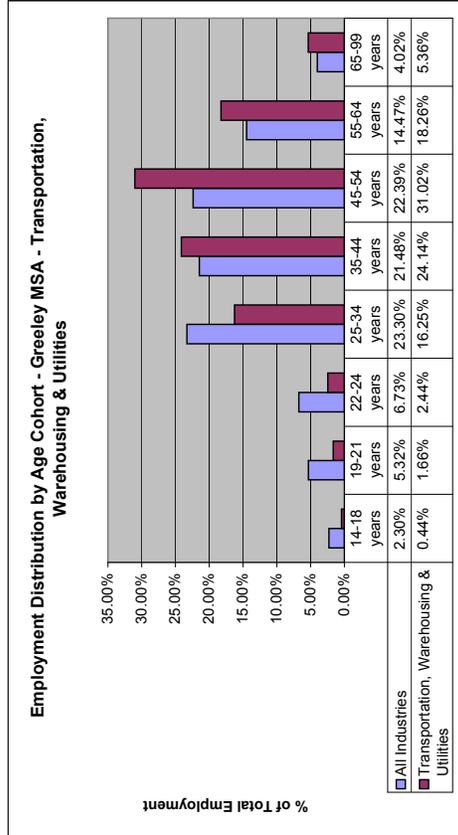
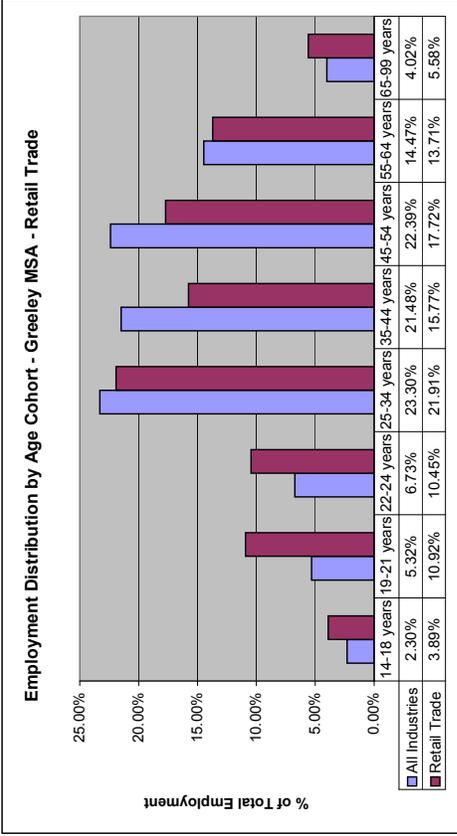
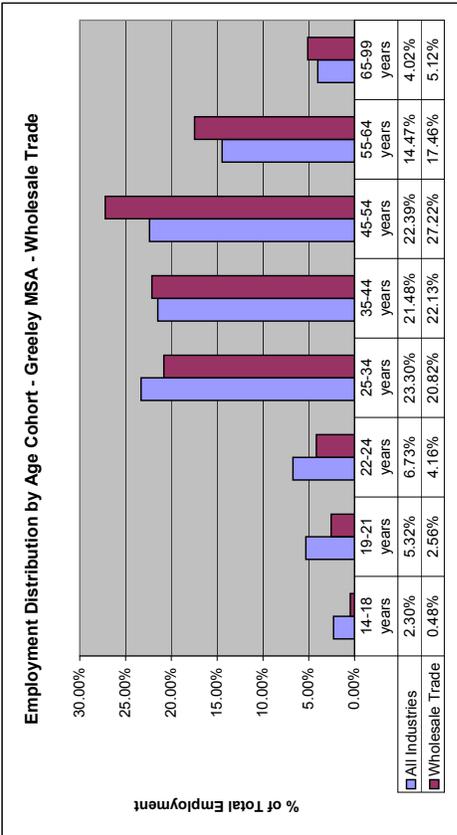


Employment Distribution by Age Cohort - Greeley MSA - Construction

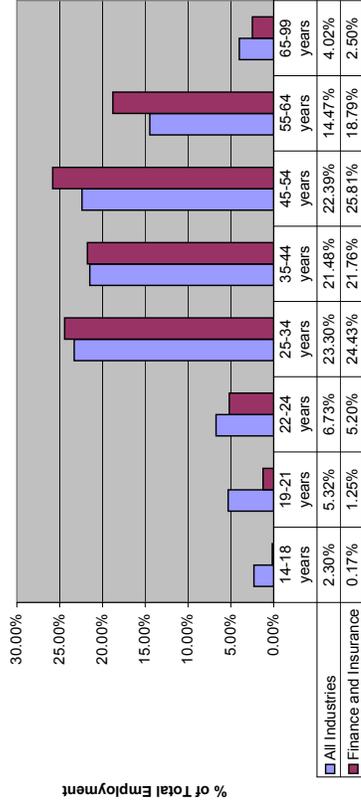


Employment Distribution by Age Cohort - Greeley MSA - Manufacturing

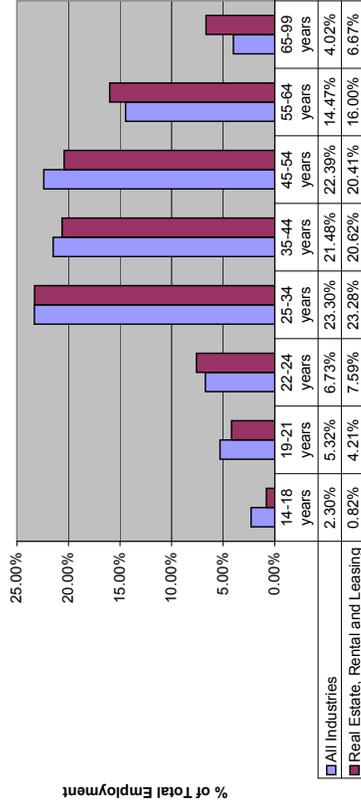




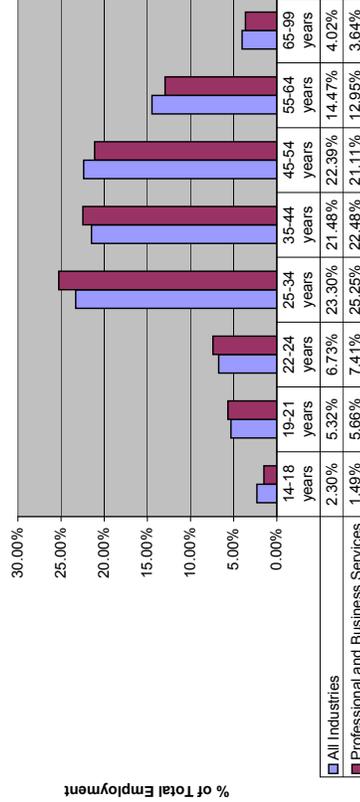
Employment Distribution by Age Cohort - Greeley MSA - Finance and Insurance



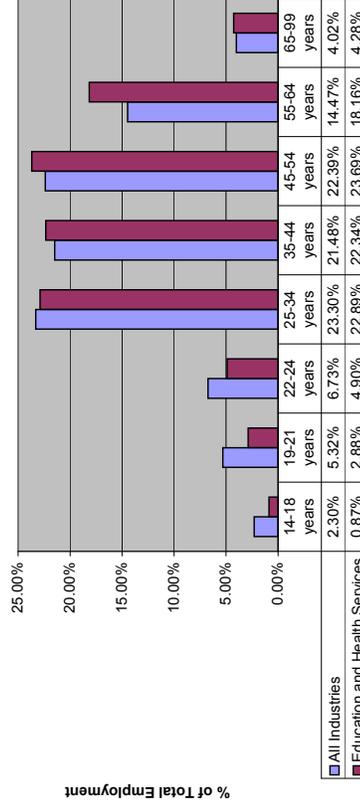
Employment Distribution by Age Cohort - Greeley MSA - Real Estate, Rental and Leasing



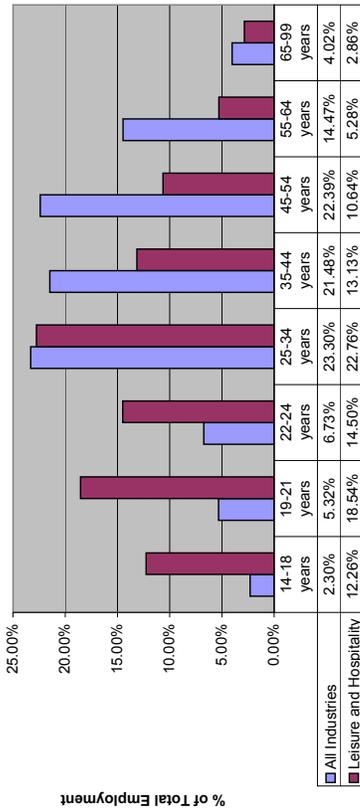
Employment Distribution by Age Cohort - Greeley MSA - Professional and Business Services



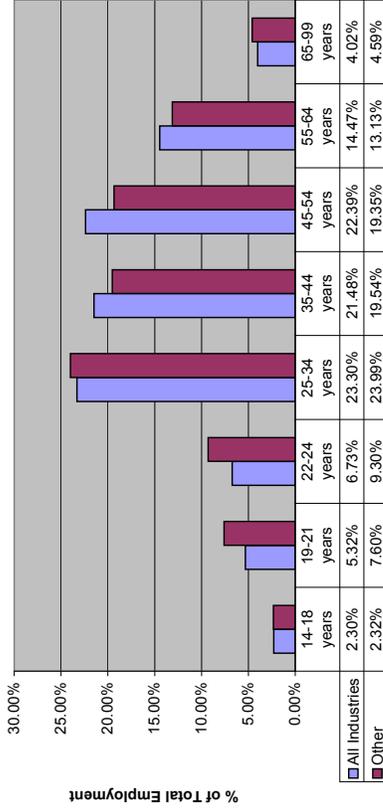
Employment Distribution by Age Cohort - Greeley MSA - Education and Health Services



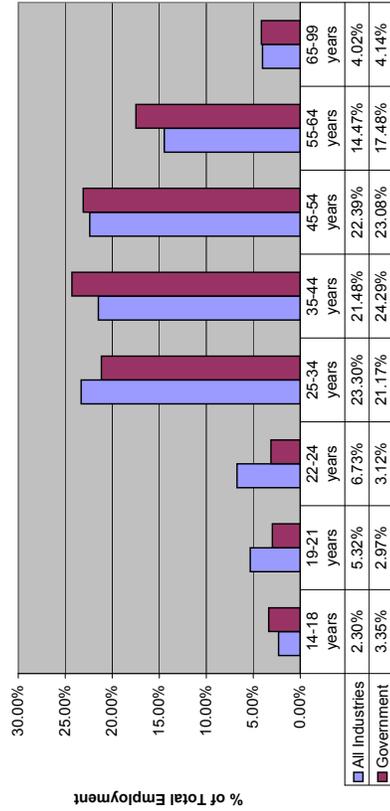
Employment Distribution by Age Cohort - Greeley MSA - Leisure and Hospitality



Employment Distribution by Age Cohort - Greeley MSA - Other Services



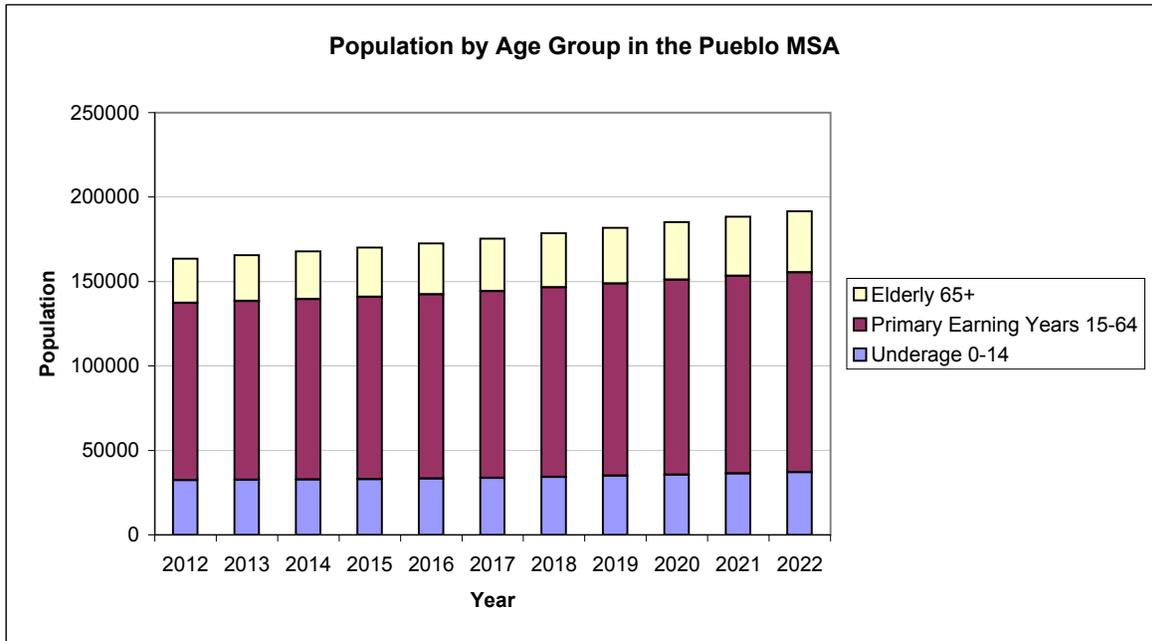
Employment Distribution by Age Cohort - Greeley MSA - Government



Pueblo MSA State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	10361	10362	10437	10606	10977	11275	11602	11961	12322	12669	12991
5 to 9	10942	11014	11076	11128	11039	11034	11111	11275	11520	11933	12239
10 to 14	11155	11268	11327	11307	11325	11467	11599	11734	11852	11802	11808
15 to 19	11652	11602	11623	11747	11895	12141	12311	12434	12470	12517	12663
20 to 24	11709	12568	13351	13801	14099	13998	14039	14159	14361	14546	14790
25 to 29	9470	9398	9430	9727	10267	11337	12315	13238	13804	14165	14073
30 to 34	10006	10134	10093	10026	9989	10013	10065	10242	10665	11275	12355
35 to 39	9182	9435	9789	10151	10587	10807	11032	11108	11148	11174	11215
40 to 44	9907	9921	9818	9749	9634	9715	10037	10472	10908	11387	11617
45 to 49	10155	9806	9725	9783	9992	10160	10219	10172	10155	10074	10166
50 to 54	11305	11228	11047	10848	10540	10206	9891	9844	9933	10158	10331
55 to 59	11293	11344	11316	11298	11257	11219	11165	11012	10839	10551	10228
60 to 64	10220	10322	10545	10725	10902	11028	11096	11089	11091	11064	11031
65 to 69	8014	8533	8982	9441	9776	9833	9945	10175	10361	10539	10662
70 to 74	5987	6185	6419	6627	6993	7566	8059	8486	8921	9236	9292
75 to 79	4622	4770	4911	5063	5206	5407	5607	5832	6030	6360	6894
80 to 84	3866	3889	3896	3860	3854	3879	4012	4138	4272	4408	4593
85 to 89	2510	2611	2666	2764	2833	2891	2916	2928	2911	2910	2934
90+ to 94	1234	1261	1325	1377	1439	1507	1555	1595	1665	1716	1761



Industry Employment & Projections data in Pueblo MSA from Base Year 2010 to Projected Year 2020.

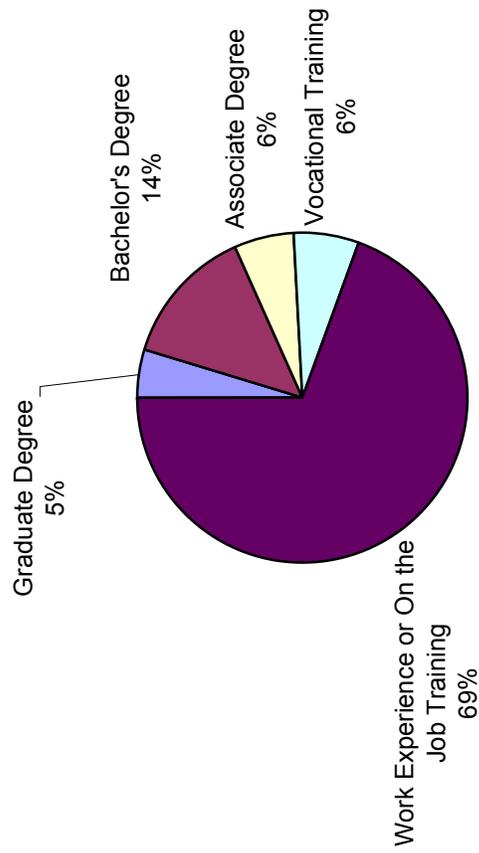
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	60,349	66,644	6,295	1.00%	10.40%
110000	Agriculture, Forestry, Fishing and Hunting	***	***	***	***	***
210000	Mining	***	***	***	***	***
220000	Utilities	427	446	19	0.44%	4.40%
230000	Construction	3,092	3,359	267	0.83%	8.60%
310000	Manufacturing	3,974	4,038	64	0.16%	1.60%
420000	Wholesale Trade	1,187	1,232	45	0.37%	3.80%
440000	Retail Trade	6,884	7,597	713	0.99%	10.40%
480000	Transportation and Warehousing	1,578	1,567	-11	-0.07%	-0.70%
510000	Information	737	669	-68	-0.96%	-9.20%
520000	Finance and Insurance	1,319	1,285	-34	-0.26%	-2.60%
530000	Real Estate and Rental and Leasing	624	651	27	0.42%	4.30%
540000	Professional, Scientific, and Technical Services	1,015	1,203	188	1.71%	18.50%
550000	Management of Companies and Enterprises	149	153	4	0.27%	2.70%
560000	Administrative and Support and Waste Management and Remediat	4,555	5,286	731	1.50%	16.00%
610000	Educational Services	5,628	6,657	1,029	1.69%	18.30%
620000	Health Care and Social Assistance	11,299	13,907	2,608	2.10%	23.10%
710000	Arts, Entertainment, and Recreation	763	901	138	1.68%	18.10%
720000	Accommodation and Food Services	5,532	5,932	400	0.70%	7.20%
810000	Other Services (Except Government)	2,006	1,858	-148	-0.76%	-7.40%
910000	Total Federal Government Employment	1,201	1,195	-6	-0.05%	-0.50%
920000	State Government, Excluding Education and Hospitals	1,885	1,996	111	0.57%	5.90%
930000	Local Government, Excluding Education and Hospitals	2,747	2,928	181	0.64%	6.60%

Pueblo MSA OES Data 2010-2020 Projections

Pueblo MSA Summary Statistics	
Base Employment	60,349
Total Projected Openings 2010-2020	21,000

Pueblo MSA Projected Growth by Educational Attainment			
Educational Attainment	2010-2020 Projected Openings	% of Total	% of Total
Graduate Degree	960	4.73%	4.73%
Bachelor's Degree	2,760	13.60%	13.60%
Associate Degree	1,180	5.81%	5.81%
Vocational Training	1,280	6.31%	6.31%
Work Experience or On the Job Training	14,120	69.56%	69.56%

Pueblo MSA Projected Openings 2010-2020 by 9 Xi WUJcbU'5 HUJba Ybh



Pueblo MSA Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
29-1111	Registered Nurses	2016	Associate degree	810
41-2011	Cashiers	1389	Short-term on-the-job training	790
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2167	Short-term on-the-job training	730
41-2031	Retail Salespersons	1792	Short-term on-the-job training	710
43-4051	Customer Service Representatives	1346	Moderate-term on-the-job training	700
39-9021	Personal and Home Care Aides	788	Short-term on-the-job training	480
43-5081	Stock Clerks and Order Fillers	851	Short-term on-the-job training	320
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	967	Short-term on-the-job training	310
41-9041	Telemarketers	1060	Short-term on-the-job training	270
43-3011	Bill and Account Collectors	609	Short-term on-the-job training	270

Pueblo MSA Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2167	Short-term on-the-job training	730
29-1111	Registered Nurses	2016	Associate degree	810
41-2031	Retail Salespersons	1792	Short-term on-the-job training	710
43-6014	Secretaries, Except Legal, Medical, and Executive	1439	Moderate-term on-the-job training	250
41-2011	Cashiers	1389	Short-term on-the-job training	790
43-4051	Customer Service Representatives	1346	Moderate-term on-the-job training	700
41-9041	Telemarketers	1060	Short-term on-the-job training	270
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	967	Short-term on-the-job training	310
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	913	Short-term on-the-job training	190
43-5081	Stock Clerks and Order Fillers	851	Short-term on-the-job training	320

Pueblo MSA Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
19-3031	Clinical, Counseling, and School Psychologists	205	80
21-1014	Mental Health Counselors	184	70
21-2011	Clergy	276	60
23-1011	Lawyers	186	60
21-1012	Educational, Vocational, and School Counselors	161	60
21-1023	Mental Health and Substance Abuse Social Workers	142	60
29-1051	Pharmacists	128	50
29-1127	Speech-Language Pathologists	105	40
25-1194	Vocational Education Teachers, Postsecondary	99	40
29-1069	Physicians and Surgeons, All Other	98	30

Pueblo MSA Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-2011	Clergy	276	60
19-3031	Clinical, Counseling, and School Psychologists	205	80
23-1011	Lawyers	186	60
21-1014	Mental Health Counselors	184	70
21-1012	Educational, Vocational, and School Counselors	161	60
21-1023	Mental Health and Substance Abuse Social Workers	142	60
29-1051	Pharmacists	128	50
29-1127	Speech-Language Pathologists	105	40
25-1194	Vocational Education Teachers, Postsecondary	99	40
29-1069	Physicians and Surgeons, All Other	98	30

Pueblo MSA Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	688	200
13-2011	Accountants and Auditors	425	150
13-1199	Business Operations Specialists, All Other	525	140
17-2051	Civil Engineers	312	80
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	165	80
25-3099	Teachers and Instructors, All Other	221	70
21-1022	Medical and Public Health Social Workers	114	60
21-1011	Substance Abuse and Behavioral Disorder Counselors	108	60
11-9111	Medical and Health Services Managers	140	50
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	132	50

Pueblo MSA Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	688	200
13-1199	Business Operations Specialists, All Other	525	140
13-2011	Accountants and Auditors	425	150
17-2051	Civil Engineers	312	80
11-9021	Construction Managers	247	30
25-3099	Teachers and Instructors, All Other	221	70
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	165	80
11-9111	Medical and Health Services Managers	140	50
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	132	50
21-1099	Community and Social Service Specialists, All Other	128	50

Pueblo MSA Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment 2016	Projected Job Openings
29-1111	Registered Nurses	157	810
15-1041	Computer Support Specialists	102	50
29-2021	Dental Hygienists	103	50
29-2071	Medical Records and Health Information Technicians	101	40
29-2034	Radiologic Technologists and Technicians	91	30
23-2011	Paralegals and Legal Assistants	55	30
19-4099	Life, Physical, and Social Science Technicians, All Other	50	20
31-2021	Physical Therapist Assistants	38	20
29-2056	Veterinary Technologists and Technicians	61	20
15-1099	Computer Specialists, All Other		10

