

Colorado Central Planning Region's Regional Plan for Execution of Workforce Development Activities

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

May 2, 2016

Modified April 11, 2018

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

Executive Summary

The Colorado Central Planning Region's regional plan was developed in alignment with the state and local area plans and in accordance with Workforce Innovation and Opportunity Act (WIOA) regulations. The Colorado Central Planning Region has long understood the benefits of regional planning and has worked to align and unite the efforts of its local area workforce development boards for several years with great success. Because of these efforts, and the region's commitment to utilizing the resources and expertise of its seven local areas, the Colorado Central Planning Region is the only WIOA planning region that created its own dataset to illustrate the regional economic conditions, a summary of which has been included in this plan. As this data demonstrates, the commuter patterns within the Colorado Central Planning Region further require alignment of services and systems to ensure customer needs are consistently met across all seven local areas. Through this plan, the Colorado Central Planning Region will formalize its regional planning process and will explore innovative means to better serve the needs of its customers and to meet the economic demands of the region. The benefits of this regional plan will include, but will not be limited to:

- Synergy across local areas and among partners in the region
- Potential economies of scale
- Ability to address crossover of needs to fill gaps and reduce duplication of services
- Ability to share data to inform best practices and unify systems
- Increased capacity for coordination, communications and marketing
- Improved responsiveness of workforce development areas to business and industry
- Ability to advance sector initiatives and career pathways for customers
- Strategic and resource alignment decisions at the local level

To ensure all relevant stakeholders were involved in the development of this plan, the Colorado Central Planning Region invited local workforce development boards, local elected officials and key partners from the Central Planning Region to participate in multiple planning and feedback sessions.

The plan is organized to address the 14 questions posed by WIOA for regional planning documents. This regional document formalizes the existing partnerships between the seven workforce development areas that make up the 10 counties of the Colorado Central Planning Region but does not commit district level funds or establish a governing body. The leaders of the Colorado Central Planning Region are all members of the Colorado Urban Workforce Alliance (CUWA), which will act as the driver of the regional plan. The oversight and implementation of this plan will be the responsibility of every workforce director, workforce development board and his/her local elected official. This four-year plan will be reviewed each year and amended as needed.

Planning Region: Colorado Central Planning Region

Local Areas included in this Planning Region: The Colorado Central Planning Region includes seven workforce development areas encompassing 10 counties: Adams, Arapahoe/Douglas, Boulder, Broomfield, Denver, Tri-County (Jefferson, Clear Creek and Gilpin) and Larimer.

Executive Summary

In February 2018, an assessment of the economic impact of the Central Planning Region was conducted. Subsequently, the Pikes Peak Workforce Development Area joined the Colorado Central Planning Region and impact was reassessed to include its results:

- The eight Workforce Development Areas that make up the Colorado Central Planning Region invested \$47,897,579 in public monies in the most recent complete program year (PY16), which

began July 1, 2016 and ended June 30, 2017.

- They placed a total of 80,019 people who were still working six months later.
- The average annualized wage of the people placed was \$45,739.
- Since the average annualized wage of all new hires in the Central Planning Region during this timeframe was \$36,322, the value added by workforce center services was \$9,417.
- This means that the eight Workforce Development Areas added \$753.5 million in additional worker earnings to the region's economy.
- This is a cost/benefit ratio of 15.73. In other words, for every \$1 public dollar invested, the return in PY16 was \$15.73 in additional worker earnings attributable to the value added by local Workforce Centers.
- Since, according to the 2016 Consumer Expenditure Survey conducted by the US Bureau of Labor Statistics indicates the average federal income tax burden for all families was 11.