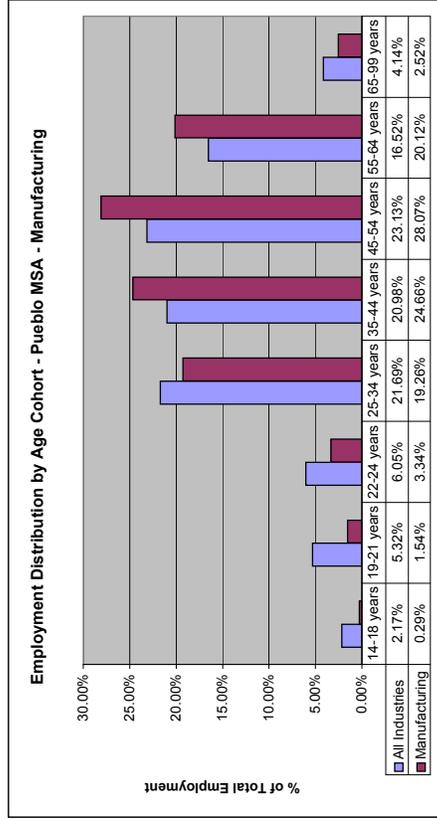
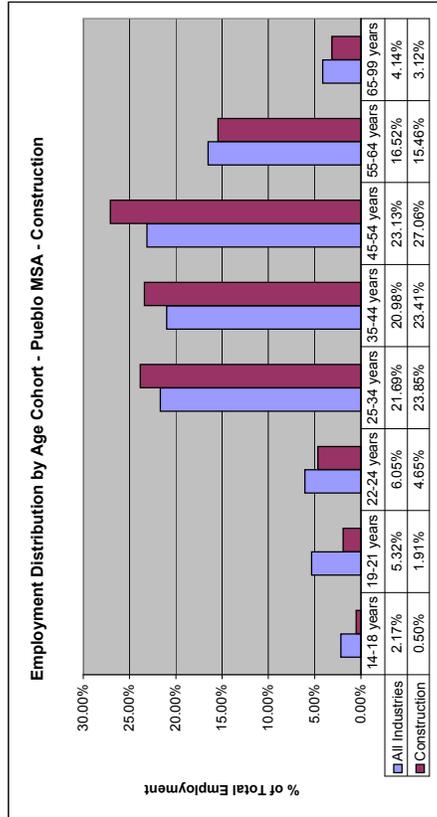
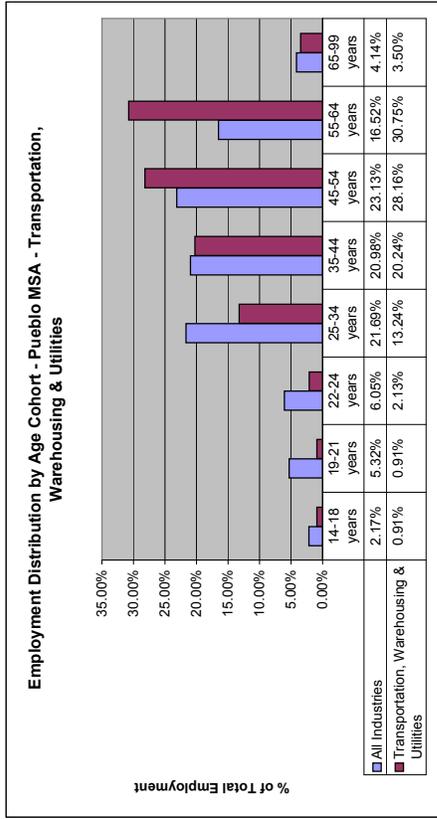
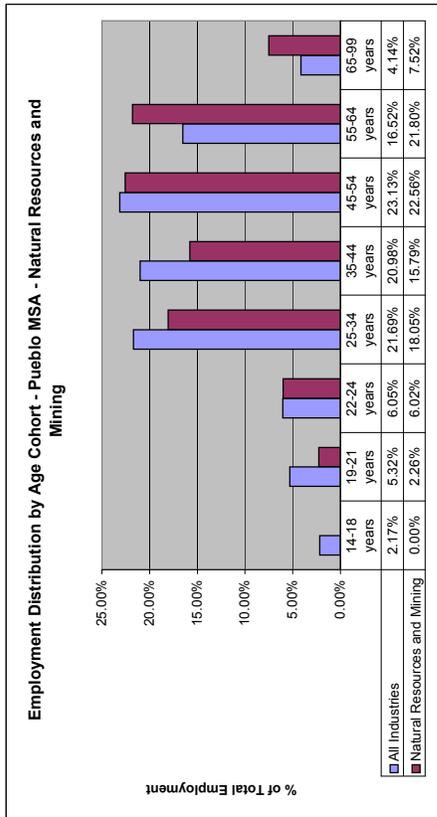
Pueblo MSA Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment 2016	Projected Job Openings
29-1111	Registered Nurses	157	810
15-1041	Computer Support Specialists	103	50
29-2071	Medical Records and Health Information Technicians	102	40
29-2021	Dental Hygienists	101	50
29-2034	Radiologic Technologists and Technicians	91	30
23-2011	Paralegals and Legal Assistants	61	30
15-1099	Computer Specialists, All Other	55	10
19-4099	Life, Physical, and Social Science Technicians, All Other	50	20
31-2021	Physical Therapist Assistants	38	20
29-2056	Veterinary Technologists and Technicians	20	20

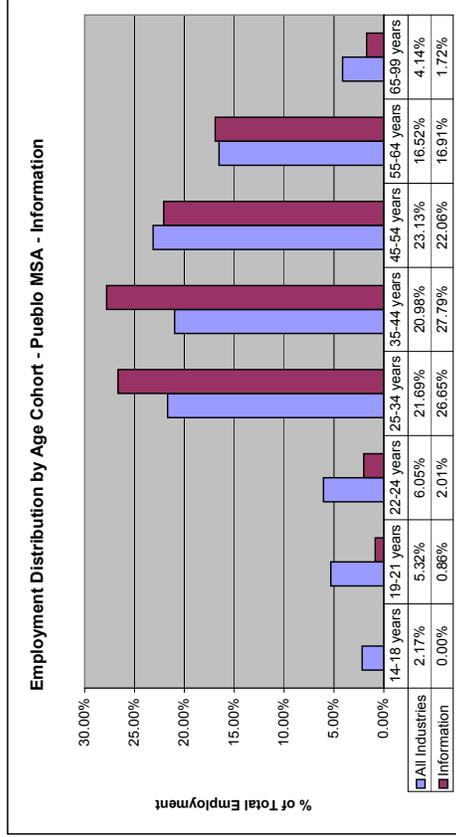
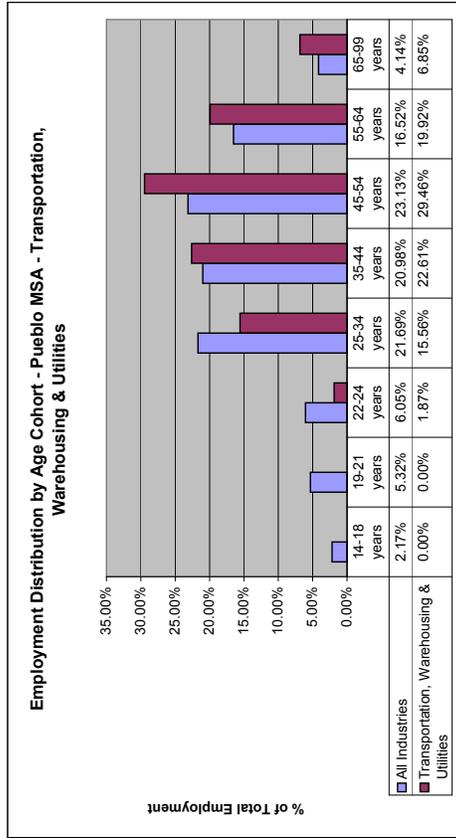
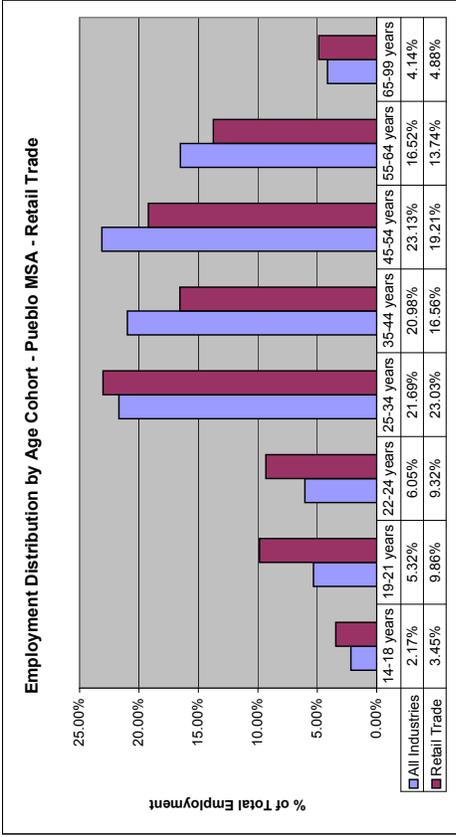
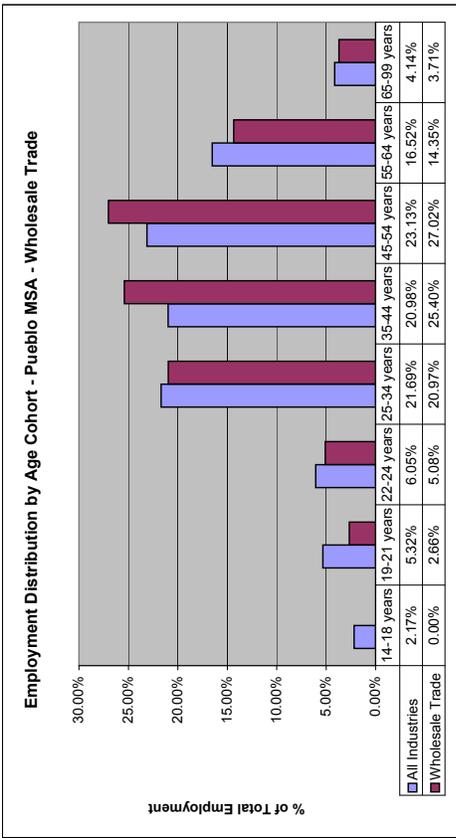
Pueblo MSA Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	816	250
29-2061	Licensed Practical and Licensed Vocational Nurses	377	190
39-9031	Fitness Trainers and Aerobics Instructors	194	110
49-3023	Automotive Service Technicians and Mechanics	475	90
29-2099	Health Technologists and Technicians, All Other	205	80
51-4121	Welders, Cutters, Solderers, and Brazers	219	70
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	146	60
29-2055	Surgical Technologists	92	50
25-2011	Preschool Teachers, Except Special Education	105	40
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	124	20

Pueblo MSA Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	816	250
49-3023	Automotive Service Technicians and Mechanics	475	90
29-2061	Licensed Practical and Licensed Vocational Nurses	377	190
51-4121	Welders, Cutters, Solderers, and Brazers	219	70
29-2099	Health Technologists and Technicians, All Other	205	80
39-9031	Fitness Trainers and Aerobics Instructors	194	110
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	146	60
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	124	20
25-2011	Preschool Teachers, Except Special Education	105	40
29-2055	Surgical Technologists	92	50

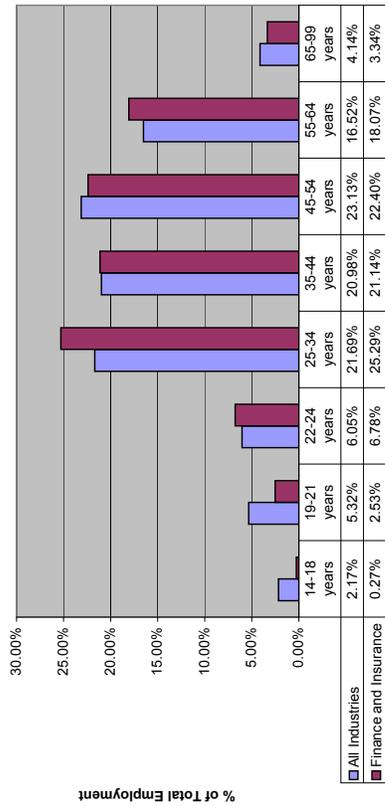
Pueblo MSA Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2011	Cashiers	1389	790
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2167	730
41-2031	Retail Salespersons	1792	710
43-4051	Customer Service Representatives	1346	700
39-9021	Personal and Home Care Aides	788	480
43-5081	Stock Clerks and Order Fillers	851	320
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	967	310
41-9041	Telemarketers	1060	270
43-3011	Bill and Account Collectors	609	270
43-6014	Secretaries, Except Legal, Medical, and Executive	1439	250

Pueblo MSA Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2167	730
41-2031	Retail Salespersons	1792	710
43-6014	Secretaries, Except Legal, Medical, and Executive	1439	250
41-2011	Cashiers	1389	790
43-4051	Customer Service Representatives	1346	700
41-9041	Telemarketers	1060	270
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	967	310
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	913	190
43-5081	Stock Clerks and Order Fillers	851	320
39-9021	Personal and Home Care Aides	788	480

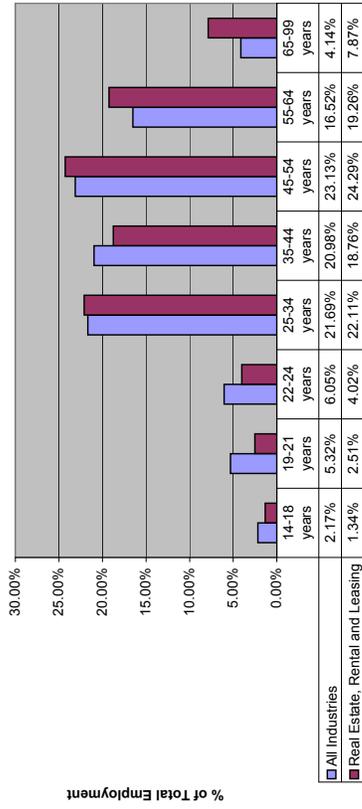




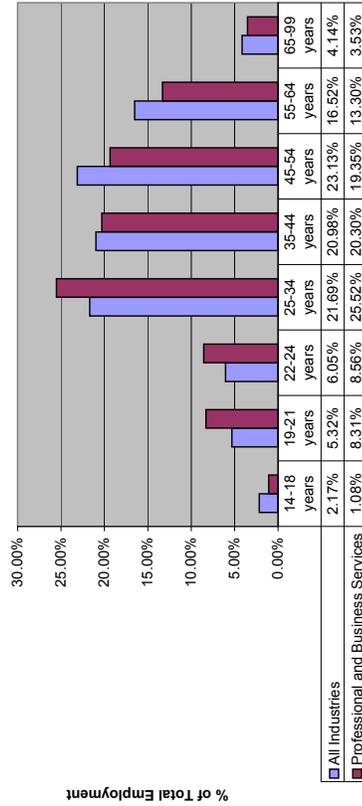
Employment Distribution by Age Cohort - Pueblo MSA - Finance and Insurance



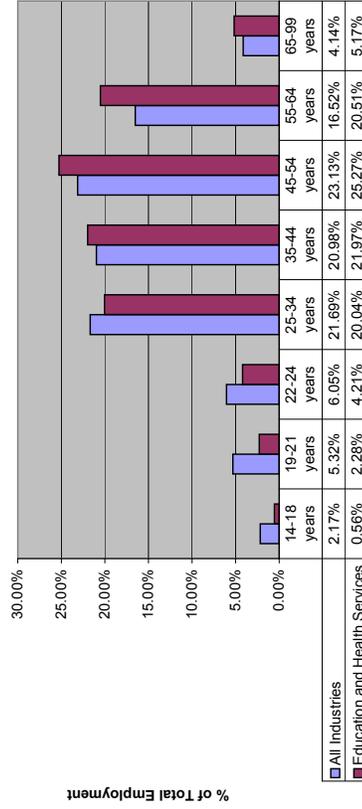
Employment Distribution by Age Cohort - Pueblo MSA - Real Estate, Rental and Leasing

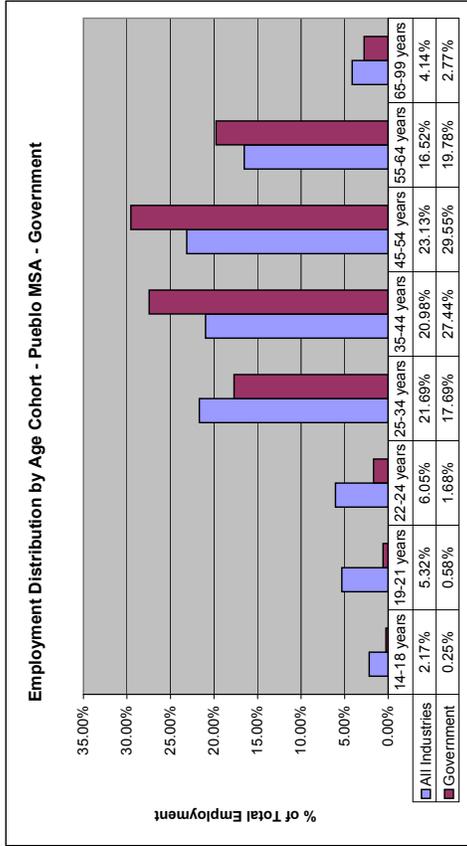
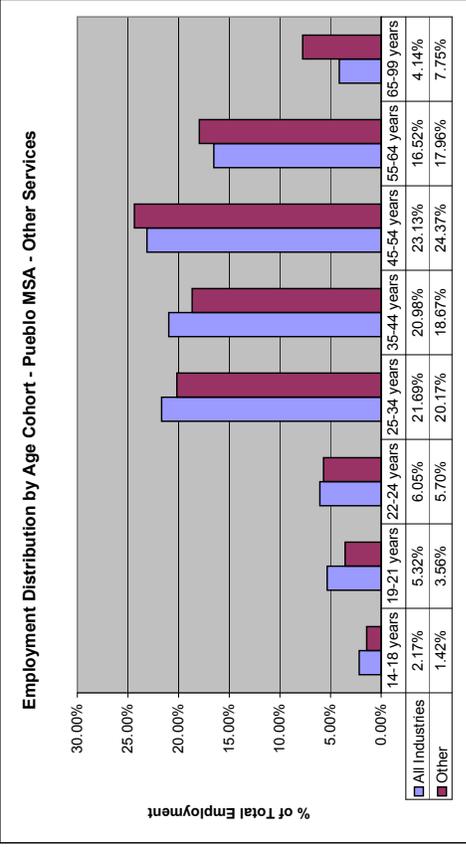
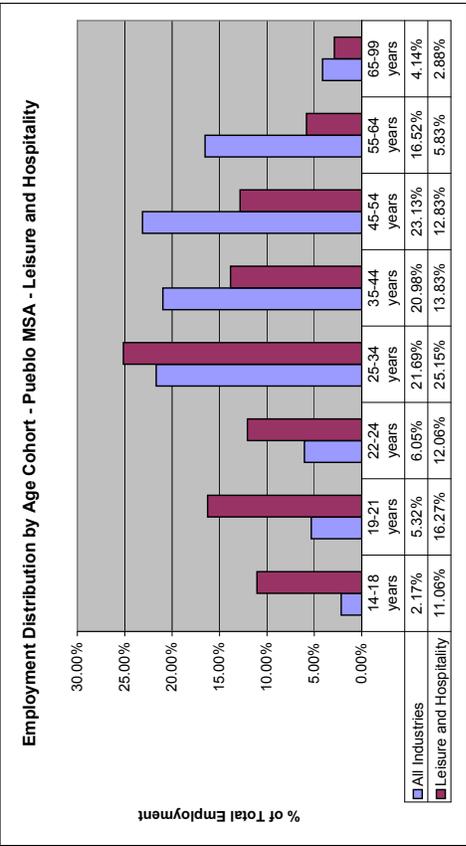


Employment Distribution by Age Cohort - Pueblo MSA - Professional and Business Services



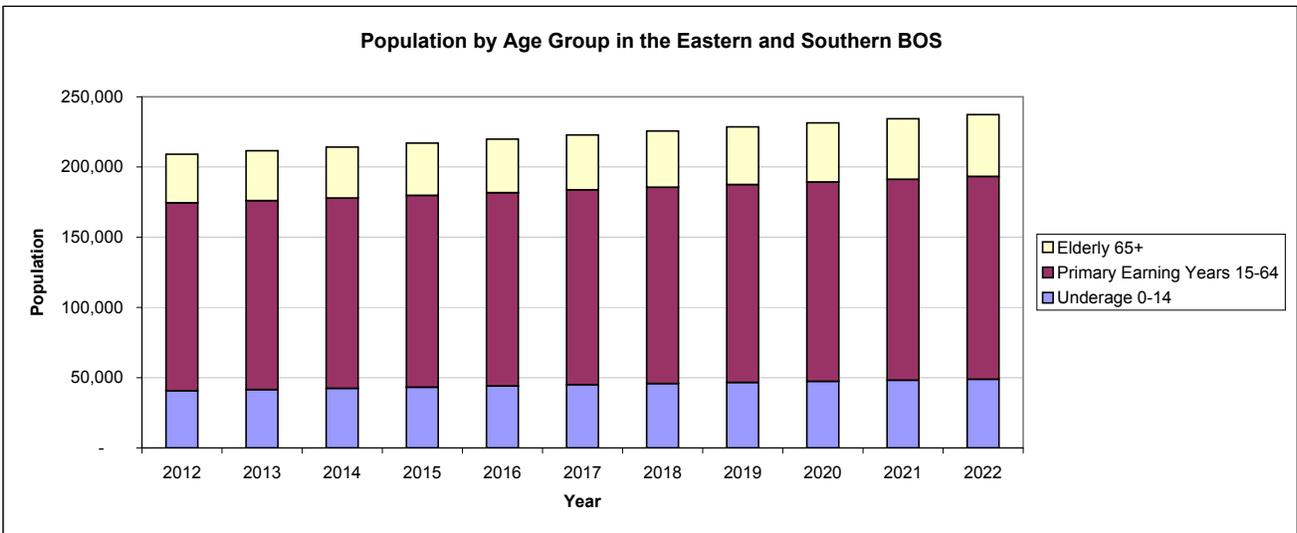
Employment Distribution by Age Cohort - Pueblo MSA - Education and Health Services





Eastern and Sothern BOS State Demographer's Population Projections

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	13523	13840	14183	14637	15005	15186	15332	15468	15598	15741	15887
5 to 9	13632	13935	14220	14374	14623	15023	15370	15738	16203	16579	16764
10 to 14	13525	13738	13936	14172	14382	14726	15052	15358	15519	15770	16170
15 to 19	13331	12880	12734	12762	12970	13124	13323	13510	13729	13915	14217
20 to 24	12995	13378	13620	13684	13413	13017	12708	12619	12648	12832	12954
25 to 29	13021	13070	12981	12954	13124	13500	13866	14133	14244	14054	13729
30 to 34	13158	13652	14155	14430	14719	14922	15033	14981	14961	15129	15487
35 to 39	11765	12196	12689	13418	14207	14913	15451	15987	16277	16577	16786
40 to 44	12315	12410	12462	12558	12598	12859	13323	13838	14571	15365	16068
45 to 49	13443	12958	12756	12725	12908	13002	13123	13193	13294	13345	13604
50 to 54	15565	15384	15083	14633	14087	13582	13116	12932	12909	13093	13189
55 to 59	15036	15221	15343	15465	15481	15445	15277	14993	14562	14039	13551
60 to 64	13180	13385	13697	13961	14224	14383	14560	14687	14806	14827	14795
65 to 69	10384	10806	11242	11693	12113	12288	12485	12776	13019	13262	13405
70 to 74	8255	8518	8634	8769	8907	9377	9761	10148	10546	10914	11072
75 to 79	6194	6279	6462	6678	6911	7130	7375	7483	7609	7727	8152
80 to 84	4771	4830	4832	4823	4870	4955	5030	5182	5359	5565	5758
85 to 89	3217	3307	3339	3416	3449	3436	3487	3498	3507	3545	3602
90+ to 94	1851	1827	1871	1881	1898	1952	1986	2017	2064	2076	2079



Industry Employment & Projections data in Eastern and Southern Colorado from Base Year 2010 to Projected Year 2020.

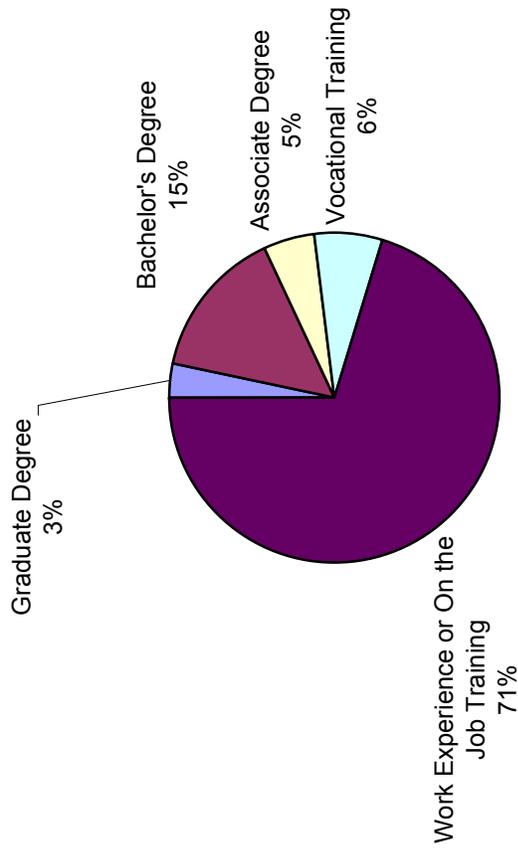
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	74,376	79,053	4,677	0.61%	6.30%
110000	Agriculture, Forestry, Fishing and Hunting	5,451	5,818	367	0.65%	6.70%
210000	Mining	1,283	2,147	864	5.28%	67.30%
220000	Utilities	807	888	81	0.96%	10.00%
230000	Construction	2,683	2,490	-193	-0.74%	-7.20%
310000	Manufacturing	4,497	4,419	-78	-0.17%	-1.70%
420000	Wholesale Trade	2,746	2,618	-128	-0.48%	-4.70%
440000	Retail Trade	7,763	7,775	12	0.02%	0.20%
480000	Transportation and Warehousing	1,407	1,448	41	0.29%	2.90%
510000	Information	896	963	67	0.72%	7.50%
520000	Finance and Insurance	2,203	2,336	133	0.59%	6.00%
530000	Real Estate and Rental and Leasing	578	616	38	0.64%	6.60%
540000	Professional, Scientific, and Technical Services	1,113	1,148	35	0.31%	3.10%
550000	Management of Companies and Enterprises	190	214	24	1.20%	12.60%
560000	Administrative and Support and Waste Management and Remediat	1,774	2,576	802	3.80%	45.20%
610000	Educational Services	8,696	9,243	547	0.61%	6.30%
620000	Health Care and Social Assistance	9,470	11,238	1,768	1.73%	18.70%
710000	Arts, Entertainment, and Recreation	562	593	31	0.54%	5.50%
720000	Accommodation and Food Services	5,617	5,497	-120	-0.22%	-2.10%
810000	Other Services (Except Government)	1,315	1,294	-21	-0.16%	-1.60%
910000	Total Federal Government Employment	1,171	1,186	15	0.13%	1.30%
920000	State Government, Excluding Education and Hospitals	3,181	2,980	-201	-0.65%	-6.30%
930000	Local Government, Excluding Education and Hospitals	7,037	7,666	629	0.86%	8.90%

Eastern and Southern BOS OES Data 2010-2020 Projections

Eastern and Southern BOS Summary Statistics	
Base Employment	74,376
Total Projected Openings 2010-2020	23,050

Eastern and Southern BOS Projected Growth by Educational Attainment		
Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	760	3.37%
Bachelor's Degree	3,310	14.70%
Associate Degree	1,150	5.11%
Vocational Training	1,460	6.48%
Work Experience or On the Job Training	15,840	70.34%

Eastern and Southern BOS Projected Openings 2010-2020 by 9 Xi WUjcbU`5 HUJba Ybh



Eastern and Southern BOS Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2011	Cashiers	2786	Short-term on-the-job training	1250
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2142	Short-term on-the-job training	670
33-3012	Correctional Officers and Jailers	1785	Moderate-term on-the-job training	670
29-1111	Registered Nurses	1345	Associate degree	630
35-3031	Waiters and Waitresses	970	Short-term on-the-job training	540
41-2031	Retail Salespersons	1621	Short-term on-the-job training	490
25-2021	Elementary School Teachers, Except Special Education	1100	Bachelor's degree	370
11-1021	General and Operations Managers	1089	Bachelor's or higher degree, plus work experience	320
29-2061	Licensed Practical and Licensed Vocational Nurses	625	Postsecondary vocational training	320
31-1012	Nursing Aides, Orderlies, and Attendants	1171	Postsecondary vocational training	280

Eastern and Southern BOS Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2011	Cashiers	2786	Short-term on-the-job training	1250
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2142	Short-term on-the-job training	670
43-6014	Secretaries, Except Legal, Medical, and Executive	1968	Moderate-term on-the-job training	260
33-3012	Correctional Officers and Jailers	1785	Moderate-term on-the-job training	670
41-2031	Retail Salespersons	1621	Short-term on-the-job training	490
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1445	Moderate-term on-the-job training	210
29-1111	Registered Nurses	1345	Associate degree	630
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1188	Short-term on-the-job training	270
31-1012	Nursing Aides, Orderlies, and Attendants	1171	Postsecondary vocational training	280
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1113	Work experience in a related occupation	260

Eastern and Southern BOS Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-1015	Rehabilitation Counselors	208	80
21-1012	Educational, Vocational, and School Counselors	203	70
21-1014	Mental Health Counselors	215	60
29-1062	Family and General Practitioners	168	50
29-1051	Pharmacists	80	30
29-1123	Physical Therapists	76	30
29-1071	Physician Assistants	45	30
23-1011	Lawyers	91	20
25-4021	Librarians	90	20
25-9031	Instructional Coordinators	59	20

Eastern and Southern BOS Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-1014	Mental Health Counselors	215	60
21-1015	Rehabilitation Counselors	208	80
21-1012	Educational, Vocational, and School Counselors	203	70
29-1062	Family and General Practitioners	168	50
23-1011	Lawyers	91	20
25-4021	Librarians	90	20
29-1051	Pharmacists	80	30
29-1123	Physical Therapists	76	30
25-9031	Instructional Coordinators	59	20
29-1127	Speech-Language Pathologists	56	20

Eastern and Southern BOS Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
25-2021	Elementary School Teachers, Except Special Education	1100	370
11-1021	General and Operations Managers	1089	320
25-2031	Secondary School Teachers, Except Special and Vocational Education	747	260
25-2022	Middle School Teachers, Except Special and Vocational Education	540	180
25-3099	Teachers and Instructors, All Other	688	170
13-1199	Business Operations Specialists, All Other	432	150
13-2011	Accountants and Auditors	443	140
21-1021	Child, Family, and School Social Workers	323	110
11-9032	Education Administrators, Elementary and Secondary School	217	70
11-9111	Medical and Health Services Managers	171	70

Eastern and Southern BOS Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
25-2021	Elementary School Teachers, Except Special Education	1100	370
11-1021	General and Operations Managers	1089	320
25-2031	Secondary School Teachers, Except Special and Vocational Education	747	260
25-3099	Teachers and Instructors, All Other	688	170
25-2022	Middle School Teachers, Except Special and Vocational Education	540	180
13-2011	Accountants and Auditors	443	140
13-1199	Business Operations Specialists, All Other	432	150
21-1021	Child, Family, and School Social Workers	323	110
11-9021	Construction Managers	254	20
11-9032	Education Administrators, Elementary and Secondary School	217	70

Eastern and Southern BOS Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1345	630
29-2071	Medical Records and Health Information Technicians	164	70
15-1041	Computer Support Specialists	168	60
19-4093	Forest and Conservation Technicians	138	60
29-2034	Radiologic Technologists and Technicians	132	60
13-2021	Appraisers and Assessors of Real Estate	153	40
31-2021	Physical Therapist Assistants	55	30
29-1126	Respiratory Therapists	37	30
43-6012	Legal Secretaries	154	20
29-2012	Medical and Clinical Laboratory Technicians	71	20

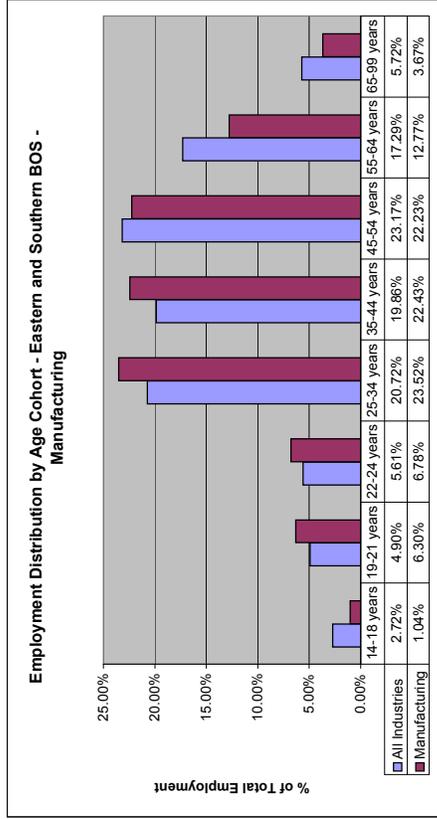
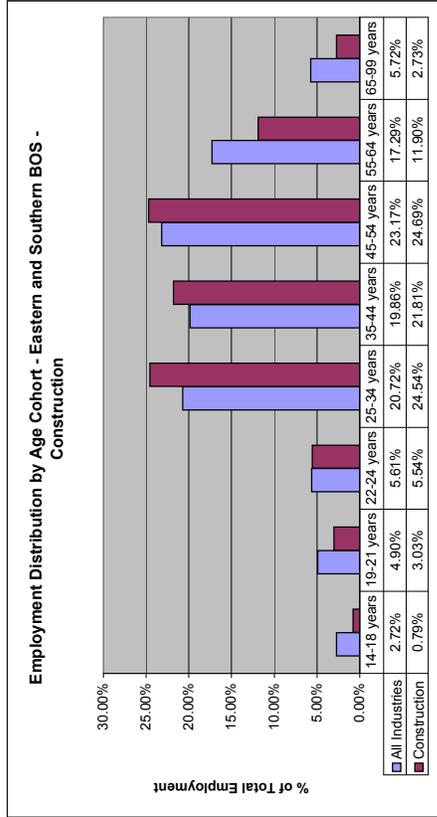
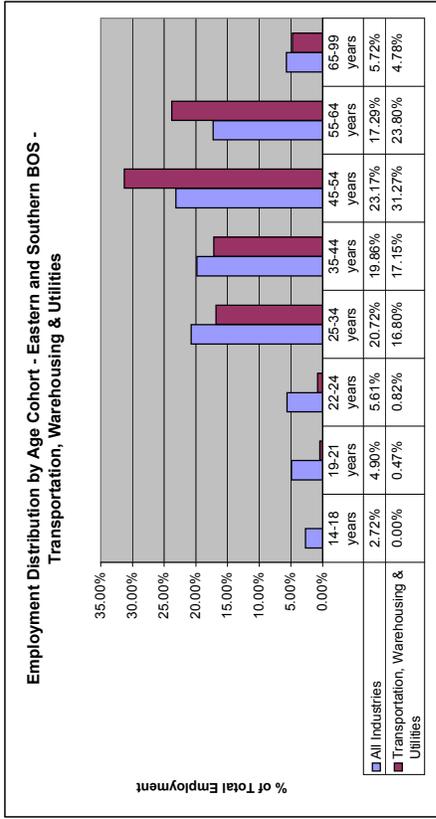
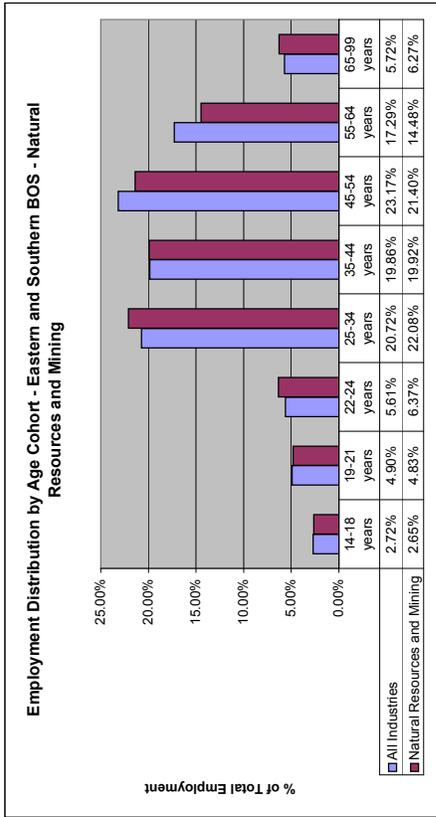
Eastern and Southern BOS Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1345	630
15-1041	Computer Support Specialists	168	60
29-2071	Medical Records and Health Information Technicians	164	70
43-6012	Legal Secretaries	154	20
13-2021	Appraisers and Assessors of Real Estate	153	40
19-4093	Forest and Conservation Technicians	138	60
29-2034	Radiologic Technologists and Technicians	132	60
29-2012	Medical and Clinical Laboratory Technicians	71	20
31-2021	Physical Therapist Assistants	55	30
29-2021	Dental Hygienists	42	10

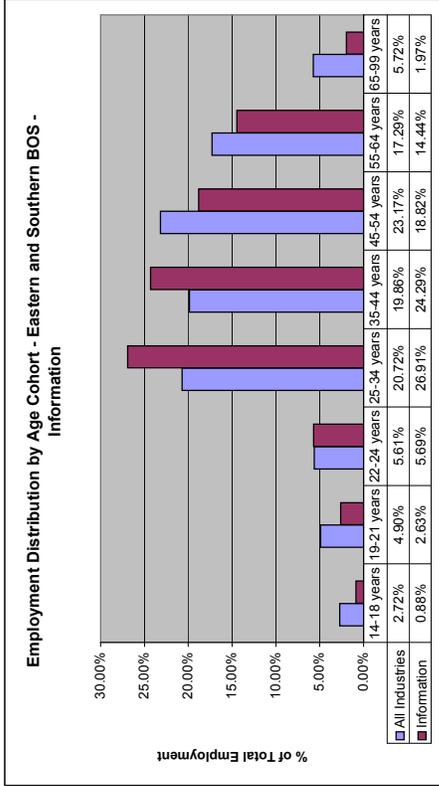
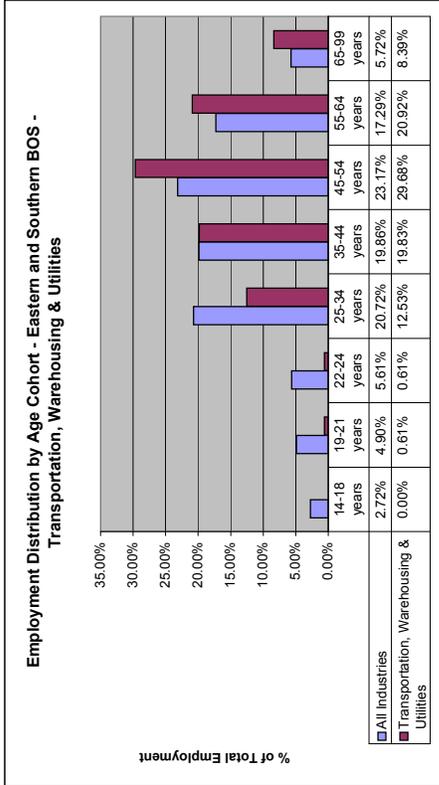
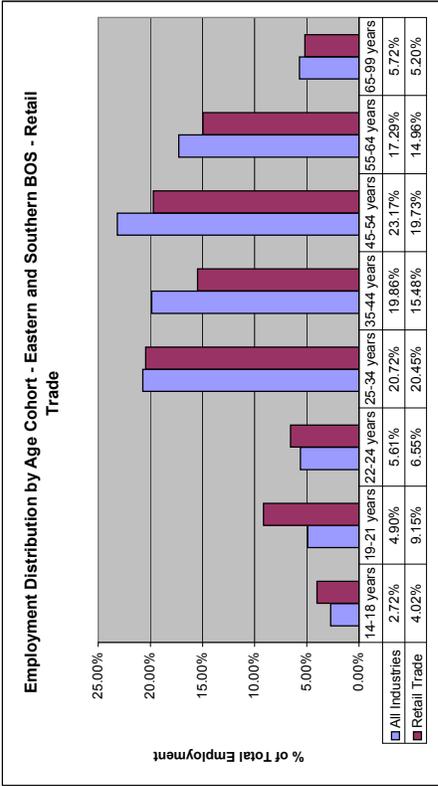
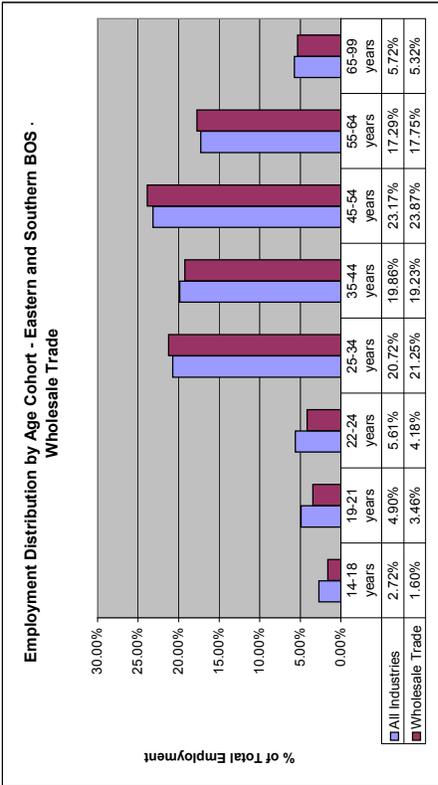
Eastern and Southern BOS Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-2061	Licensed Practical and Licensed Vocational Nurses	625	320
31-1012	Nursing Aides, Orderlies, and Attendants	1171	280
49-3023	Automotive Service Technicians and Mechanics	515	140
41-3021	Insurance Sales Agents	263	100
51-4121	Welders, Cutters, Solderers, and Brazers	281	90
25-4031	Library Technicians	176	90
25-2011	Preschool Teachers, Except Special Education	195	60
29-2041	Emergency Medical Technicians and Paramedics	204	50
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	125	30
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	103	30

Eastern and Southern BOS Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	1171	280
29-2061	Licensed Practical and Licensed Vocational Nurses	625	320
49-3023	Automotive Service Technicians and Mechanics	515	140
51-4121	Welders, Cutters, Solderers, and Brazers	281	90
41-3021	Insurance Sales Agents	263	100
29-2041	Emergency Medical Technicians and Paramedics	204	50
25-2011	Preschool Teachers, Except Special Education	195	60
25-4031	Library Technicians	176	90
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	125	30
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	103	30

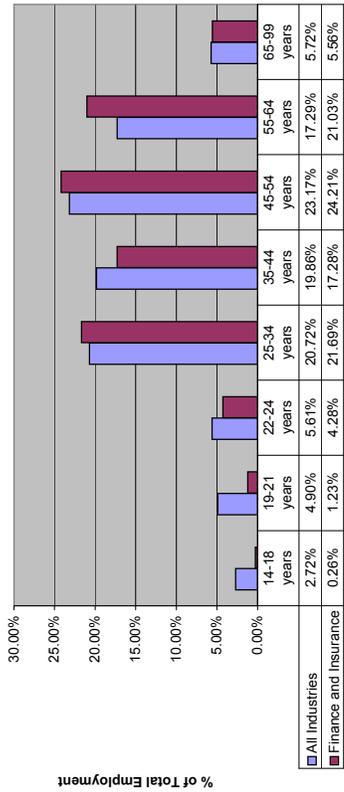
Eastern and Southern BOS Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2011	Cashiers	2786	1250
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2142	670
33-3012	Correctional Officers and Jailers	1785	670
35-3031	Waiters and Waitresses	970	540
41-2031	Retail Salespersons	1621	490
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1188	270
43-6014	Secretaries, Except Legal, Medical, and Executive	1968	260
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1113	260
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1052	260
49-9042	Maintenance and Repair Workers, General	1065	250

Eastern and Southern BOS Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2011	Cashiers	2786	1250
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2142	670
43-6014	Secretaries, Except Legal, Medical, and Executive	1968	260
33-3012	Correctional Officers and Jailers	1785	670
41-2031	Retail Salespersons	1621	490
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1445	210
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1188	270
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1113	260
49-9042	Maintenance and Repair Workers, General	1065	250
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1052	260

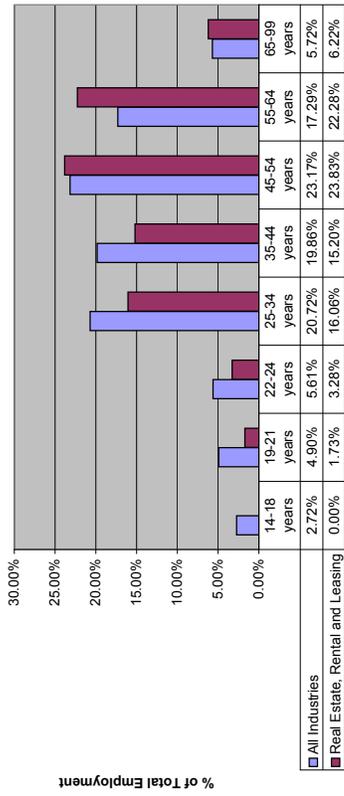




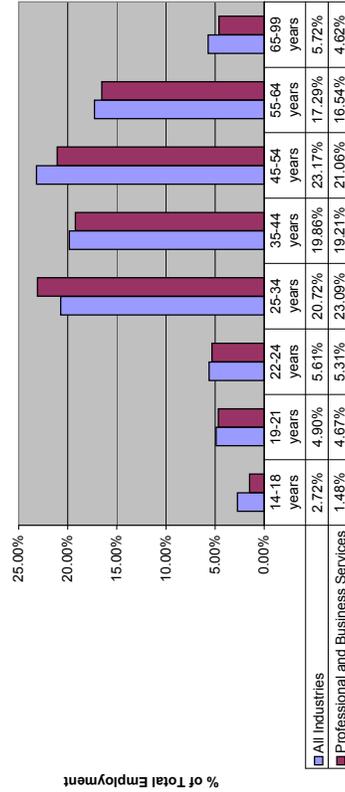
Employment Distribution by Age Cohort - Eastern and Southern BOS - Finance and Insurance



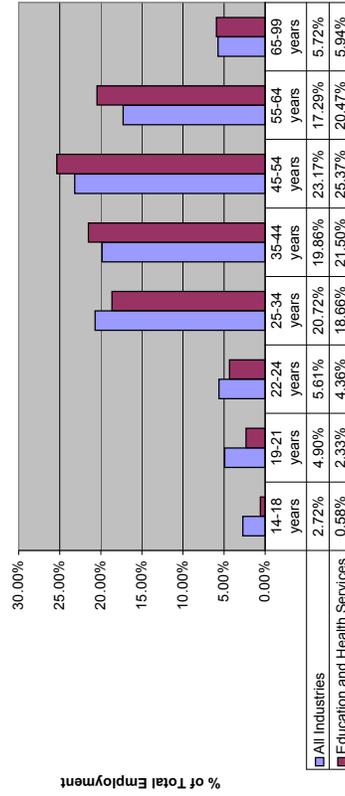
Employment Distribution by Age Cohort - Eastern and Southern BOS - Real Estate, Rental and Leasing

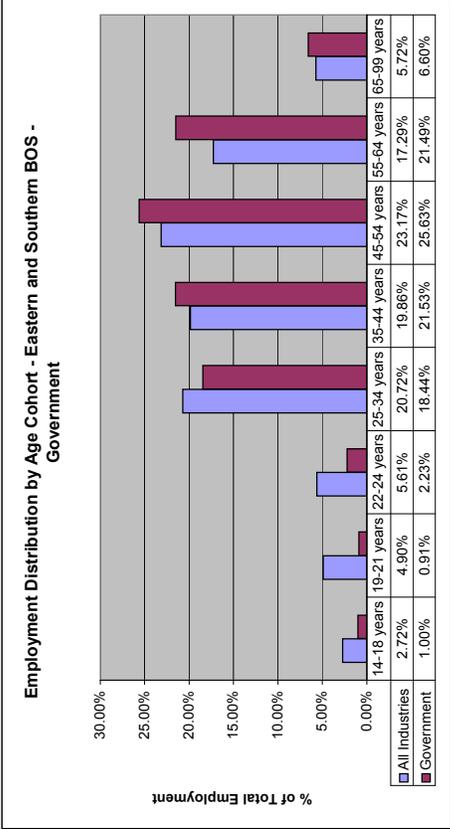
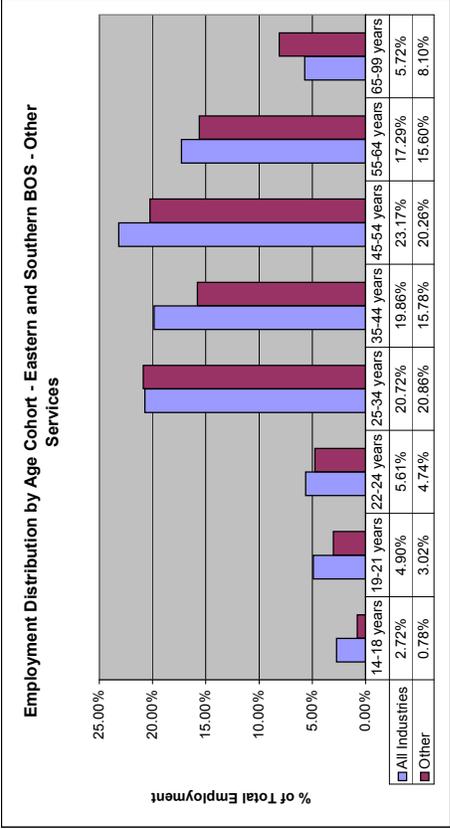
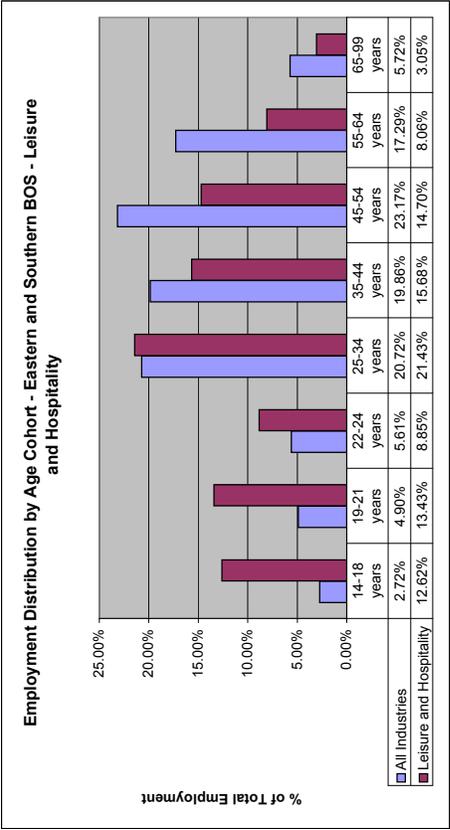


Employment Distribution by Age Cohort - Eastern and Southern BOS - Professional and Business Services



Employment Distribution by Age Cohort - Eastern and Southern BOS - Education and Health Services



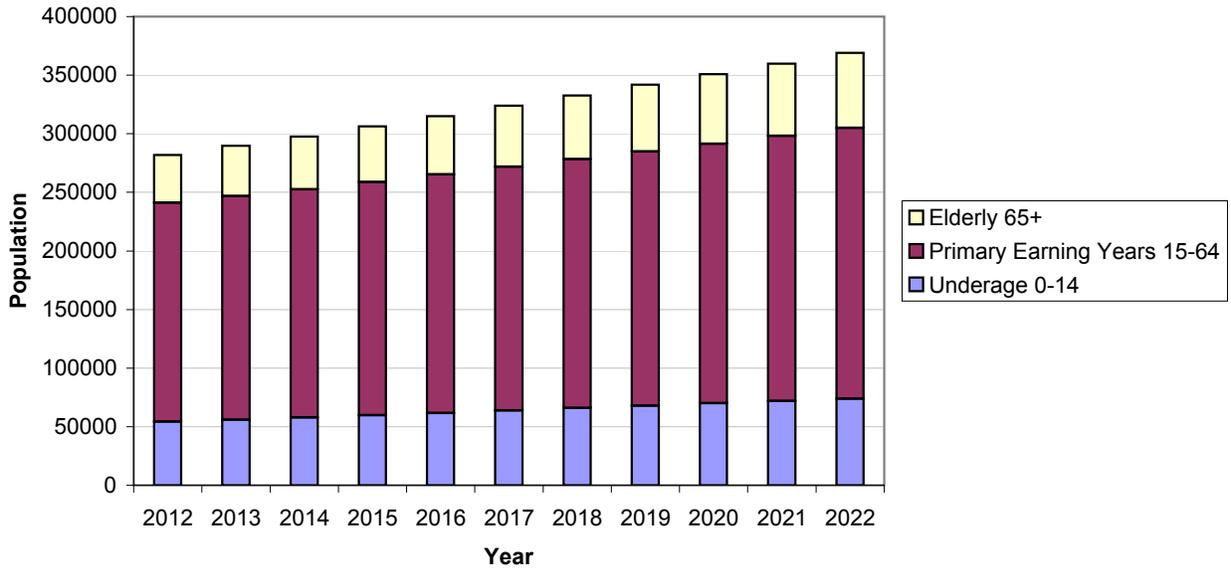


Western BOS State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	17743	18287	18972	19757	20646	21354	22030	22702	23363	24005	24620
5 to 9	18426	19108	19614	20193	20647	21197	21821	22582	23410	24323	25035
10 to 14	18062	18636	19378	19910	20466	21259	22005	22575	23196	23669	24225
15 to 19	18962	19371	19714	20208	20900	21377	21991	22748	23289	23854	24625
20 to 24	15586	16090	16806	17593	18428	19150	19548	19877	20314	20895	21266
25 to 29	18470	18662	18619	18452	18147	18258	18779	19510	20270	21091	21746
30 to 34	18825	20093	21263	22369	23377	23992	24320	24409	24319	24062	24181
35 to 39	17486	18406	19375	20458	21726	23254	24620	25892	27052	28090	28712
40 to 44	18062	18521	18927	19392	19874	20536	21528	22569	23685	24973	26496
45 to 49	18008	17863	18043	18558	19226	19943	20451	20905	21398	21894	22557
50 to 54	21301	20948	20501	19979	19405	18946	18840	19048	19575	20250	20960
55 to 59	21356	21427	21423	21570	21708	21560	21238	20828	20337	19789	19347
60 to 64	18970	19399	20005	20410	20710	20984	21074	21093	21251	21395	21265
65 to 69	14428	15451	16314	17230	18048	18286	18707	19292	19687	19976	20236
70 to 74	9884	10514	11171	11809	12466	13593	14545	15349	16189	16937	17164
75 to 79	6707	7146	7567	7975	8416	8953	9528	10118	10691	11273	12301
80 to 84	4870	4970	5107	5259	5444	5715	6084	6438	6774	7158	7624
85 to 89	3046	3163	3244	3364	3523	3659	3748	3860	3987	4129	4335
90+ to 94	1624	1666	1715	1754	1800	1842	1921	1978	2051	2152	2221

Population by Age Group in the Western BOS



Industry Employment & Projections data in Western Colorado from Base Year 2010 to Projected Year 2020.

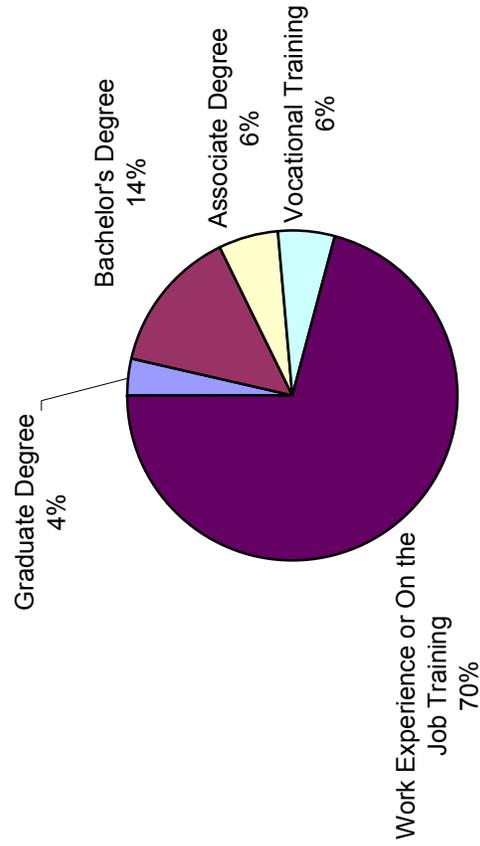
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	111,458	131,137	19,679	1.64%	17.70%
110000	Agriculture, Forestry, Fishing and Hunting	1,094	1,127	33	0.30%	3.00%
210000	Mining	5,480	9,777	4,297	5.96%	78.40%
220000	Utilities	1,185	1,213	28	0.23%	2.40%
230000	Construction	7,985	8,525	540	0.66%	6.80%
310000	Manufacturing	3,286	3,144	-142	-0.44%	-4.30%
420000	Wholesale Trade	2,349	2,575	226	0.92%	9.60%
440000	Retail Trade	13,429	14,333	904	0.65%	6.70%
480000	Transportation and Warehousing	2,383	2,984	601	2.27%	25.20%
510000	Information	1,301	1,209	-92	-0.73%	-7.10%
520000	Finance and Insurance	2,787	3,161	374	1.27%	13.40%
530000	Real Estate and Rental and Leasing	2,127	2,493	366	1.60%	17.20%
540000	Professional, Scientific, and Technical Services	3,524	4,352	828	2.13%	23.50%
550000	Management of Companies and Enterprises	302	347	45	1.40%	14.90%
560000	Administrative and Support and Waste Management and Remediat	3,059	3,925	866	2.52%	28.30%
610000	Educational Services	9,539	11,364	1,825	1.77%	19.10%
620000	Health Care and Social Assistance	11,903	16,468	4,565	3.30%	38.40%
710000	Arts, Entertainment, and Recreation	2,500	2,487	-13	-0.05%	-0.50%
720000	Accommodation and Food Services	12,149	12,530	381	0.31%	3.10%
810000	Other Services (Except Government)	2,678	2,799	121	0.44%	4.50%
910000	Total Federal Government Employment	2,040	2,111	71	0.34%	3.50%
920000	State Government, Excluding Education and Hospitals	1,627	1,660	33	0.20%	2.00%
930000	Local Government, Excluding Education and Hospitals	10,377	13,483	3,106	2.65%	29.90%

Western BOS OES Data 2010-2020 Projections

Western BOS Summary Statistics	
Base Employment	111,458
Total Projected Openings 2010-2020	46,450

Western BOS Projected Growth by Educational Attainment			
Educational Attainment	2010-2020 Projected Openings	% of Total	
Graduate Degree	1,690	3.69%	
Bachelor's Degree	6,490	14.19%	
Associate Degree	2,670	5.84%	
Vocational Training	2,550	5.57%	
Work Experience or On the Job Training	32,350	70.71%	

Western BOS Projected Openings 2010-2020 by Educational Attainment



Western BOS Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2011	Cashiers	3346	Short-term on-the-job training	1750
35-3031	Waiters and Waitresses	2457	Short-term on-the-job training	1480
41-2031	Retail Salespersons	3686	Short-term on-the-job training	1290
29-1111	Registered Nurses	1806	Associate degree	1280
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2128	Short-term on-the-job training	740
47-5071	Roustabouts, Oil and Gas	500	Moderate-term on-the-job training	740
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1461	Short-term on-the-job training	730
39-9021	Personal and Home Care Aides	929	Short-term on-the-job training	700
43-6014	Secretaries, Except Legal, Medical, and Executive	3100	Moderate-term on-the-job training	680
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2260	Moderate-term on-the-job training	660

Western BOS Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
41-2031	Retail Salespersons	3686	Short-term on-the-job training	1290
41-2011	Cashiers	3346	Short-term on-the-job training	1750
43-6014	Secretaries, Except Legal, Medical, and Executive	3100	Moderate-term on-the-job training	680
35-3031	Waiters and Waitresses	2457	Short-term on-the-job training	1480
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2260	Moderate-term on-the-job training	660
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2128	Short-term on-the-job training	740
11-1021	General and Operations Managers	1969	Bachelor's or higher degree, plus work experience	650
47-2061	Construction Laborers	1812	Moderate-term on-the-job training	500
29-1111	Registered Nurses	1806	Associate degree	1280
37-2012	Maids and Housekeeping Cleaners	1638	Short-term on-the-job training	290

Western BOS Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	393	160
29-1123	Physical Therapists	213	130
21-1012	Educational, Vocational, and School Counselors	210	90
25-4021	Librarians	176	90
21-1023	Mental Health and Substance Abuse Social Workers	166	80
19-2042	Geoscientists, Except Hydrologists and Geographers	79	80
29-1051	Pharmacists	145	60
29-1122	Occupational Therapists	80	60
25-1194	Vocational Education Teachers, Postsecondary	126	50
29-1021	Dentists, General	125	50

Western BOS Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
23-1011	Lawyers	393	160
29-1123	Physical Therapists	213	130
21-1012	Educational, Vocational, and School Counselors	210	90
25-4021	Librarians	176	90
21-1023	Mental Health and Substance Abuse Social Workers	166	80
29-1051	Pharmacists	145	60
25-1194	Vocational Education Teachers, Postsecondary	126	50
29-1021	Dentists, General	125	50
21-1014	Mental Health Counselors	122	50
29-1062	Family and General Practitioners	108	50

Western BOS Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1969	650
25-2021	Elementary School Teachers, Except Special Education	1358	640
13-2011	Accountants and Auditors	1027	480
25-2031	Secondary School Teachers, Except Special and Vocational Education	985	450
25-2022	Middle School Teachers, Except Special and Vocational Education	838	390
13-1199	Business Operations Specialists, All Other	877	370
17-2171	Petroleum Engineers	124	210
27-3031	Public Relations Specialists	332	150
11-9032	Education Administrators, Elementary and Secondary School	253	120
13-1111	Management Analysts	191	120

Western BOS Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1969	650
25-2021	Elementary School Teachers, Except Special Education	1358	640
13-2011	Accountants and Auditors	1027	480
25-2031	Secondary School Teachers, Except Special and Vocational Education	985	450
13-1199	Business Operations Specialists, All Other	877	370
25-2022	Middle School Teachers, Except Special and Vocational Education	838	390
11-9021	Construction Managers	591	100
27-3031	Public Relations Specialists	332	150
17-2051	Civil Engineers	305	110
11-9032	Education Administrators, Elementary and Secondary School	253	120

Western BOS Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1806	1280
19-4041	Geological and Petroleum Technicians	163	220
19-4093	Forest and Conservation Technicians	374	180
15-1041	Computer Support Specialists	247	110
29-2056	Veterinary Technologists and Technicians	193	100
13-2021	Appraisers and Assessors of Real Estate	190	60
29-2071	Medical Records and Health Information Technicians	89	60
29-1126	Respiratory Therapists	71	60
29-2021	Dental Hygienists	124	50
19-4099	Life, Physical, and Social Science Technicians, All Other	84	50

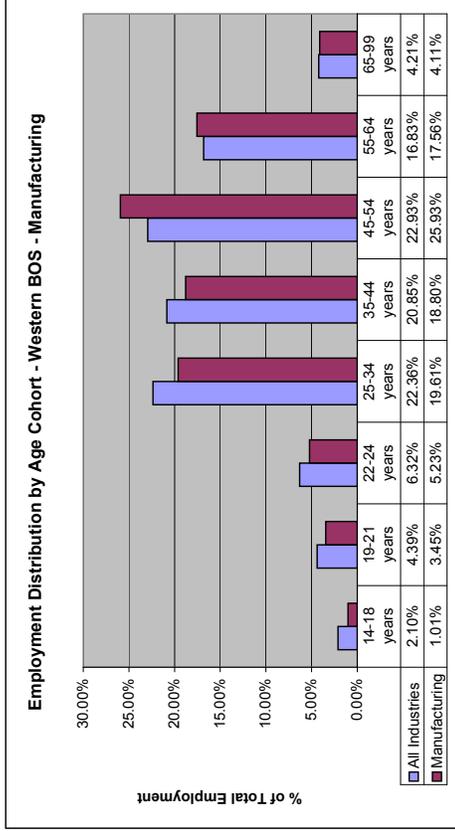
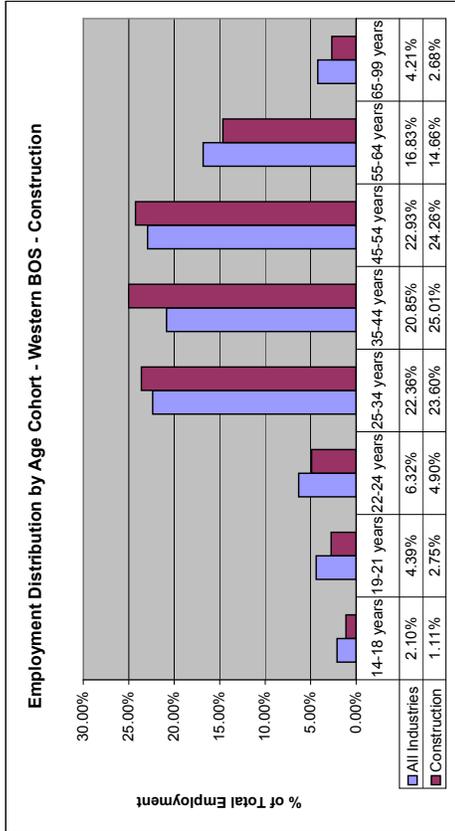
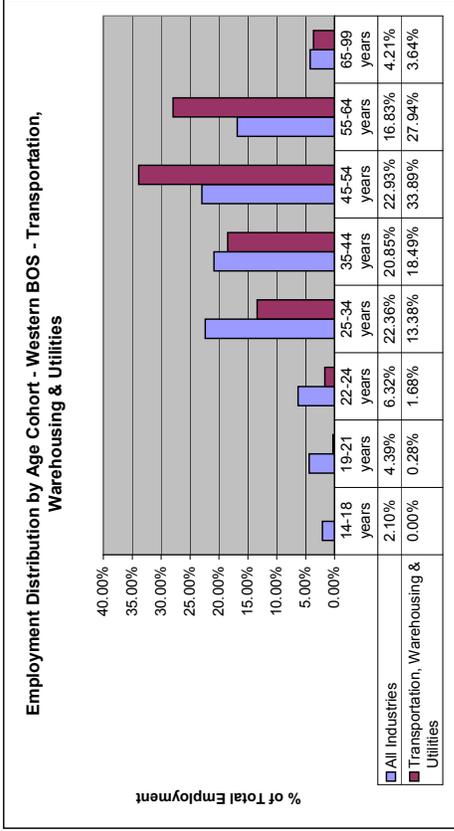
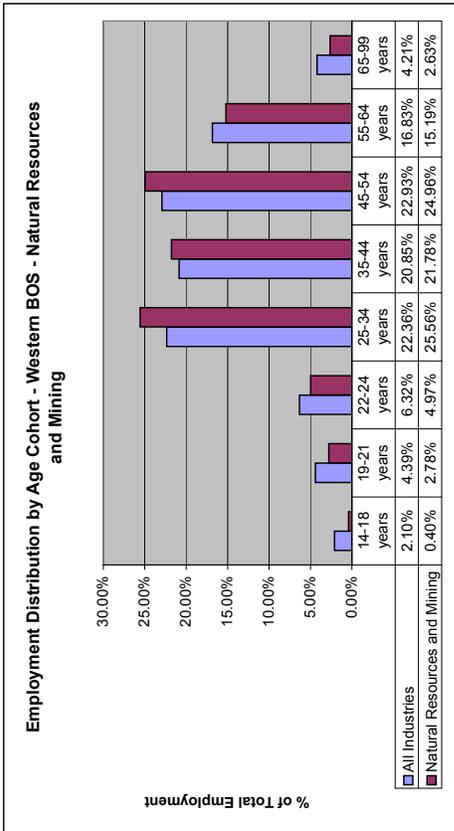
Western BOS Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	1806	1280
19-4093	Forest and Conservation Technicians	374	180
15-1041	Computer Support Specialists	247	110
29-2056	Veterinary Technologists and Technicians	193	100
13-2021	Appraisers and Assessors of Real Estate	190	60
43-6012	Legal Secretaries	178	40
19-4041	Geological and Petroleum Technicians	163	220
29-2021	Dental Hygienists	124	50
17-3022	Civil Engineering Technicians	91	30
29-2071	Medical Records and Health Information Technicians	89	60

Western BOS Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	857	360
49-3023	Automotive Service Technicians and Mechanics	1001	300
51-4121	Welders, Cutters, Solderers, and Brazers	418	230
29-2061	Licensed Practical and Licensed Vocational Nurses	333	220
25-2011	Preschool Teachers, Except Special Education	382	190
25-4031	Library Technicians	279	180
41-9022	Real Estate Sales Agents	452	140
39-9031	Fitness Trainers and Aerobics Instructors	225	90
41-3021	Insurance Sales Agents	225	80
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	183	80

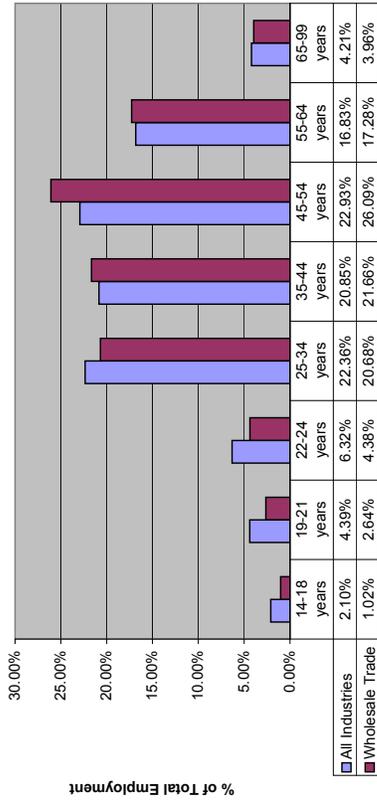
Western BOS Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
49-3023	Automotive Service Technicians and Mechanics	1001	300
31-1012	Nursing Aides, Orderlies, and Attendants	857	360
41-9022	Real Estate Sales Agents	452	140
51-4121	Welders, Cutters, Solderers, and Brazers	418	230
25-2011	Preschool Teachers, Except Special Education	382	190
29-2061	Licensed Practical and Licensed Vocational Nurses	333	220
25-4031	Library Technicians	279	180
39-9031	Fitness Trainers and Aerobics Instructors	225	90
41-3021	Insurance Sales Agents	225	80
39-5012	Hairdressers, Hairstylists, and Cosmetologists	213	50

Western BOS Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2011	Cashiers	3346	1750
35-3031	Waiters and Waitresses	2457	1480
41-2031	Retail Salespersons	3686	1290
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2128	740
47-5071	Roustabouts, Oil and Gas	500	740
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1461	730
39-9021	Personal and Home Care Aides	929	700
43-6014	Secretaries, Except Legal, Medical, and Executive	3100	680
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2260	660
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	1225	550

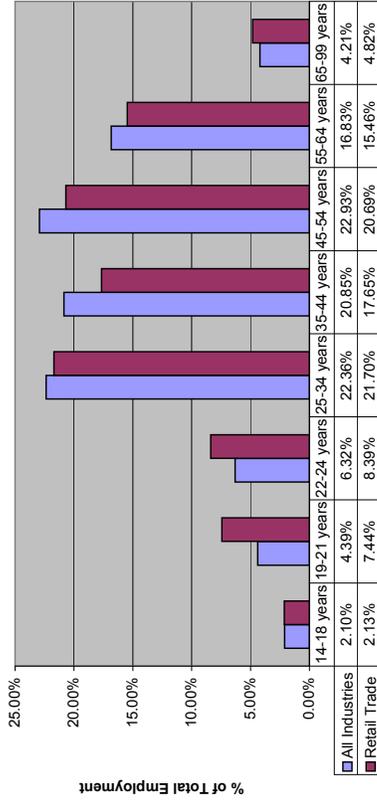
Western BOS Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
41-2031	Retail Salespersons	3686	1290
41-2011	Cashiers	3346	1750
43-6014	Secretaries, Except Legal, Medical, and Executive	3100	680
35-3031	Waiters and Waitresses	2457	1480
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2260	660
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2128	740
47-2061	Construction Laborers	1812	500
37-2012	Maids and Housekeeping Cleaners	1638	290
47-2031	Carpenters	1612	200
43-5081	Stock Clerks and Order Fillers	1525	540



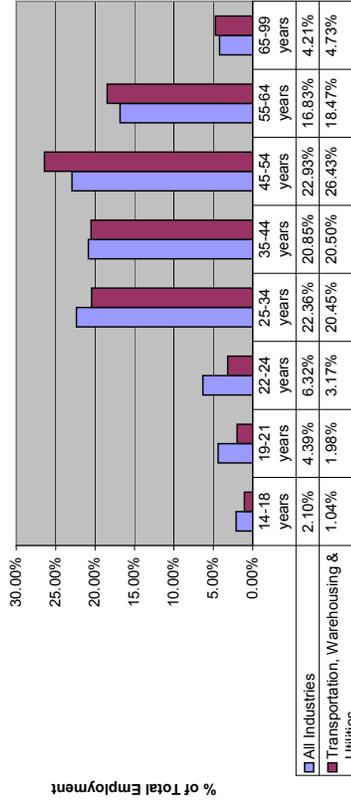
Employment Distribution by Age Cohort - Western BOS - Wholesale Trade



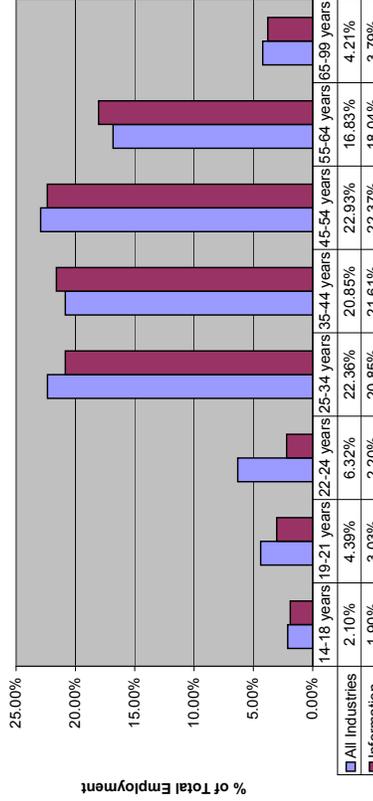
Employment Distribution by Age Cohort - Western BOS - Retail Trade



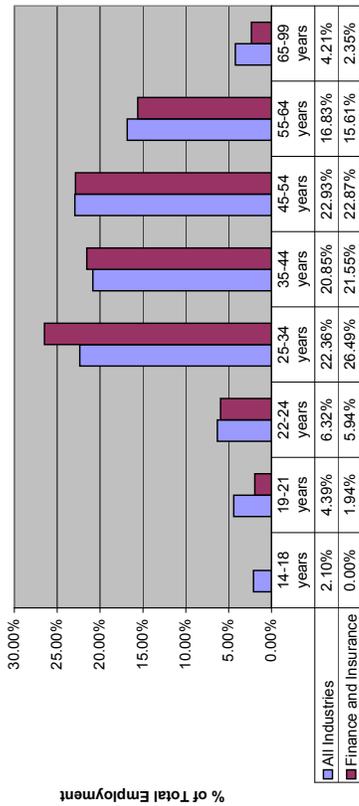
Employment Distribution by Age Cohort - Western BOS - Transportation, Warehousing & Utilities



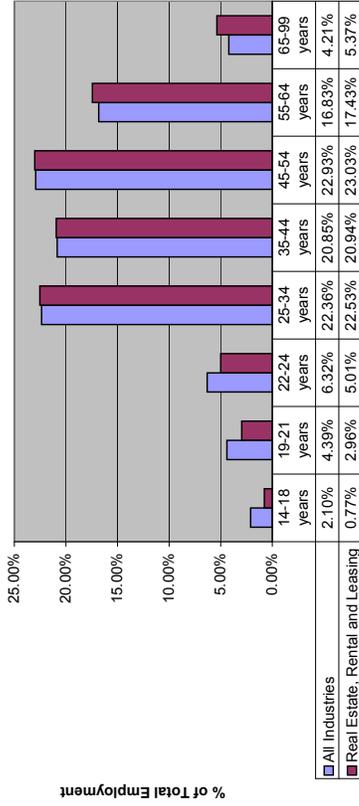
Employment Distribution by Age Cohort - Western BOS - Information



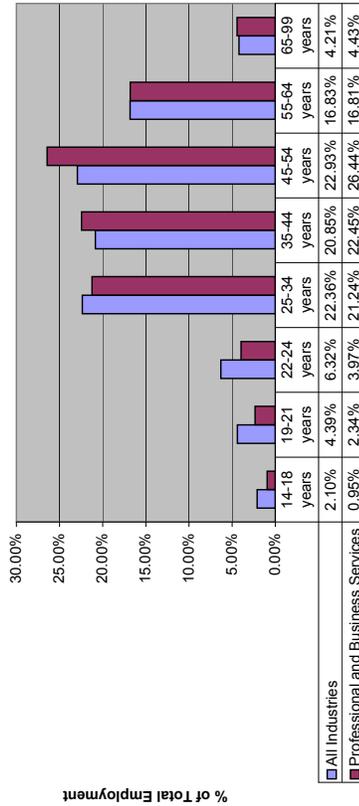
Employment Distribution by Age Cohort - Western BOS - Finance and Insurance



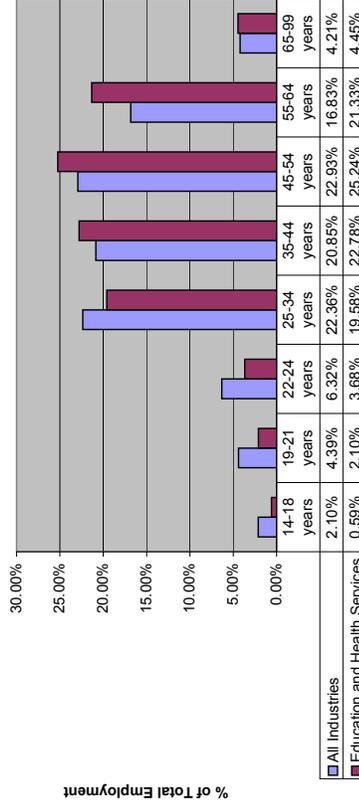
Employment Distribution by Age Cohort - Western BOS - Real Estate, Rental and Leasing

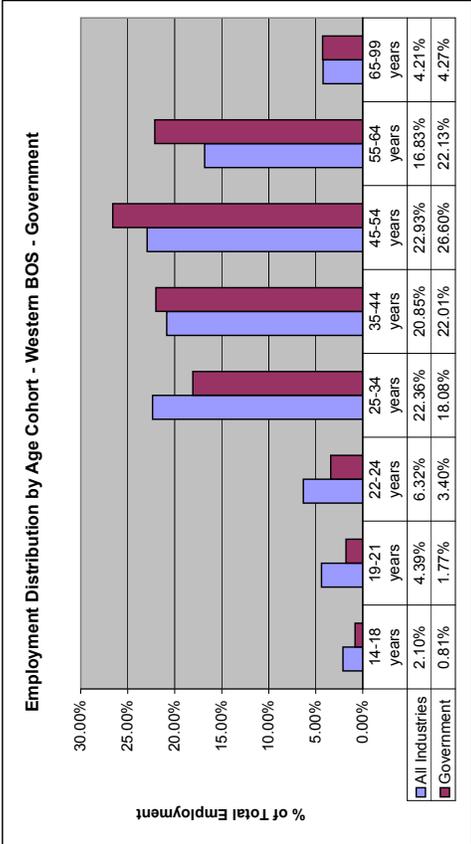
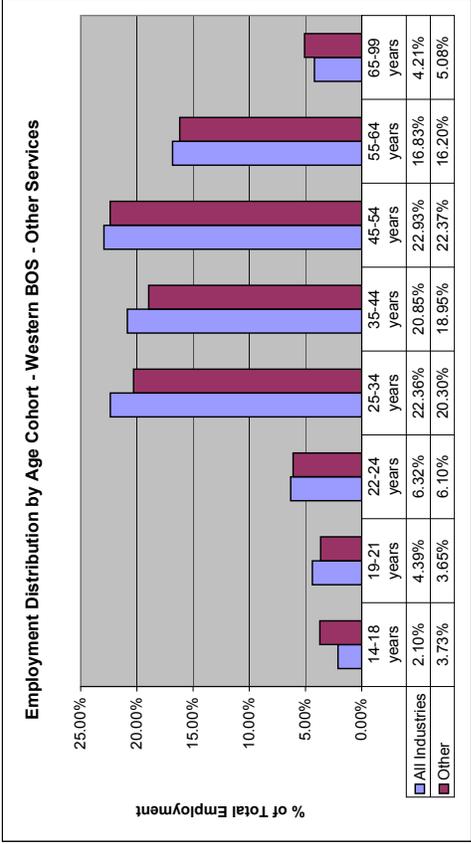
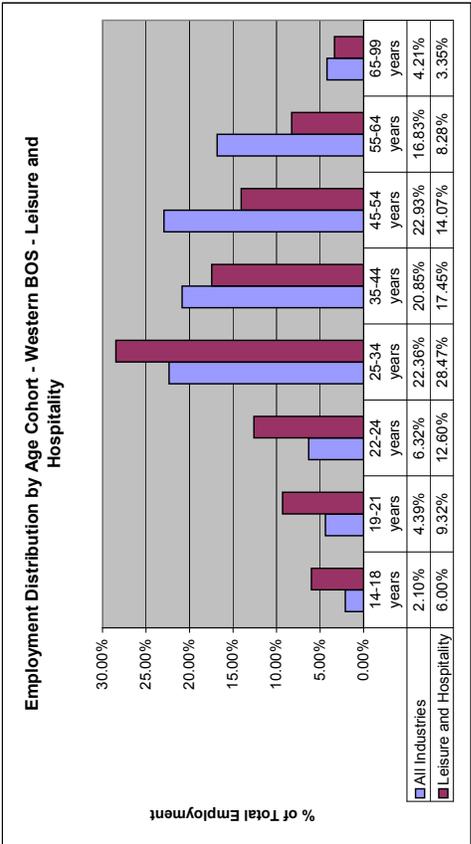


Employment Distribution by Age Cohort - Western BOS - Professional and Business Services



Employment Distribution by Age Cohort - Western BOS - Education and Health Services



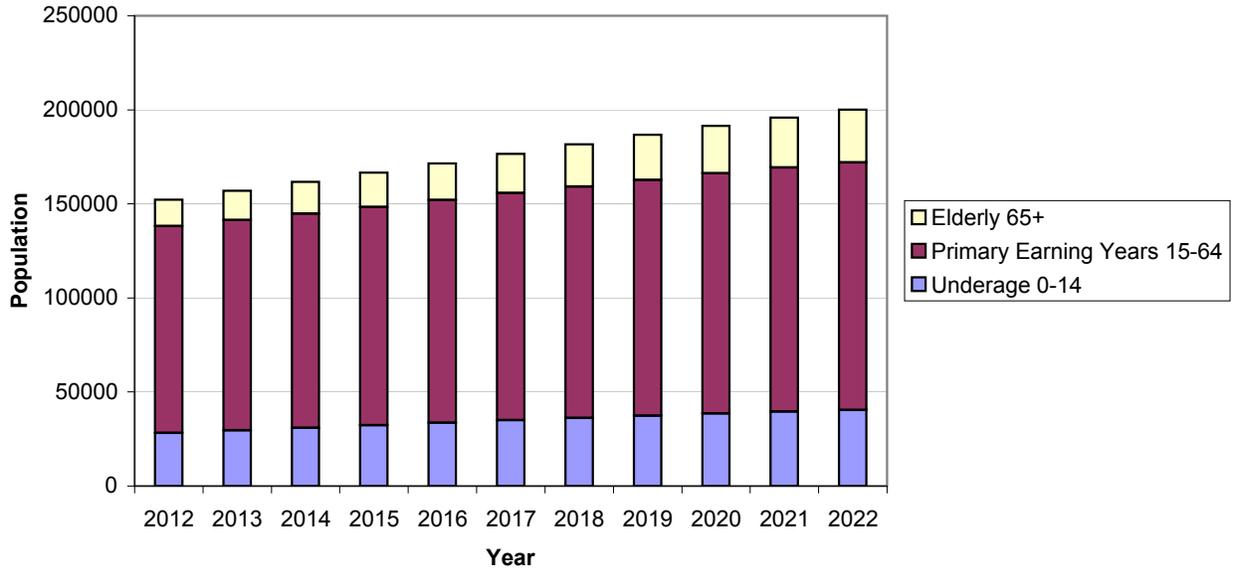


North Central BOS State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	9839	10382	10956	11628	12033	12303	12535	12763	12950	13098	13208
5 to 9	9479	9873	10231	10517	11033	11652	12229	12844	13528	13905	14120
10 to 14	8849	9344	9771	10093	10551	10976	11396	11790	12088	12583	13162
15 to 19	8198	8423	8727	9177	9557	9972	10470	10911	11231	11647	12015
20 to 24	7191	7248	7482	7780	8182	8461	8672	8954	9312	9569	9828
25 to 29	13172	12581	11704	10715	9761	9323	9399	9665	9943	10265	10421
30 to 34	13376	14189	14998	15593	16043	16079	15556	14759	13798	12811	12286
35 to 39	12090	12624	13169	13946	14824	15706	16557	17420	18033	18449	18421
40 to 44	12656	12927	13208	13284	13392	13727	14292	14875	15660	16511	17339
45 to 49	11180	11415	11713	12283	13006	13567	13857	14164	14252	14348	14653
50 to 54	11523	11418	11353	11381	11388	11548	11793	12103	12670	13373	13900
55 to 59	11308	11433	11573	11726	11697	11493	11409	11364	11406	11412	11559
60 to 64	9249	9623	9964	10247	10600	10896	11034	11181	11330	11304	11114
65 to 69	6615	7095	7632	8120	8499	8716	9066	9391	9657	9986	10257
70 to 74	3704	4224	4628	5027	5486	6072	6506	6990	7426	7760	7950
75 to 79	1939	2108	2331	2583	2876	3276	3738	4088	4434	4824	5335
80 to 84	1162	1273	1376	1461	1562	1662	1802	1990	2198	2444	2778
85 to 89	528	578	640	722	801	889	973	1051	1119	1194	1271
90+ to 94	203	218	238	254	279	316	344	379	425	471	527

Population by Age Group in the North Central BOS



Industry Employment & Projections data in North Central Colorado from Base Year 2010 to Projected Year 2020.

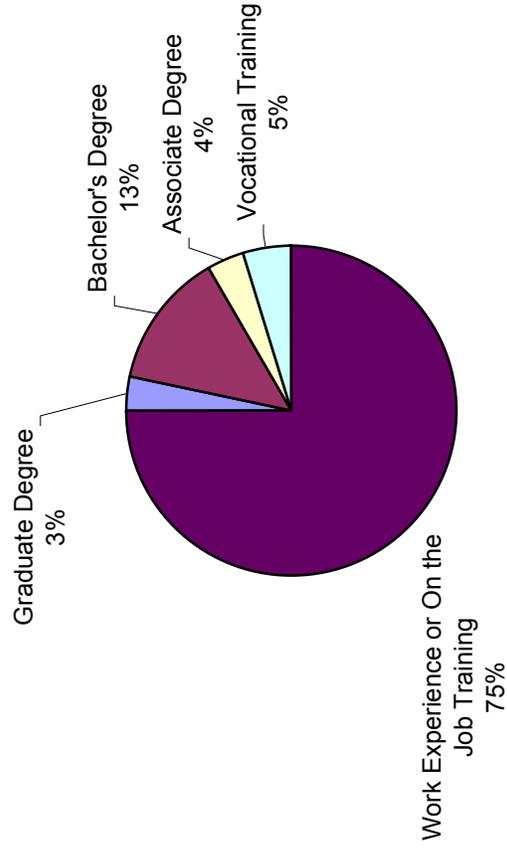
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	90,297	100,869	10,572	1.11%	11.70%
110000	Agriculture, Forestry, Fishing and Hunting	***	***	***	***	***
210000	Mining	***	***	***	***	***
220000	Utilities	339	354	15	0.43%	4.40%
230000	Construction	6,174	6,441	267	0.42%	4.30%
310000	Manufacturing	721	683	-38	-0.54%	-5.30%
420000	Wholesale Trade	986	1,152	166	1.57%	16.80%
440000	Retail Trade	9,173	9,759	586	0.62%	6.40%
480000	Transportation and Warehousing	1,388	1,420	32	0.23%	2.30%
510000	Information	844	744	-100	-1.25%	-11.80%
520000	Finance and Insurance	1,518	1,669	151	0.95%	9.90%
530000	Real Estate and Rental and Leasing	4,410	4,470	60	0.14%	1.40%
540000	Professional, Scientific, and Technical Services	3,118	3,662	544	1.62%	17.40%
550000	Management of Companies and Enterprises	248	353	105	3.59%	42.30%
560000	Administrative and Support and Waste Management and Remediat	3,854	4,984	1,130	2.60%	29.30%
610000	Educational Services	4,360	5,832	1,472	2.95%	33.80%
620000	Health Care and Social Assistance	5,088	7,616	2,528	4.12%	49.70%
710000	Arts, Entertainment, and Recreation	***	***	***	***	***
720000	Accommodation and Food Services	***	***	***	***	***
810000	Other Services (Except Government)	2,762	3,161	399	1.36%	14.40%
910000	Total Federal Government Employment	673	757	84	1.18%	12.50%
920000	State Government, Excluding Education and Hospitals	453	484	31	0.66%	6.80%
930000	Local Government, Excluding Education and Hospitals	5,904	7,066	1,162	1.81%	19.70%

North Central BOS OES Data 2010-2020 Projections

North Central BOS Summary Statistics	
Base Employment	90,297
Total Projected Openings 2010-2020	32,850

Educational Attainment	2010-2020 Projected Openings	% of Total
Graduate Degree	1,100	3.42%
Bachelor's Degree	4,220	13.11%
Associate Degree	1,240	3.85%
Vocational Training	1,480	4.60%
Work Experience or On the Job Training	24,140	75.02%

North Central BOS Projected Openings 2010-2020 by Educational Attainment



North Central BOS Occupations with the Highest Projected Openings 2010-2020				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
35-3031	Waiters and Waitresses	3792	Short-term on-the-job training	2230
27-2022	Coaches and Scouts	3538	Long-term on-the-job training	1350
41-2031	Retail Salespersons	3671	Short-term on-the-job training	1190
41-2011	Cashiers	1669	Short-term on-the-job training	920
37-3011	Landscaping and Groundskeeping Workers	2123	Short-term on-the-job training	800
35-2014	Cooks, Restaurant	2457	Long-term on-the-job training	750
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1731	Short-term on-the-job training	610
29-1111	Registered Nurses	833	Associate degree	610
39-9011	Child Care Workers	928	Short-term on-the-job training	580
37-2012	Maids and Housekeeping Cleaners	3189	Short-term on-the-job training	570

North Central BOS Top Ten Largest Occupations				
SOC Codes	Occupation Title	Employment	Minimum Education Required	Projected Job Openings
35-3031	Waiters and Waitresses	3792	Short-term on-the-job training	2230
41-2031	Retail Salespersons	3671	Short-term on-the-job training	1190
27-2022	Coaches and Scouts	3538	Long-term on-the-job training	1350
37-2012	Maids and Housekeeping Cleaners	3189	Short-term on-the-job training	570
35-2014	Cooks, Restaurant	2457	Long-term on-the-job training	750
37-3011	Landscaping and Groundskeeping Workers	2123	Short-term on-the-job training	800
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1731	Short-term on-the-job training	610
41-2011	Cashiers	1669	Short-term on-the-job training	920
47-2031	Carpenters	1650	Long-term on-the-job training	210
43-6014	Secretaries, Except Legal, Medical, and Executive	1648	Moderate-term on-the-job training	350

North Central BOS Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1127	Speech-Language Pathologists	147	100
29-1123	Physical Therapists	130	100
29-1051	Pharmacists	148	70
25-4021	Librarians	140	70
19-3031	Clinical, Counseling, and School Psychologists	86	50
29-1062	Family and General Practitioners	79	50
29-1071	Physician Assistants	61	50
29-1122	Occupational Therapists	71	40
29-1067	Surgeons	70	40
21-1014	Mental Health Counselors	53	40

North Central BOS Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1051	Pharmacists	148	70
29-1127	Speech-Language Pathologists	147	100
25-4021	Librarians	140	70
29-1123	Physical Therapists	130	100
19-3031	Clinical, Counseling, and School Psychologists	86	50
29-1062	Family and General Practitioners	79	50
29-1122	Occupational Therapists	71	40
29-1067	Surgeons	70	40
29-1011	Chiropractors	68	30
19-3051	Urban and Regional Planners	64	30

North Central BOS Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1602	470
13-2011	Accountants and Auditors	951	360
25-2021	Elementary School Teachers, Except Special Education	508	310
13-1199	Business Operations Specialists, All Other	858	300
25-2031	Secondary School Teachers, Except Special and Vocational Education	405	240
25-2022	Middle School Teachers, Except Special and Vocational Education	339	200
27-3031	Public Relations Specialists	337	150
17-1011	Architects, Except Landscape and Naval	375	80
15-1071	Network and Computer Systems Administrators	169	80
11-9032	Education Administrators, Elementary and Secondary School	123	80

North Central BOS Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	1602	470
13-2011	Accountants and Auditors	951	360
13-1199	Business Operations Specialists, All Other	858	300
25-2021	Elementary School Teachers, Except Special Education	508	310
11-9021	Construction Managers	497	60
25-2031	Secondary School Teachers, Except Special and Vocational Education	405	240
17-1011	Architects, Except Landscape and Naval	375	80
25-2022	Middle School Teachers, Except Special and Vocational Education	339	200
27-3031	Public Relations Specialists	337	150
11-9141	Property, Real Estate, and Community Association Managers	333	70

North Central BOS Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	833	610
27-1025	Interior Designers	214	110
19-4093	Forest and Conservation Technicians	183	110
29-2034	Radiologic Technologists and Technicians	110	70
29-2021	Dental Hygienists	92	70
15-1041	Computer Support Specialists	119	40
29-2071	Medical Records and Health Information Technicians	48	30
19-4099	Life, Physical, and Social Science Technicians, All Other	33	20
31-2021	Physical Therapist Assistants	32	20
29-2032	Diagnostic Medical Sonographers	20	10

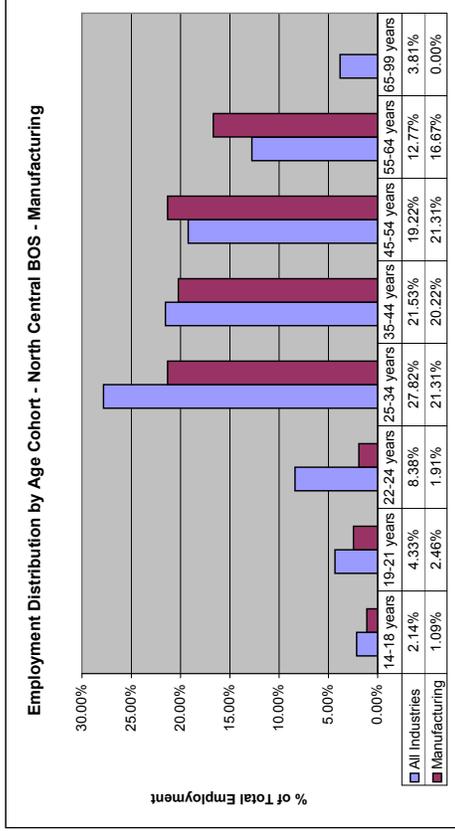
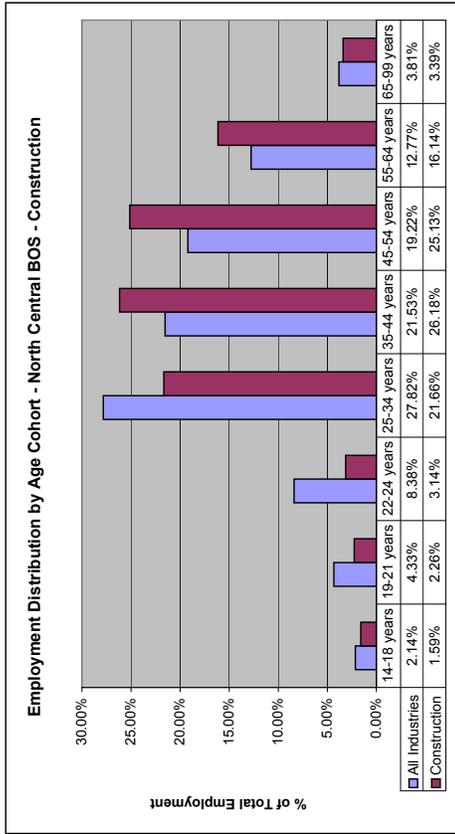
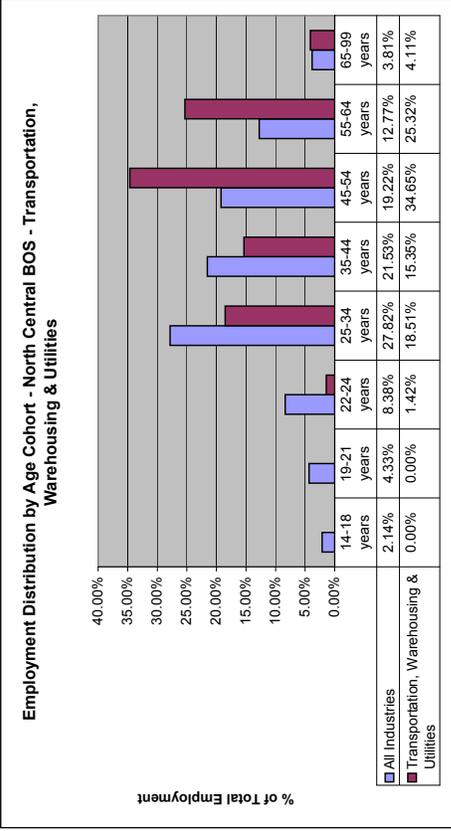
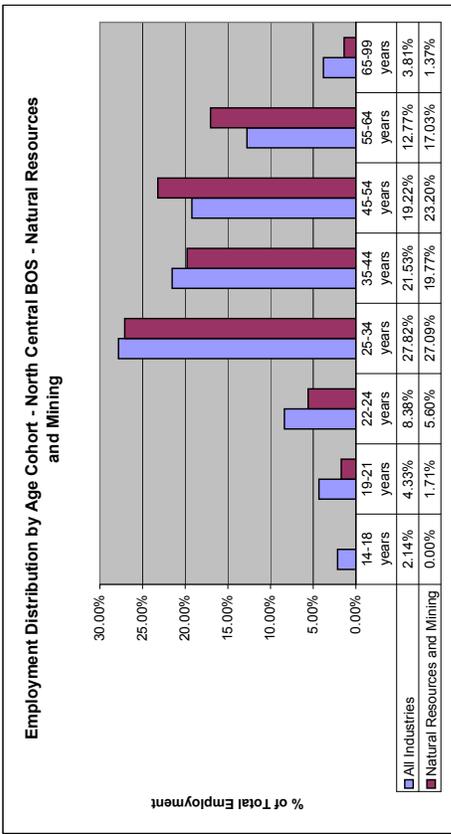
North Central BOS Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	833	610
27-1025	Interior Designers	214	110
19-4093	Forest and Conservation Technicians	183	110
15-1041	Computer Support Specialists	119	40
29-2034	Radiologic Technologists and Technicians	110	70
29-2021	Dental Hygienists	92	70
29-2071	Medical Records and Health Information Technicians	48	30
19-4099	Life, Physical, and Social Science Technicians, All Other	33	20
31-2021	Physical Therapist Assistants	32	20
29-2032	Diagnostic Medical Sonographers	20	10

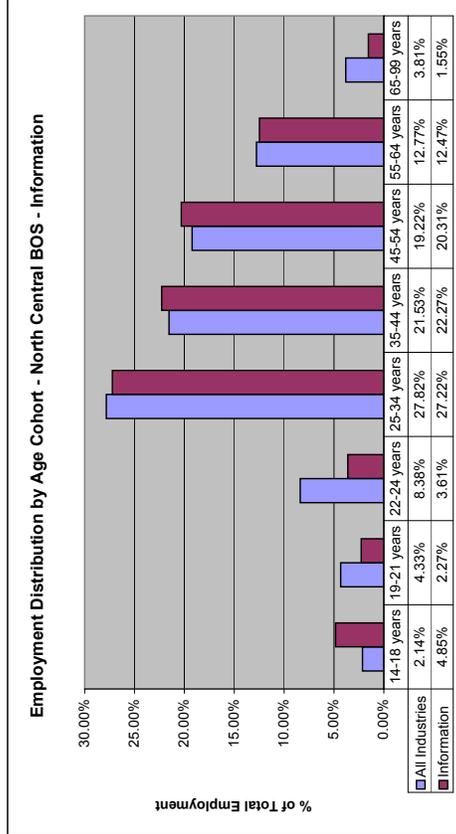
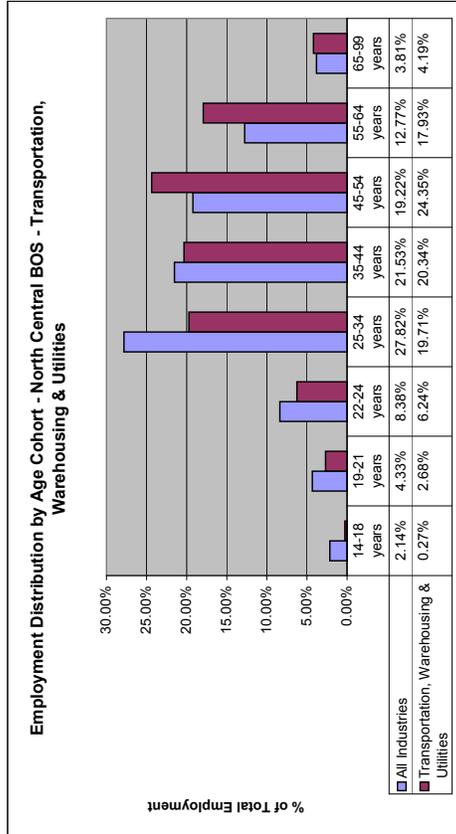
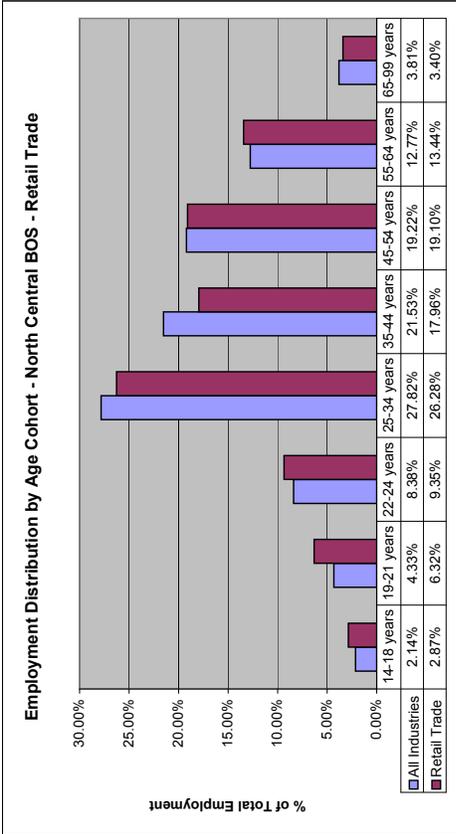
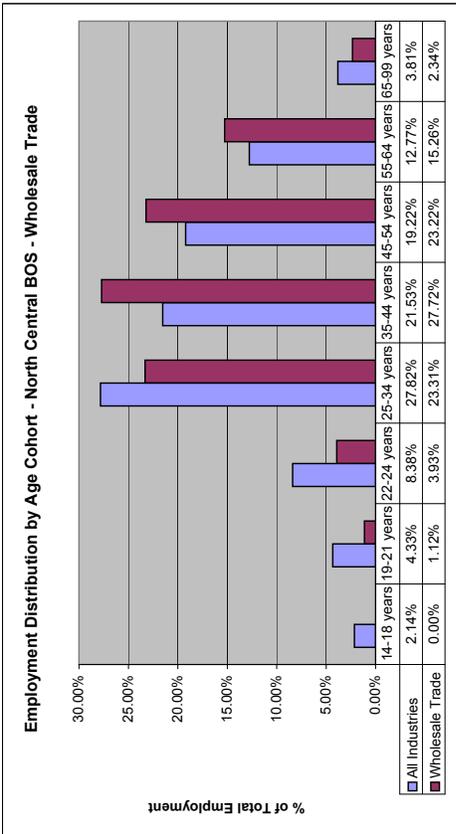
North Central BOS Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
39-9031	Fitness Trainers and Aerobics Instructors	412	150
29-2041	Emergency Medical Technicians and Paramedics	284	130
49-3023	Automotive Service Technicians and Mechanics	390	110
39-5012	Hairdressers, Hairstylists, and Cosmetologists	272	110
25-4031	Library Technicians	158	100
31-9011	Massage Therapists	602	90
29-2061	Licensed Practical and Licensed Vocational Nurses	100	70
31-1012	Nursing Aides, Orderlies, and Attendants	128	60
41-3021	Insurance Sales Agents	155	40
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	92	30

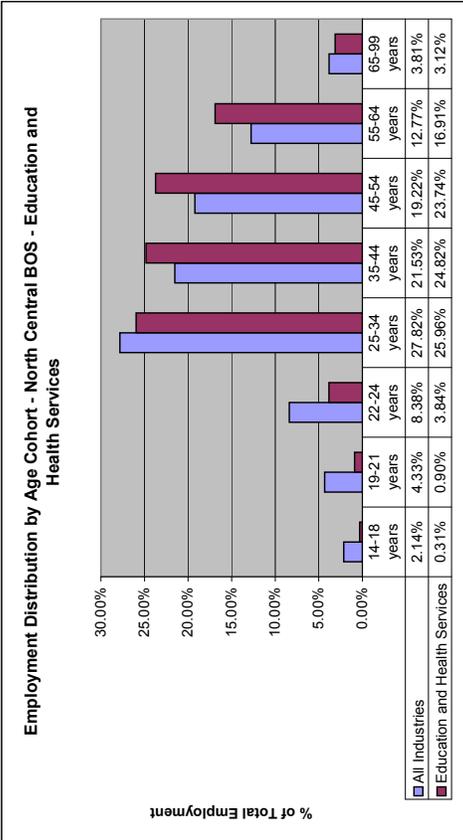
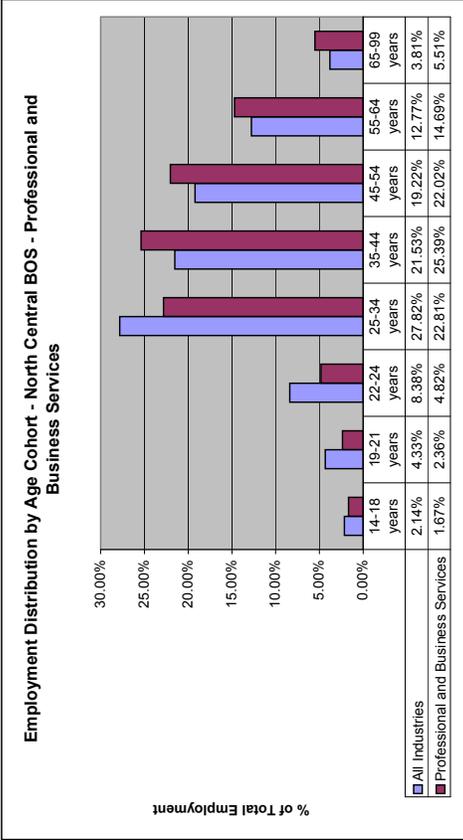
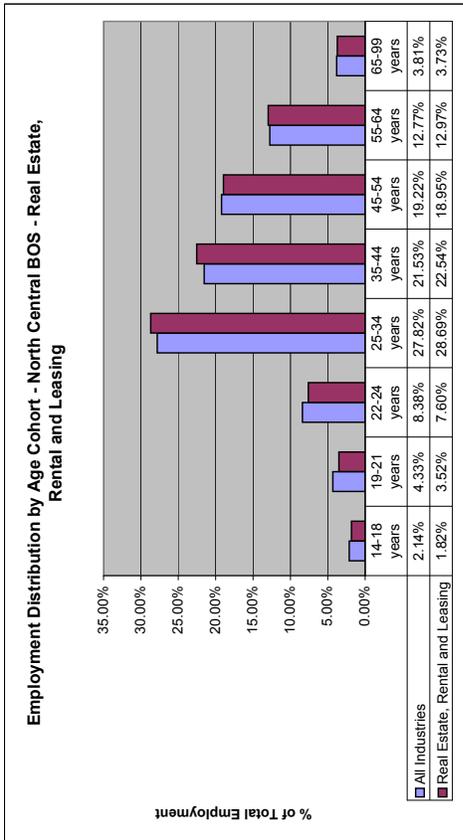
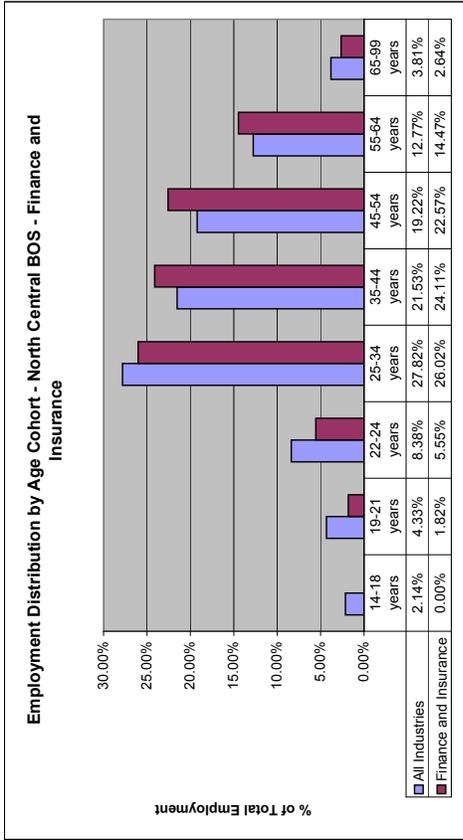
North Central BOS Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-9011	Massage Therapists	602	90
39-9031	Fitness Trainers and Aerobics Instructors	412	150
49-3023	Automotive Service Technicians and Mechanics	390	110
29-2041	Emergency Medical Technicians and Paramedics	284	130
39-5012	Hairdressers, Hairstylists, and Cosmetologists	272	110
25-4031	Library Technicians	158	100
41-3021	Insurance Sales Agents	155	40
31-1012	Nursing Aides, Orderlies, and Attendants	128	60
41-3041	Travel Agents	111	10
29-2061	Licensed Practical and Licensed Vocational Nurses	100	70

North Central BOS Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
35-3031	Waiters and Waitresses	3792	2230
27-2022	Coaches and Scouts	3538	1350
41-2031	Retail Salespersons	3671	1190
41-2011	Cashiers	1669	920
37-3011	Landscaping and Groundskeeping Workers	2123	800
35-2014	Cooks, Restaurant	2457	750
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1731	610
39-9011	Child Care Workers	928	580
37-2012	Maids and Housekeeping Cleaners	3189	570
39-3091	Amusement and Recreation Attendants	855	570

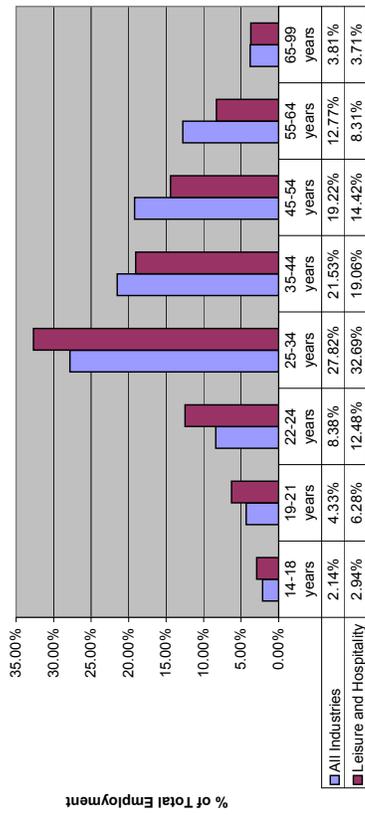
North Central BOS Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
35-3031	Waiters and Waitresses	3792	2230
41-2031	Retail Salespersons	3671	1190
27-2022	Coaches and Scouts	3538	1350
37-2012	Maids and Housekeeping Cleaners	3189	570
35-2014	Cooks, Restaurant	2457	750
37-3011	Landscaping and Groundskeeping Workers	2123	800
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1731	610
41-2011	Cashiers	1669	920
47-2031	Carpenters	1650	210
43-6014	Secretaries, Except Legal, Medical, and Executive	1648	350



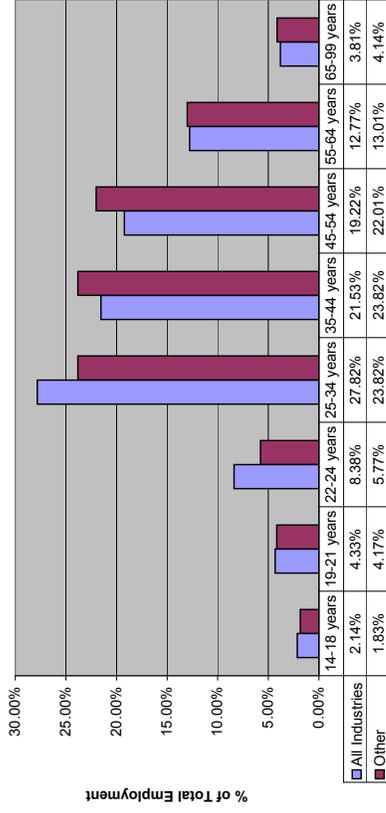




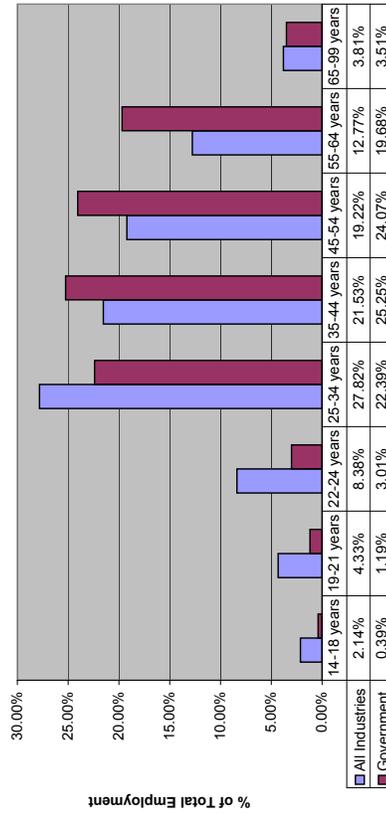
Employment Distribution by Age Cohort - North Central BOS - Leisure and Hospitality



Employment Distribution by Age Cohort - North Central BOS - Other Services



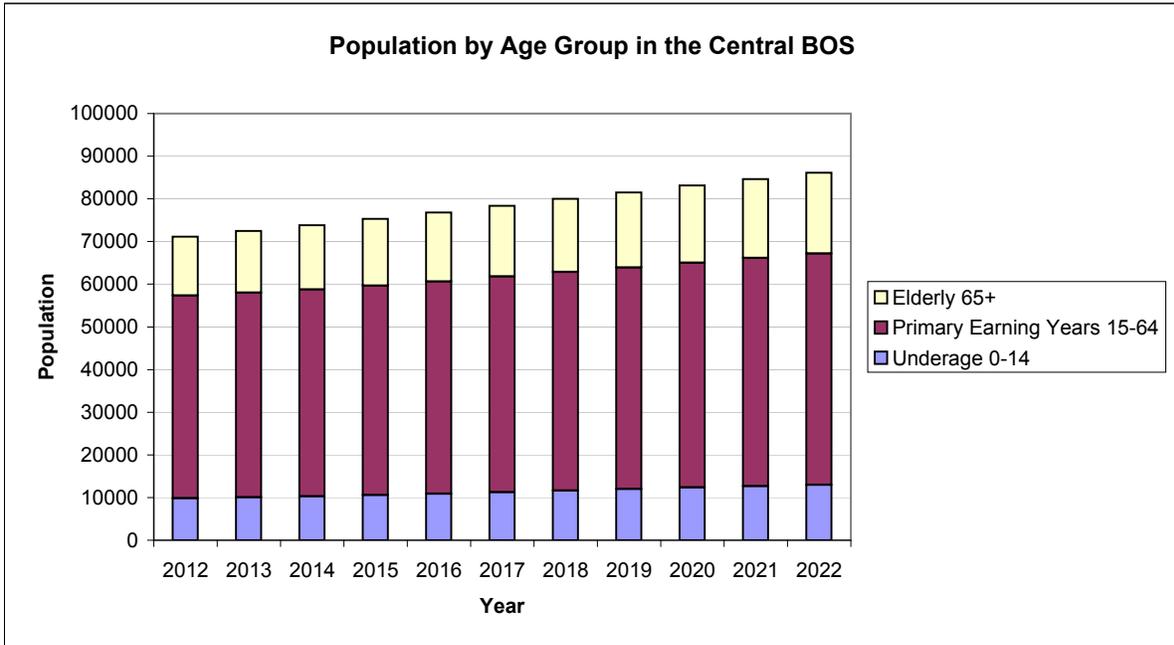
Employment Distribution by Age Cohort - North Central BOS - Government



Central BOS State Demographer's Population Projections

Time Series

Age Cohort	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
0 to 4	2973	3033	3119	3274	3477	3648	3810	3960	4103	4227	4338
5 to 9	3351	3467	3559	3618	3616	3671	3751	3854	4019	4223	4387
10 to 14	3487	3580	3643	3705	3798	3917	4048	4156	4225	4225	4274
15 to 19	3908	3860	3867	3918	3972	4036	4137	4209	4277	4371	4482
20 to 24	3534	3859	4133	4421	4660	4765	4743	4764	4818	4860	4901
25 to 29	4265	4176	4150	4115	4184	4368	4687	4961	5251	5482	5569
30 to 34	5159	5500	5637	5665	5642	5625	5566	5573	5556	5629	5800
35 to 39	4207	4308	4566	5022	5515	5939	6301	6464	6508	6491	6465
40 to 44	4806	4816	4845	4759	4652	4711	4830	5105	5567	6060	6472
45 to 49	4943	4870	4848	4920	5060	5139	5159	5202	5123	5022	5078
50 to 54	5589	5570	5471	5235	5009	4865	4802	4786	4863	5003	5079
55 to 59	5697	5627	5589	5652	5644	5638	5625	5534	5306	5087	4946
60 to 64	5395	5383	5365	5390	5427	5465	5402	5369	5436	5430	5423
65 to 69	4542	4702	4829	4995	5153	5068	5061	5049	5074	5112	5146
70 to 74	3407	3673	3887	4024	4105	4315	4470	4592	4747	4893	4814
75 to 79	2466	2539	2654	2746	2887	3101	3344	3543	3669	3739	3939
80 to 84	1846	1892	1907	1976	2054	2082	2146	2247	2329	2458	2643
85 to 89	1077	1132	1238	1304	1341	1382	1419	1433	1489	1547	1568
90+ to 94	512	533	547	567	604	647	680	742	773	793	822



Industry Employment & Projections data in Central Colorado from Base Year 2010 to Projected Year 2020.

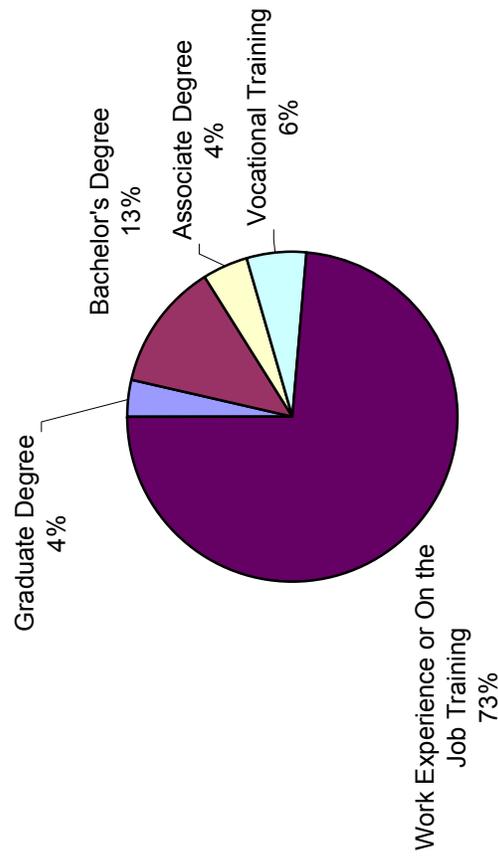
Industry Code	Industry Title	2010 Estimated Employment	2020 Projected Employment	Total 2010-2020 Employment Change	Annual Avg. Percent Change	Total Percent Change
000000	Total All Industries	21,490	24,209	2,719	1.20%	12.70%
110000	Agriculture, Forestry, Fishing and Hunting	***	***	***	***	***
210000	Mining	***	***	***	***	***
220000	Utilities	139	155	16	1.10%	11.50%
230000	Construction	1,153	1,432	279	2.19%	24.20%
310000	Manufacturing	706	580	-126	-1.95%	-17.80%
420000	Wholesale Trade	283	307	24	0.82%	8.50%
440000	Retail Trade	2,620	2,992	372	1.34%	14.20%
480000	Transportation and Warehousing	336	358	22	0.64%	6.50%
510000	Information	255	224	-31	-1.29%	-12.20%
520000	Finance and Insurance	511	571	60	1.12%	11.70%
530000	Real Estate and Rental and Leasing	290	317	27	0.89%	9.30%
540000	Professional, Scientific, and Technical Services	436	508	72	1.54%	16.50%
550000	Management of Companies and Enterprises	***	***	***	***	***
560000	Administrative and Support and Waste Management and Remediat	***	***	***	***	***
610000	Educational Services	1,572	1,741	169	1.03%	10.80%
620000	Health Care and Social Assistance	2,764	3,571	807	2.59%	29.20%
710000	Arts, Entertainment, and Recreation	799	976	177	2.02%	22.20%
720000	Accommodation and Food Services	2,248	2,351	103	0.45%	4.60%
810000	Other Services (Except Government)	373	408	35	0.90%	9.40%
910000	Total Federal Government Employment	1,079	1,168	89	0.80%	8.20%
920000	State Government, Excluding Education and Hospitals	2,842	3,164	322	1.08%	11.30%
930000	Local Government, Excluding Education and Hospitals	1,285	1,436	151	1.12%	11.80%

Central BOS OES Data 2010-2020 Projections

Central BOS Summary Statistics	
Base Employment	21,490
Total Projected Openings 2010-2020	7,970

Central BOS Projected Growth by Educational Attainment			
Educational Attainment	2010-2020 Projected Openings	% of Total	% of Total
Graduate Degree	270	3.64%	
Bachelor's Degree	930	12.55%	
Associate Degree	330	4.45%	
Vocational Training	430	5.80%	
Work Experience or On the Job Training	5,450	73.55%	

Central BOS Projected Openings 2010-2020 by Educational Attainment



Central BOS Occupations with the Highest Projected Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
33-3012	Correctional Officers and Jailers	1938 Moderate-term on-the-job training	640
41-2031	Retail Salespersons	763 Short-term on-the-job training	350
41-2011	Cashiers	678 Short-term on-the-job training	370
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	527 Short-term on-the-job training	180
35-3031	Waiters and Waitresses	516 Short-term on-the-job training	300
43-6014	Secretaries, Except Legal, Medical, and Executive	492 Moderate-term on-the-job training	80
29-1111	Registered Nurses	420 Associate degree	180
43-3031	Bookkeeping, Accounting, and Auditing Clerks	350 Moderate-term on-the-job training	80
47-2073	Operating Engineers and Other Construction Equipment Operators	322 Moderate-term on-the-job training	140
49-9042	Maintenance and Repair Workers, General	314 Moderate-term on-the-job training	90

Central BOS Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
33-3012	Correctional Officers and Jailers	1938 Moderate-term on-the-job training	640
41-2031	Retail Salespersons	763 Short-term on-the-job training	350
41-2011	Cashiers	678 Short-term on-the-job training	370
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	527 Short-term on-the-job training	180
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29-1111	Registered Nurses	420 Associate degree	180
43-3031	Bookkeeping, Accounting, and Auditing Clerks	350 Moderate-term on-the-job training	80
47-2073	Operating Engineers and Other Construction Equipment Operators	322 Moderate-term on-the-job training	140
49-9042	Maintenance and Repair Workers, General	314 Moderate-term on-the-job training	90

Central BOS Graduate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-1014	Mental Health Counselors	52	40
21-1023	Mental Health and Substance Abuse Social Workers	70	30
23-1011	Lawyers	60	20
29-1051	Pharmacists	46	20
19-3031	Clinical, Counseling, and School Psychologists	31	20
29-1021	Dentists, General	25	20
21-1012	Educational, Vocational, and School Counselors	34	10
29-1123	Physical Therapists	32	10
25-4021	Librarians	23	10
29-1071	Physician Assistants	22	10

Central BOS Graduate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
21-1023	Mental Health and Substance Abuse Social Workers	70	30
23-1011	Lawyers	60	20
21-1014	Mental Health Counselors	52	40
29-1051	Pharmacists	46	20
21-1012	Educational, Vocational, and School Counselors	34	10
29-1123	Physical Therapists	32	10
19-3031	Clinical, Counseling, and School Psychologists	31	20
29-1021	Dentists, General	25	20
25-4021	Librarians	23	10
29-1071	Physician Assistants	22	10

Central BOS Bachelor's Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
25-2021	Elementary School Teachers, Except Special Education	257	100
11-1021	General and Operations Managers	313	90
25-2031	Secondary School Teachers, Except Special and Vocational Education	205	80
25-2022	Middle School Teachers, Except Special and Vocational Education	162	70
13-2011	Accountants and Auditors	160	70
13-1199	Business Operations Specialists, All Other	173	60
27-3022	Reporters and Correspondents	53	20
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	20
17-2051	Civil Engineers	33	20
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	32	20

Central BOS Bachelor's Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
11-1021	General and Operations Managers	313	90
25-2021	Elementary School Teachers, Except Special Education	257	100
25-2031	Secondary School Teachers, Except Special and Vocational Education	205	80
13-1199	Business Operations Specialists, All Other	173	60
25-2022	Middle School Teachers, Except Special and Vocational Education	162	70
13-2011	Accountants and Auditors	160	70
27-3022	Reporters and Correspondents	53	20
11-9032	Education Administrators, Elementary and Secondary School	43	10
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	20
17-2051	Civil Engineers	33	20

Central BOS Associate Degree Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	420	180
19-4093	Forest and Conservation Technicians	61	40
29-2021	Dental Hygienists	33	30
29-2071	Medical Records and Health Information Technicians	42	20
29-2056	Veterinary Technologists and Technicians	28	20
13-2021	Appraisers and Assessors of Real Estate	44	10
43-6012	Legal Secretaries	44	10
15-1041	Computer Support Specialists	38	10
15-1099	Computer Specialists, All Other	31	10
29-2034	Radiologic Technologists and Technicians	33	0

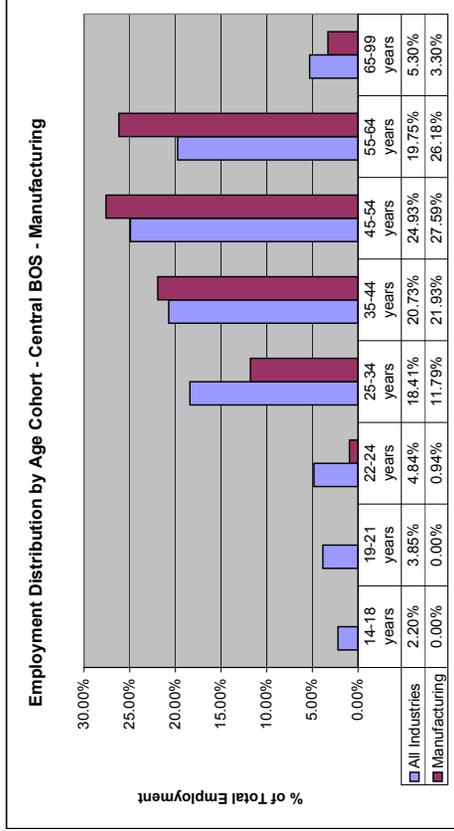
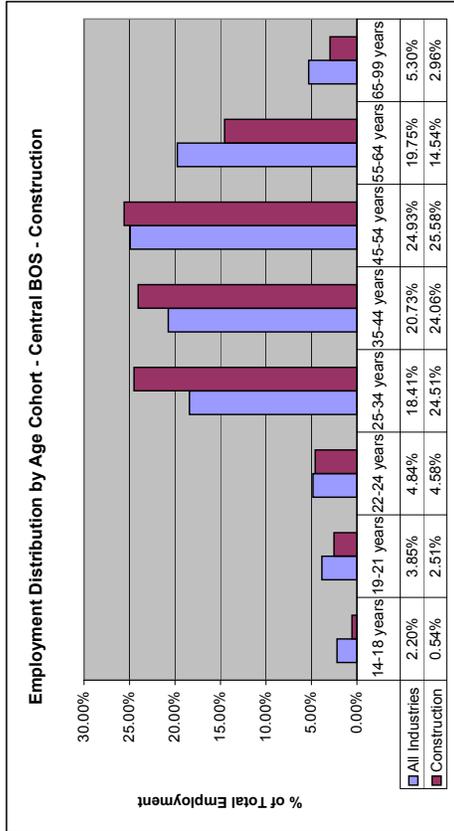
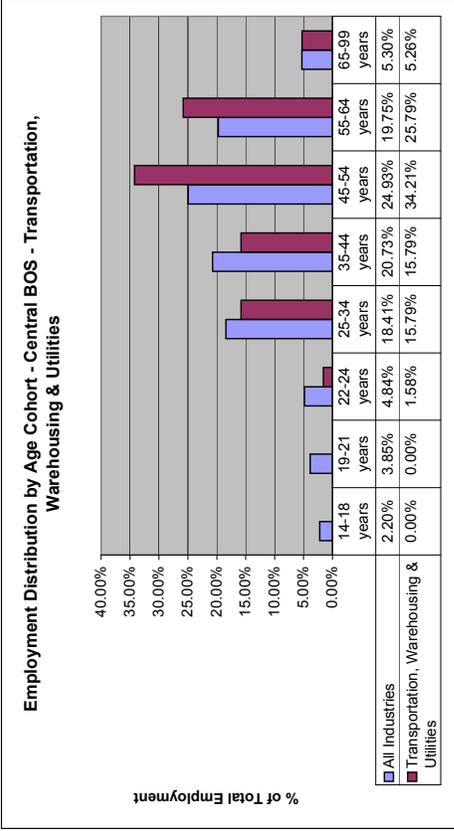
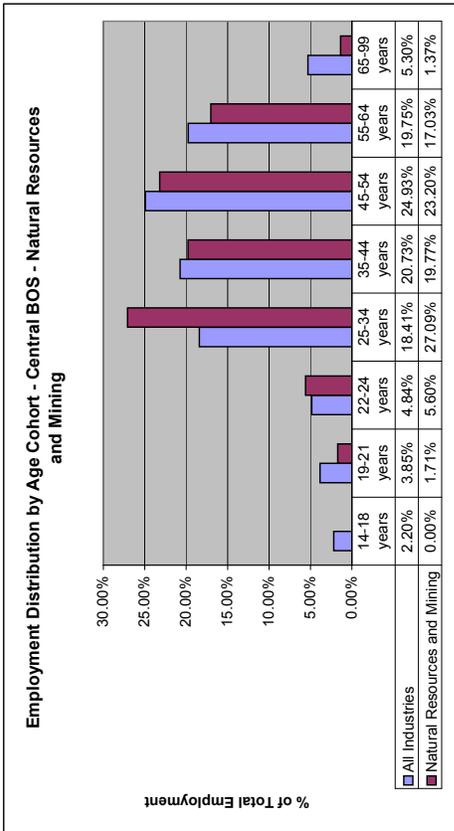
Central BOS Associate Degree Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
29-1111	Registered Nurses	420	180
19-4093	Forest and Conservation Technicians	61	40
13-2021	Appraisers and Assessors of Real Estate	44	10
43-6012	Legal Secretaries	44	10
29-2071	Medical Records and Health Information Technicians	42	20
15-1041	Computer Support Specialists	38	10
29-2021	Dental Hygienists	33	30
29-2034	Radiologic Technologists and Technicians	33	0
15-1099	Computer Specialists, All Other	31	10
29-2056	Veterinary Technologists and Technicians	28	20

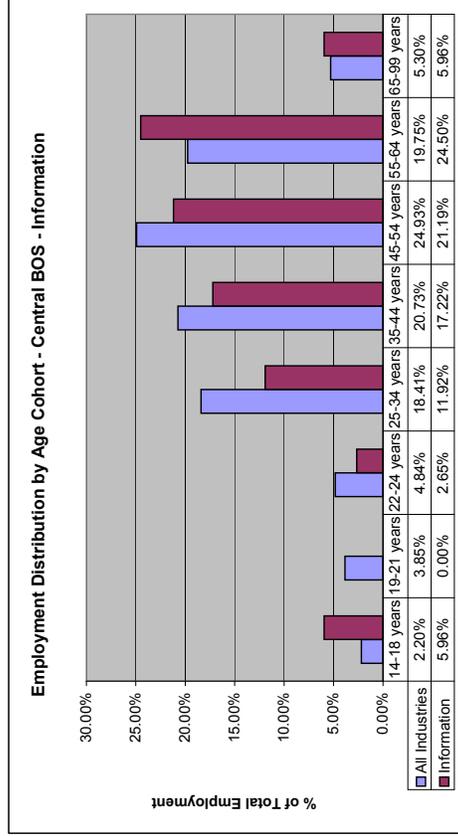
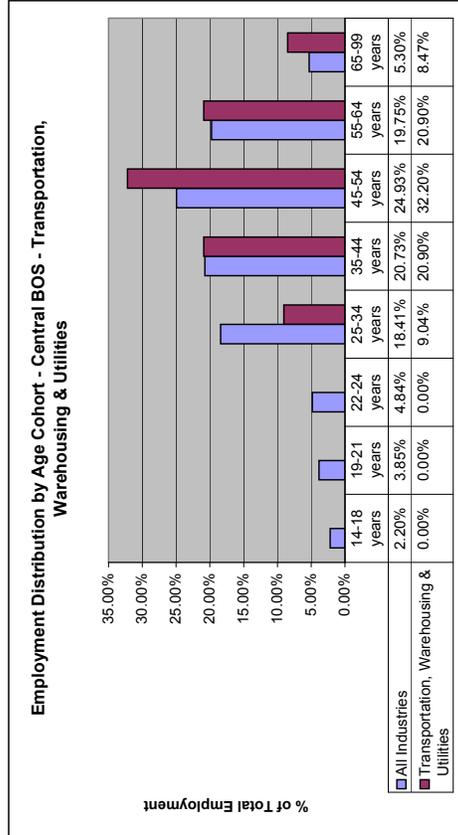
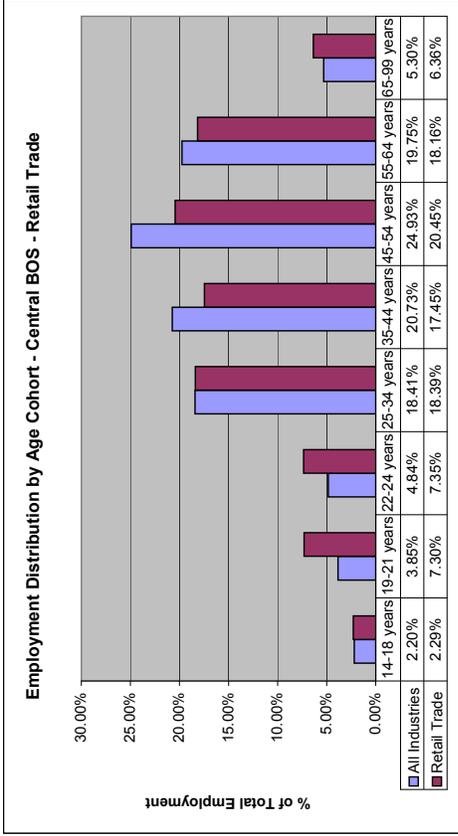
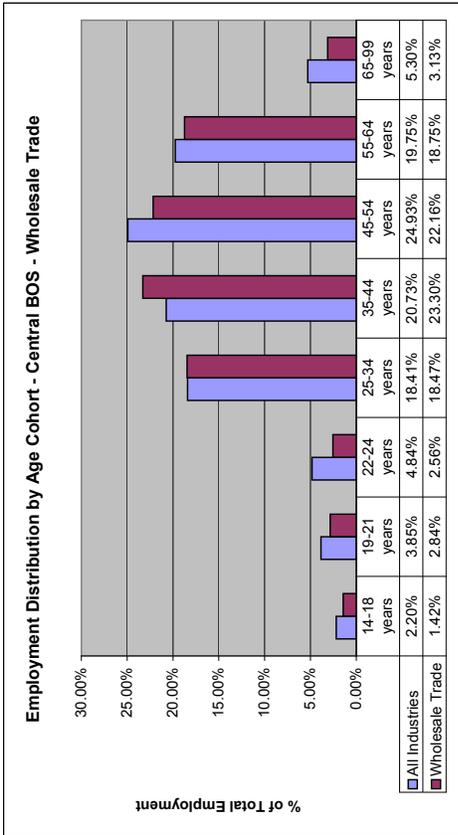
Central BOS Vocational Training Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	263	160
29-2061	Licensed Practical and Licensed Vocational Nurses	150	110
49-3023	Automotive Service Technicians and Mechanics	103	40
25-4031	Library Technicians	50	30
25-2011	Preschool Teachers, Except Special Education	47	10
41-3021	Insurance Sales Agents	46	10
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	37	10
51-4121	Welders, Cutters, Solderers, and Brazers	36	10
29-2099	Health Technologists and Technicians, All Other	21	0
49-2011	Computer, Automated Teller, and Office Machine Repairers	14	0

Central BOS Vocational Training Top Ten Largest Occupations			
SOC Codes	Occupation Title	Employment	Projected Job Openings
31-1012	Nursing Aides, Orderlies, and Attendants	263	160
29-2061	Licensed Practical and Licensed Vocational Nurses	150	110
49-3023	Automotive Service Technicians and Mechanics	103	40
25-4031	Library Technicians	50	30
25-2011	Preschool Teachers, Except Special Education	47	10
41-3021	Insurance Sales Agents	46	10
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	37	10
51-4121	Welders, Cutters, Solderers, and Brazers	36	10
29-2099	Health Technologists and Technicians, All Other	21	0
49-2011	Computer, Automated Teller, and Office Machine Repairers	14	0

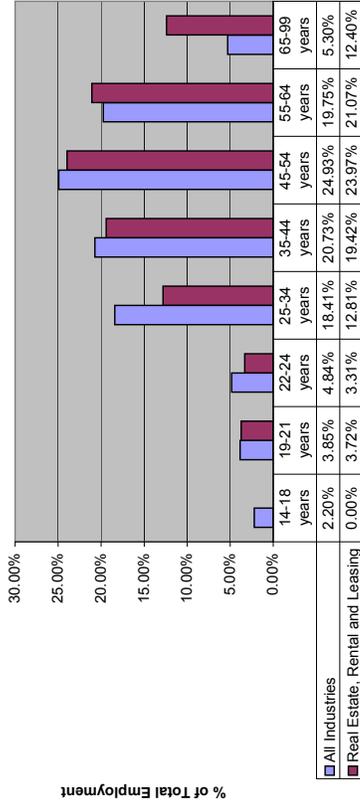
Central BOS Other Occupations with the Highest Projected Number of Openings 2010-2020			
SOC Codes	Occupation Title	Employment	Projected Job Openings
33-3012	Correctional Officers and Jailers	1938	640
41-2011	Cashiers	678	370
41-2031	Retail Salespersons	763	350
35-3031	Waiters and Waitresses	516	300
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	527	180
47-2073	Operating Engineers and Other Construction Equipment Operators	322	140
43-4171	Receptionists and Information Clerks	252	140
39-9032	Recreation Workers	244	140
35-2012	Cooks, Institution and Cafeteria	239	100
49-9042	Maintenance and Repair Workers, General	314	90

Central BOS Other Occupations Top Ten Largest			
SOC Codes	Occupation Title	Employment	Projected Job Openings
33-3012	Correctional Officers and Jailers	1938	640
41-2031	Retail Salespersons	763	350
41-2011	Cashiers	678	370
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	527	180
35-3031	Waiters and Waitresses	516	300
43-6014	Secretaries, Except Legal, Medical, and Executive	492	80
43-3031	Bookkeeping, Accounting, and Auditing Clerks	350	80
47-2073	Operating Engineers and Other Construction Equipment Operators	322	140
49-9042	Maintenance and Repair Workers, General	314	90
37-2012	Maids and Housekeeping Cleaners	271	50

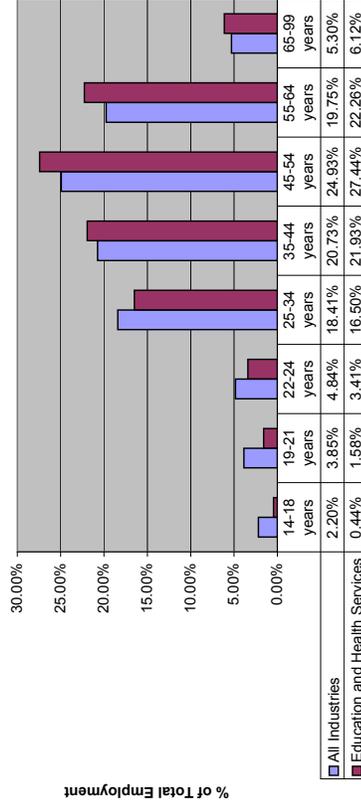




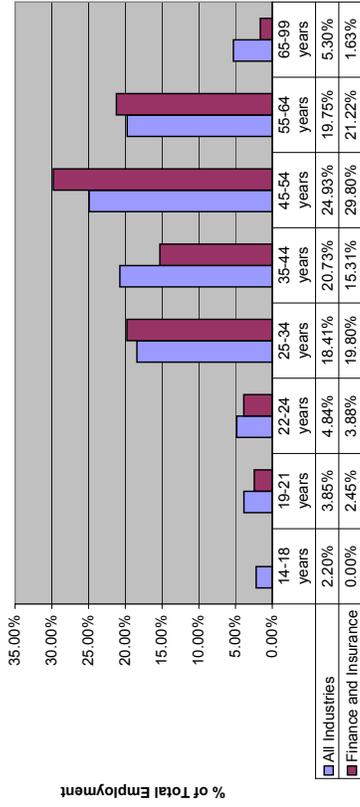
Employment Distribution by Age Cohort - Central BOS - Real Estate, Rental and Leasing



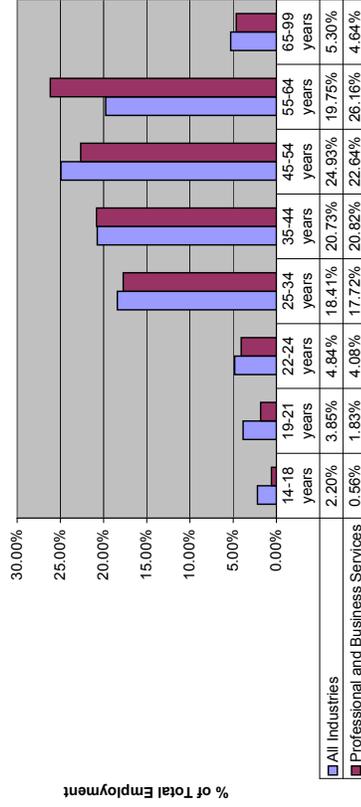
Employment Distribution by Age Cohort - Central BOS - Education and Health Services

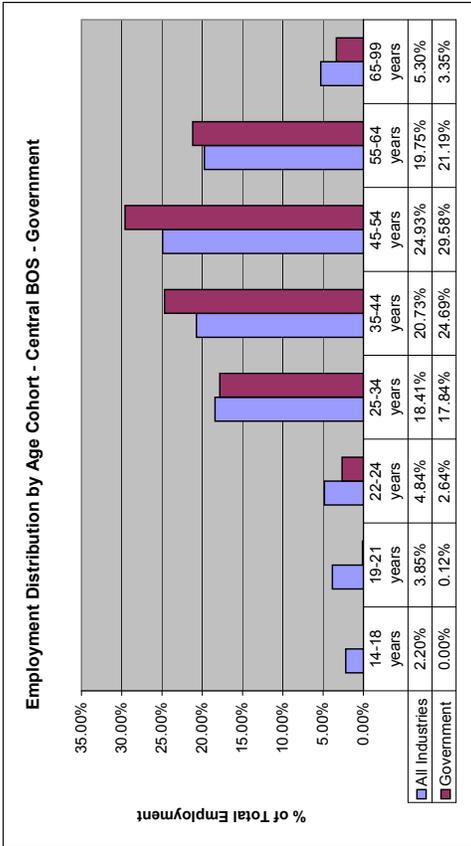
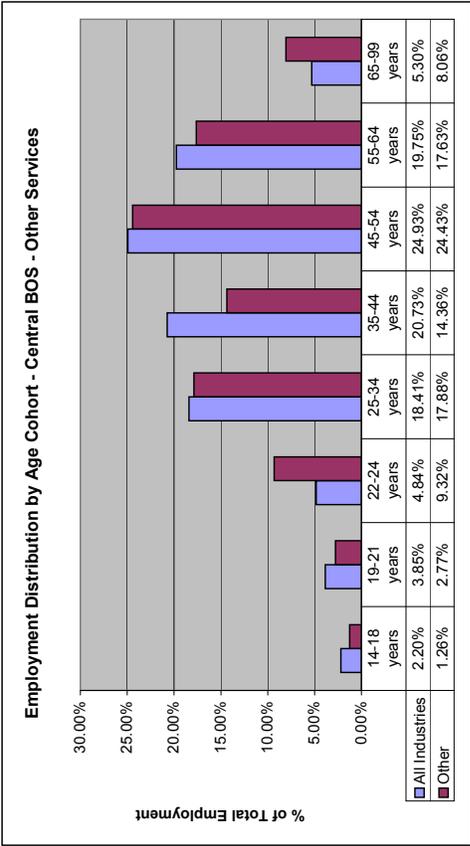
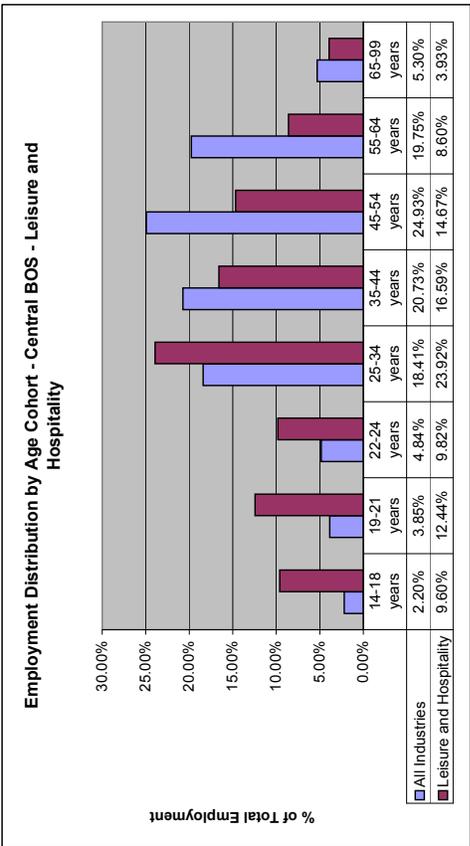


Employment Distribution by Age Cohort - Central BOS - Finance and Insurance



Employment Distribution by Age Cohort - Central BOS - Professional and Business Services





Preliminary 2011 Data on Employment Status by State and Demographic Group

This table presents preliminary data on employment status by demographic group for States from the Current Population Survey (CPS). It is being made available prior to the more involved work on producing a final table using the standard procedure. This table will differ from the final table in a number of ways, but it is expected that the data—particularly for labor force participation rates, employment-population ratios, and unemployment rates—will be little changed.

Differences between the preliminary and final tables are as follows:

- These preliminary data were developed from quarterly tabulations containing data rounded to the hundreds. The final data will be based on monthly data to the unit. The level (that is, number-of-person) estimates presented will be rounded to the thousands in both cases. The rounding error resulting from having averaged quarterly data is very small. Summation of level estimates for each population group included results in differences of no more than one thousand persons relative to the corresponding national totals.
- The underlying quarterly data for this preliminary table were tabulated on the initial population controls, that is, estimates of population available during the reference year and not end-of-year revisions. While the final table will reflect revised population estimates, the data in this preliminary table are consistent with the published CPS national totals. Differences in employment or unemployment levels between these preliminary data and the final data generally will be less than one percent.
- Data for Asians, marital status groups, and detailed age break-outs by race and ethnicity are not included in this preliminary table because they were not part of the quarterly tabulations.
- This preliminary table does not contain unemployment rate error ranges.
- The 2010 unemployment minimum bases were used to determine which State-demographic groups were of sufficient reliability for publication in this preliminary table. The final table will reflect the use of actual minimum bases calculated from the 2011 CPS sample. See appendix B of the *Geographic Profile of Employment and Unemployment* bulletin at www.bls.gov/pub/gp/gpapndb.htm for more information on the minimum base standard for statistical reliability.

General information on the uses and limitations of State and local area data from the CPS can be found at www.bls.gov/gps/notescps.htm. Questions can be addressed to the Division of Local Area Unemployment Statistics by e-mail at gpinfo@bls.gov or by telephone at (202) 691-6392.

Employment status of the civilian noninstitutional population by sex, race, Hispanic or Latino ethnicity, and detailed age, 2011 annual averages

United States

(Numbers in thousands)

Population group	Civilian non-institutional population	Civilian labor force		Employment		Unemployment	
		Number	Percent of population	Number	Percent of population	Number	Rate
Total	239,618	153,617	64.1	139,869	58.4	13,747	8.9
Men	116,317	81,975	70.5	74,290	63.9	7,684	9.4
Women	123,300	71,642	58.1	65,579	53.2	6,063	8.5
White	193,077	124,579	64.5	114,690	59.4	9,889	7.9
Men	94,801	67,551	71.3	61,920	65.3	5,631	8.3
Women	98,276	57,028	58.0	52,770	53.7	4,257	7.5
Black or African American	29,114	17,881	61.4	15,051	51.7	2,831	15.8
Men	13,164	8,454	64.2	6,953	52.8	1,502	17.8
Women	15,950	9,427	59.1	8,098	50.8	1,329	14.1
Hispanic or Latino ethnicity	34,438	22,898	66.5	20,269	58.9	2,629	11.5
Men	17,753	13,576	76.5	12,049	67.9	1,527	11.2
Women	16,685	9,322	55.9	8,220	49.3	1,102	11.8
Detailed characteristics:							
Total							
16 to 19 years	16,774	5,727	34.1	4,327	25.8	1,400	24.4
20 to 24 years	21,423	15,270	71.3	13,036	60.8	2,234	14.6
25 to 34 years	41,364	33,724	81.5	30,537	73.8	3,187	9.5
35 to 44 years	39,499	32,660	82.7	30,270	76.6	2,389	7.3
45 to 54 years	43,842	35,360	80.7	32,867	75.0	2,493	7.1
55 to 64 years	36,987	23,765	64.3	22,186	60.0	1,579	6.6
65 years and over	39,729	7,112	17.9	6,647	16.7	465	6.5
Men							
16 to 19 years	8,582	2,895	33.7	2,108	24.6	786	27.2
20 to 24 years	10,844	8,101	74.7	6,826	63.0	1,275	15.7
25 to 34 years	20,711	18,469	89.2	16,674	80.5	1,795	9.7
35 to 44 years	19,446	17,686	90.9	16,370	84.2	1,316	7.4
45 to 54 years	21,451	18,483	86.2	17,113	79.8	1,370	7.4
55 to 64 years	17,810	12,350	69.3	11,469	64.4	882	7.1
65 years and over	17,474	3,990	22.8	3,730	21.3	261	6.5
Women							
16 to 19 years	8,193	2,832	34.6	2,219	27.1	613	21.7
20 to 24 years	10,579	7,169	67.8	6,209	58.7	960	13.4
25 to 34 years	20,653	15,255	73.9	13,863	67.1	1,392	9.1
35 to 44 years	20,053	14,973	74.7	13,900	69.3	1,073	7.2
45 to 54 years	22,391	16,876	75.4	15,753	70.4	1,123	6.7
55 to 64 years	19,177	11,414	59.5	10,717	55.9	697	6.1
65 years and over	22,255	3,121	14.0	2,917	13.1	204	6.5

See footnotes at end of table.

Employment status of the civilian noninstitutional population by sex, race, Hispanic or Latino ethnicity, and detailed age, 2011 annual averages^P — continued

Colorado

(Numbers in thousands)

Population group	Civilian non-institutional population	Civilian labor force		Employment		Unemployment	
		Number	Percent of population	Number	Percent of population	Number	Rate
Total	3,954	2,761	69.8	2,528	63.9	233	8.4
Men	1,964	1,498	76.3	1,363	69.4	135	9.0
Women	1,989	1,263	63.5	1,165	58.5	98	7.8
White	3,617	2,537	70.1	2,336	64.6	201	7.9
Men	1,804	1,382	76.6	1,265	70.1	116	8.4
Women	1,813	1,155	63.7	1,070	59.0	85	7.4
Black or African American	154	99	64.7	85	55.7	14	14.0
Men	76	55	71.6	46	60.7	8	15.2
Women	77	45	57.9	39	50.7	6	12.4
Hispanic or Latino ethnicity	663	458	69.1	405	61.1	53	11.5
Men	347	272	78.4	237	68.4	35	12.9
Women	316	185	58.8	168	53.2	18	9.5
Detailed characteristics:							
Total							
16 to 19 years	262	104	39.7	78	29.5	27	25.8
20 to 24 years	326	252	77.2	220	67.5	32	12.6
25 to 34 years	742	631	85.1	583	78.7	48	7.6
35 to 44 years	723	621	86.0	581	80.4	40	6.5
45 to 54 years	734	622	84.8	577	78.7	45	7.2
55 to 64 years	623	424	68.0	390	62.5	34	8.0
65 years and over	544	106	19.5	99	18.1	7	6.8
Men							
16 to 19 years	131	49	37.6	34	25.8	16	31.4
20 to 24 years	164	130	79.0	111	67.7	19	14.3
25 to 34 years	388	354	91.3	326	84.1	28	7.9
35 to 44 years	366	345	94.5	321	87.9	24	7.0
45 to 54 years	361	329	91.1	302	83.6	27	8.2
55 to 64 years	313	232	74.0	214	68.3	18	7.7
65 years and over	241	58	24.3	55	22.7	4	6.5
Women							
16 to 19 years	131	55	41.9	44	33.2	11	20.7
20 to 24 years	162	122	75.3	109	67.2	13	10.8
25 to 34 years	354	277	78.3	257	72.7	20	7.2
35 to 44 years	357	276	77.3	260	72.8	16	5.9
45 to 54 years	373	293	78.7	275	73.9	18	6.1
55 to 64 years	310	192	62.0	176	56.7	16	8.5
65 years and over	303	48	15.7	44	14.5	3	7.2

See footnotes at end of table.

**Public Comments
State Plan WIA for
State of Colorado
For the Period
July 1, 2012 – June 30, 2017**

No comments were received for the Colorado State WIA Plan although we posted the plan for public comment for 20 days, shared it at meetings with local workforce directors and workforce investment boards, with CWDC members and a great variety of partners. We believe the reason that no comments were received was due to a great amount of effort put forth in collaborating with the local regions and all partners in development of the plan.

Feedback received during meetings and outreach was positive and partners appreciated being included in the process.

**Public Comments
Revised Assurances in
State Plan WIA for
State of Colorado
For the Period
July 1, 2012 – June 30, 2017**

The revised State Plan was posted for public comment for five calendar days, which included three working days. The local workforce directors, workforce investment board chairs, CWDC members and other partners were notified of the opportunity to comment. No comments were received on the Assurances section or any other section of the plan.

**Public Comments
State Plan for
Agricultural Services
State of Colorado
For the Period
July 1, 2012 – June 30, 2017**

**Relevant Comments provided by Rocky Mountain Service Employment
Redevelopment**

In the State Plan it indicates that there is a Memorandum of Understanding between Rocky Mountain SER and the Colorado Department of Labor and Employment dating back to 1995. This MOU should be reviewed by both parties to assure both agencies are both adhering to the agreement. The MOU may have outdated information that needs to be updated and to assure the spirit of the MOU is conveyed to both agencies staff members and Workforce Directors who work for CDLE.

Rocky Mountain SER is currently co-located in the following migrant significant offices operated by the Colorado Department of Labor and Employment (Colorado Rural Workforce Consortium) and offers 167 NFJP services in these locations:

- Monte Vista
- Rocky Ford
- Lamar

RMSE also offers 167 NFJP services in the Alamosa Workforce Center and is co-located with CDLE in that location which benefits Farmworkers in the San Luis Valley.

RMSE is co-located with the Adams County Workforce Center in Brighton providing 167 NFJP services to Farmworkers in that location.

RMSE is not co-located in the Greeley Workforce office, however is working well with the Migrant Outreach worker and coordinating services in that location. RMSE recently moved our location to the Migrant Farmworker Housing in Greeley and is co-located with the RMSE Migrant Head Start Administration staff.

RMSE plans on hiring staff to work in the Delta area and may approach the Workforce Director in that region to allow RMSE staff to co-locate with their One Stop system in the Delta Workforce office. This will occur prior to the end of October 2012.

Rocky Mountain SER is dedicated to work together with CDLE in providing quality services to Migrant Seasonal Farmworkers throughout Colorado and would like to coordinate our services with the Migrant Outreach Workers where our 167 NFJP exists. It is our hope that this can be accomplished during the coming year to assure our programs can both be successful. Most importantly we want to assure that MSFWs have a positive and productive experience when entering the One Stop system and Workforce offices when seeking our services. Thanks for the opportunity to comment.

Response from CDLE regarding RMSEER comments:

CDLE is in agreement that the MOU that has been in effect since 1995 should be reviewed and updated if needed. CDLE will commit to addressing the MOU recommendation during the PY12 program year.

Please note: Additional comments were received from RMSEER and were determined not to be relevant to the plan, so are not included in this transmittal.

Other Public Comments:

No other public comments were received, the State Agriculture Plan was posted for public comment as required, and additionally outreach was conducted to partners requesting feedback. Feedback received was positive.

Section III. Integrated Workforce Plan Assurances and Attachments

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

☒	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS	
1.	☒	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	<i>Include a link or copy of a summary of the public comments received.</i> No public comments were received.
2.	☒	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	
3.	☒	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		www.colorado.gov/cdle/cwdc
4.	☒	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	<i>Include a link or copy of comments received.</i> See attached Relevant Comments document.
5.	☒	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	

6.	<input checked="" type="checkbox"/> The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	<i>Include a link or copy of the policy.</i> Original policy is being revised. See attached draft LWIB policy. The policy will become official by December 2012.
7.	<input checked="" type="checkbox"/> Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	<i>Include a link or copy of a summary of the public comments received.</i> No public comments were received.

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

8. ☒

STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
<p>The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.</p>	<p>WIA Sections 112(b)(2), 129, 134 20 CFR 665.100</p>	<p><i>Include links or copies of the policies.</i></p> <p>Required Statewide Activities include Rapid Response, Layoff Reserve and the ETPL – see policy letters and attachments at: http://www.coworkforce.com/PGL/pgl/PGL0909WIARapidResponseGuidelines.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIARRContactsAttach1.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIALayoffNoticeAttach2.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIARRMeetingOutlineAttach3.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIALayoffWorkshopAttach4.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIARRSignInAttach5.pdf http://www.coworkforce.com/PGL/pgl/PGL0909WIARREvaluationAttach6.pdf http://www.coworkforce.com/PGL/pgl/PGL0318WIARapidResponseLayoffReserves.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAEligProviderReportCard.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment1Definitions.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment2RequiredPreformanceData.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment3StateTargets.pdf</p> <p>The use of statewide funds is negotiated annually and incorporated into a budget proposal approved by the Governor. See attached PY12 WIA 25% Budget Letter.</p>

<p>9. <input type="checkbox"/> NA</p>	<p>The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).</p>	<p>WIA Sections 112(b)(13), 111(f), 117(g)</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Original policy is being revised. See attached draft LWIB policy. The policy will become official by December 2012.</p>
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10. <input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	<p><i>Include a link or copy of the policy.</i></p> <p>Original policy is being revised. See attached draft local area designation policy. The policy will become official by December 2012.</p>
11. <input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	<p><i>Include a link or copy of the policy.</i></p> <p>Original policy is being revised. See attached draft local area designation policy. The policy will become official by December 2012.</p>

12. <input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	<p><i>Include a link or copy of the policy. www.colorado.gov/cdle/cwdc</i></p> <p>Original policy is being revised. See attached draft LWIB policy. The policy will become official by December 2012.</p> <p>Additional guidance: Local Workforce Investment Board Orientation Guide</p>
13. <input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	<p><i>Include a link or copy of the policy.</i></p> <p>Original policy is being revised. See attached draft LWIB policy. The policy will become official by December 2012.</p>

14. <input type="checkbox"/> NA	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	<i>Include a link or copy of the policy.</i> Not applicable in Colorado.
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<p>15. <input type="checkbox"/> NA</p>	<p>Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)</p>	<p>WIA Sections 111(b), (e) 20 CFR 661.210(c)</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Not applicable in Colorado.</p>
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16. <input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	<p><i>Include link or copy of the policy</i></p> <p>Colorado provides ongoing technical assistance through many mechanisms including formal training, periodic statewide workgroup meetings (such as the Workforce Operators, Financial Managers, MIS Coordinators/Connecting Colorado Users Group, Youth Program Coordinators, and specialized groups such as the OJT-NEG Coordinators, H1B Grant Coordinators, SESP Grant Coordinators, etc.) In addition, Colorado has developed the e-Colorado knowledge management portal that contains a multitude of technical assistance resources to develop and implement the One-Stop system. A primary resource within e-Colorado is the Workforce Operators Meeting Team Room at: https://www.e-colorado.org/TeamRoom.aspx?ID=1458 In order to view the content of this link, users need to establish a user ID and password at: https://www.e-colorado.org</p>
17. <input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	<p><i>Include a link or copy of the policy</i></p> <p>See program guidance letter and attachments at: http://www.coworkforce.com/PGL/pgl/PGL0701WIAEligProviderReportCard.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment1Definitions.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment2RequiredPreformanceData.pdf http://www.coworkforce.com/PGL/pgl/PGL0701WIAAttachment3StateTargets.pdf</p>

18. <input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	<p><i>Include a link or copy of the policy.</i></p> <p>See program guidance letter at: http://www.coworkforce.com/PGL/pgl/PGL0208LcompliancewithSection504oftheRehabActof1973.pdf</p>
19. <input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	

20. <input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21. <input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	

22. <input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23. <input type="checkbox"/> NA	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	<p><i>Include a link or copy of the MOUs.</i></p> <p>Not applicable in Colorado.</p>

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
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<p>The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula,</p>	<p>WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Colorado has a long standing agreement between the SWIB and LWIBS to use the formulas within the law and no other factors.</p>
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24a. <input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	
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<p>25. <input checked="" type="checkbox"/></p>	<p>The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.</p>	<p>WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Colorado has a long standing agreement between the SWIB and LWIBS to use the formulas within the law and no other factors.</p>
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26. <input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<p><i>Include a link or copy of the policy.</i></p> <p>See Layoff Reserve Program Guidance Letter at: http://www.coworkforce.com/PGL/pgl/PGL0318WIARapidResponseLayoffReserves.pdf</p>
27. <input type="checkbox"/> NA	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	<p><i>Include a link or copy of the policy.</i></p> <p>Colorado has chosen not to competitively award Title I grants and contracts. These contracts are executed with county or state governmental entities.</p>

28.

NA

<p>The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.</p>	<p>WIA Sections 112(b)(18)(B), 123, 129</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Colorado is a local control state and has delegated this authority to local boards.</p>
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<p>29. <input type="checkbox"/> NA</p>	<p>The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.</p>	<p>WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.</p>	<p><i>Include a link or copy of the policy.</i></p> <p>Colorado and local boards have chosen not to award such grants on a competitive basis, as it is not required by the law.</p>
<p>30. <input checked="" type="checkbox"/></p>	<p>The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from</p>	<p>WIA Section 112(b)(12)(B)</p>	

		year-to-year during the period covered by this plan.	
31.	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)
32.	<input checked="" type="checkbox"/>	The state ensures	WIA Sections 184(a)(3), (4) <i>Include a link or copy of the policy.</i>

<p>compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.</p>	<p>20 CFR 667.200, .400(c)(2), 667.410</p>	<p>See the Compliance Monitoring PGL and attachments at: http://www.coworkforce.com/PGL/pgl/PGL0818WIAAnnualCompMonitoringGuidelines.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAAttach1WIAWPGovernance.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAAttach2WIAWPAAdministrative.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAAttach3WIAWPProgramSvcsMonitoringGuide.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAattach4PerformacneAccountabiilty.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAattach5AWIAfilereview.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAattach5BWIAfilereview.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAattach5CWPfileview.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAattach6PolicieslistandDocs.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAAttach7PerClientExpenditures.pdf http://www.coworkforce.com/PGL/pgl/PGL0818WIAAttach9RiskAssessment.pdf</p> <p>In addition, CDLE's fiscal monitors review each sub-recipient annually utilizing the USDOL-ETA Core Monitoring Guide.</p>
<p>33. <input type="checkbox"/> NA The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.</p>	<p>WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603</p>	<p><i>Include a link or copy of the policy, if available in the state. Documentation not required.</i></p> <p>Not available.</p>

34. <input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	
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ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35. <input type="checkbox"/> NA	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	<p><i>Include a link or copy of the policy.</i></p> <p>The SWIB has not chosen to establish these definitions.</p>

<p>36. <input type="checkbox"/> NA</p>	<p>Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.</p>	<p>WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210</p>	<p><i>Include a link or copy of the policy.</i></p> <p>The SWIB has not chosen to establish these definitions.</p>
<p>37. <input checked="" type="checkbox"/> X</p>	<p>The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.</p>	<p>WIA Section 134(d)(4)(E) 20 CFR 663.600</p>	<p><i>Include a link or copy of the policy.</i></p> <p>See policy guidance letter at: http://www.coworkforce.com/PGL/pgl/PGL0012WIA1PriorityForAdultTraining.pdf</p>

38. ☒	<p>The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system.</p> <p>The state policies:</p> <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority 	<p>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</p>	<p><i>Include a link or copy of the policy.</i></p> <p>See Veterans Priority of Service Program Guidance Letter at: http://www.coworkforce.com/PGL/pgl/PGL1005VImplementVeteransPriorityofService.pdf</p>
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ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39. <input type="checkbox"/> NA	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p><i>Attach plan for part-time Monitor Advocate, if applicable.</i></p> <p>Not applicable to Colorado.</p>
40. <input checked="" type="checkbox"/>	<p>Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.</p>	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	
41. <input checked="" type="checkbox"/>	<p>The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	
42. <input checked="" type="checkbox"/>	<p>If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	

John Hickenlooper
John Hickenlooper
Governor

Ellen Golombek
Executive Director
Department of Labor & Employment

Dave Csintyan, Chair

Stephanie Steffens, Director



COLORADO WORKFORCE DEVELOPMENT COUNCIL

633 17th Street, Suite 1200, Denver, Colorado 80202
303-318-8113 cwdc@state.co.us

Category: Workforce Investment Act
Subject#: Local Workforce Investment Board Policies
Source: Federal/State
Revise/Replace: PGL #
Contact: Stephanie Steffens, Director, Colorado Workforce Development Council
Distribution: Managers, Workforce Development Programs Staff, Workforce Region Directors and Staff
Colorado One-Stop System Policy Guidance Letter#: DRAFT
Date: October 31, 2012

Please note that this year's Program Guidance Letter follows a similar format to last year. Please review the letter and attachments carefully and respond accordingly.

I. REFERENCE(S):

Title I of the Workforce Investment Act (WIA) of 1998, WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207

II. PURPOSE:

To provide guidance and policy direction to Local Workforce Investment Boards (LWIB) and Workforce Regions on Workforce Investment Act (WIA) mandated LWIB operations.

III. BACKGROUND:

The following policies and procedures are mandated under WIA:

- Ensure public access (including to individuals with disabilities) to board meetings and information regarding board activities, such as board membership and meeting minutes.
- Identify circumstances that might present a conflict of interest for any state or local Workforce Investment Board member or the entity that s/he represents, and provide for the resolution of conflicts.

- Criteria to be used by chief elected officials for the appointment of Local Workforce Investment Board members.
- Certification requirements of Local Workforce Investment Boards by the Governor every two years.

IV. PUBLIC ACCESS POLICY:

Local Workforce Investment Board meetings shall be held at the times and in the places designated by the LWIB chairperson, and all meetings shall be conducted in accordance with the Colorado Open Meetings Law, C.R.S. §§ 24-6-401 *et seq.*

V. CONFLICT OF INTEREST POLICY:

A member of a board shall avoid the appearance of conflict of interest by not voting in, or participating in, any decision by the board regarding the provision of services by such member, or any organization or business which that member directly represents, or on any matter which would provide direct financial benefit to that member, the member's immediate family, or any organization which that member directly represents.

Business conflict of interest is defined as any ownership of the business, receiving any gross income during the previous or current year from the business, or ownership in real property relating to the business valued at \$10,000 or more.

Organization conflict of interest is defined as (i) being employed by the organization; and/or (ii) being a member of the board of directors, commission, council, or other direct governing body of the organization; and/or (iii) being a creditor of the organization in an amount in excess of \$10,000; and/or (iv) being an equity owner of any portion of the organization.

For purposes of this provision, an “immediate family member” is defined as (i) father, mother, brother, sister, daughter, or son of the member; and/or (ii) the spouse of the member; and/or (iii) father, mother, brother, sister, daughter, or son of the member’s spouse.

VI. LOCAL WORKFORCE INVESTMENT BOARD APPOINTMENT POLICY:

The LWIB shall consist of decision-making individuals reflective of the business demographics in the region and leaders from the workforce system, education and economic development.

LWIB membership, at a minimum, shall include:

1. Representatives of business in the local area, who:
 - Are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority;
 - Represent businesses with employment opportunities that reflect the employment opportunities of the local area; and
 - Are appointed from among individuals nominated by local business organizations and business trade associations;

2. Representatives of local educational entities, as selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities including:
 - Representatives of local educational agencies
 - Local school boards
 - Entities providing adult education and literacy activities
 - Post-secondary educational institutions (including representatives of community colleges, where such entities exist)
3. Representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees
4. Representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present)
5. Representatives of economic development agencies, including private sector economic development entities; and
6. Representatives of each of the one-stop partners

Membership may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

Local Regions may want to consider the following when:

1. Appointing business members
 - Businesses that represent the key industries in the region
 - Large businesses
 - Small Businesses
 - Geographical representation
2. Appointing partners (ex: economic development, one-stop partners, etc.)
 - Job Corps, Native American programs, migrant and seasonal farmworker programs, and veterans workforce programs
 - Programs authorized under the Wagner-Peyser Act (Employment Services)
 - Adult education and literacy
 - Vocational rehabilitation programs
 - Welfare To Work programs
 - Senior Community Service Employment Program
 - Post-secondary vocational education activities such as Career & Technical Education
 - Trade Adjustment Assistance programs
 - Department of Housing and Urban Development
 - Temporary Assistance for Needy Families programs
 - Small Business Development Centers
 - Local Chambers of Commerce

VII. LOCAL WORKFORCE INVESTMENT BOARD CERTIFICATION POLICY:

The Governor, as required under WIA, shall certify LWIBs every two (2) years beginning July 1, 2012. Submittal of required materials shall be due to the State as required by the Local Plan guidelines. It is not necessary for the Governor to certify sub-regional WIBs, although the regional WIB must present documentation that it has done so. The Colorado Workforce Development Council (CWDC) shall issue a schedule and instructions for submission of materials needed for certification as part of the Local Plans.

The recertification will, at a minimum, be based on:

1. Compliance of local board composition which shall be consistent with Title I, sec. 117(b) or (I) of WIA, and with ORS 285A.452-461 (SB 117). LWIBs will submit a statement of compliance that includes the name, title and organization of individuals appointed.
2. The LWIBs' ability to meet their fiduciary responsibility during the previous two years. (Fiscal Monitors will review recent audit results and financial activity for any material issues that the region demonstrated in meeting their fiduciary responsibilities, and provide this information to the Council.)
3. The LWIBs' ability to meet the current negotiated state WIA performance standards. (Program Monitors will review the WIA performance outcomes for each region and provide this information to the Council.) Any LWIB that fails to meet a performance measure for two (2) consecutive program years will not be approved for recertification.

V. IMPLEMENTATION DATE:

Immediately upon receipt.

VI. INQUIRIES:

Please direct all inquiries to Colorado Workforce Development Council staff:
cwdc@state.co.us.

Stephanie Steffens, Director
Colorado Workforce Development Council

Date

John Hickenlooper
Governor

Ellen Golombek
Executive Director
Department of Labor & Employment

Dave Csintyan, Chair

Stephanie Steffens, Director



COLORADO WORKFORCE DEVELOPMENT COUNCIL

633 17th Street, Suite 1200, Denver, Colorado 80202
303-318-8113 cwdc@state.co.us

Category: Workforce Investment Act
Subject#: Designation/Re-Designation of Workforce Investment Areas and the Appeals Process
Source: Federal/State
Revise/Replace: CWDC-01-02
Contact: Stephanie Steffens, Director, Colorado Workforce Development Council
Distribution: Managers, Workforce Development Programs Staff, Workforce Region Directors and Staff
Colorado One-Stop System Policy Guidance Letter#: DRAFT
Date: October 31, 2012

Please note that this year's Program Guidance Letter follows a similar format to last year. Please review the letter and attachments carefully and respond accordingly.

I. REFERENCE(S):

Title I of the Workforce Investment Act (WIA) of 1998, WIA Sections 116; 20 CFR Part 652, et al Workforce Investment Act Final Rules, August 11, 2001: Colorado Law (HB 1083); WIA Sections 112(b)(15), 116(a)(5); 20 CFR 661.280; 20 CFR 667.700; 20 CFR 667.640; 20 CFR 662.280

II. PURPOSE:

To provide guidance and process for the designation and re-designation of Workforce Regions in Colorado, along with the process for appealing designation decisions.

II. BACKGROUND:

The Workforce Investment Act (WIA) mandates that the Colorado Workforce Development Council (CWDC) (or "State board") shall assist the Governor in designation of Workforce Regions, as required in section 116, and that an appeals process is in place.

The Governor of the State shall designate local workforce investment areas within the State:

- (i) Through consultation with the State board; and
- (ii) After consultation with chief elected officials and after consideration of comments received through the public comment process as described in section 112(b)(9).

WIA further states that the considerations should include the following:

- (i) Geographic areas served by local educational agencies and intermediate educational agencies
- (ii) Geographic areas served by post-secondary educational institutions and area vocational education schools
- (iii) The extent to which such local areas are consistent with labor market areas
- (iv) The distance that individuals will need to travel to receive services provided in such local areas

WIA states that a unit of general local government (including a combination of such units) or grant recipient that requests, but is not granted designation of an area as a local area, may submit an appeal to the State board.

Colorado law (HB1083) endorses the federal intent of WIA and also recognizes that there may be a difference between labor market-based planning and establishment of areas to properly manage resources. Thus, Colorado law allows for both “local workforce investment areas” and “consortium areas” which meet federal requirements.

V. DESIGNATION AND RE-DESIGNATION POLICY:

A request for designation or re-designation must be submitted to the CWDC by February 1 for consideration for the next program year (July 1- September 30).

An area or areas seeking to be designated or re-designated, as a Colorado Workforce Investment Area must address the following:

1. Submit the request in writing to the Chairperson of the Colorado Workforce Development Council (CWDC) and to the Director of the CWDC. Receipt of the request must be documented by electronic return confirmation, if the requestor does not receive confirmation before 5:00 PM on February 1st, it is their responsibility to contact the Director of CWDC to ensure that the notice has been received.
2. This request must clearly state the circumstances for the request of designation or re-designation.
3. The request must also address and explain how the following nine criteria are met:
 - a. Consistency with natural labor market areas
 - b. Consistency with secondary and post-secondary educational regions
 - c. Distances that individuals must travel to receive services in a region
 - d. Submission of a service delivery plan that includes a description of resources that would be available to the region to provide services
 - e. Coordination of multiple resources within regions that are based on labor markets and natural travel patterns of local residents
 - f. Local ownership, exhibited by strong involvement of local elected officials and community leaders (through the Local Workforce Investment Board), of the implementation strategies to provide quality services to employers and individuals

- g. Local capacity to manage funds, provide oversight of programs, and provide for the proper stewardship of public funds
 - h. How the proposed new designation, which maintains the per person revenue drawn from the previous area(s) serving those individuals, will impact those other workforce areas from which it is withdrawing. It should be understood by any county, city or combination of such seeking re-designation, that the new area will only secure the formula allocated funds for each WIA funding stream based on the formula factors as defined by WIA. If the city, county or consortium or such that becomes part of a consortium, the consortium will determine the distribution of WIA funds within its region(s).
 - i. The CWDC recommends to the Governor and Legislature that any community currently receiving service within the workforce system that chooses to align itself with another region shall receive the funds currently designated within that program to service its citizens.
4. The requesting county, city or combination of such will address their request at a public hearing. The public hearing will be held within 30 days of receipt of the request. Time and place is to be determined by the CWDC.
 5. The CWDC will take the request and comments from the public hearing and make a recommendation to the full State board within 30 days of the public hearing.
 6. The CWDC will submit their recommendation to the Governor within five (5) business days of the State board vote.
 7. The final decision rests with the Governor and shall be made prior to May 15th six weeks prior to the beginning of the fiscal year.

VI. APPEALS PROCESS POLICY:

An area or areas seeking to be designated or re-designated, as a Colorado Workforce Investment Area which has requested but has been denied its request for designation or re-designation as a Workforce Investment Area, may appeal the decision to the Colorado Workforce Development Council.

1. An appeal must be in writing and filed with the Colorado Workforce Development Council within ten (10) days after notification of the decision.
2. The appeal must contain a specific statement of the grounds upon which the appeal is sought.
3. The State board will have 60 days to review the appeal and make a recommendation to the Governor.
4. The final decision rests with the Governor.
5. If the decision of the appeal reverses the decision it will become effective July 1st of the following year.
6. If a decision on the appeal is not rendered in a timely manner or if the appeal does not result in designation, the entity may request review by the Secretary of Labor, under the procedures set forth at 20 CFR 667.6409(a).

Definition: Where the term “days” appears, it shall be defined as calendar days, not working days.

VII. IMPLEMENTATION DATE:

Immediately upon receipt.

VI. INQUIRIES:

Please direct all inquiries to Colorado Workforce Development Council staff:
cwdc@state.co.us.

Stephanie Steffens, Director
Colorado Workforce Development Council

Date

DRAFT

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of Colorado certifies on the 17th day of September month in 2012 year that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and TAA: SCSEP (insert name of Act that authorizes programs included in State Plan). The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.


Governor

9-17-12
Date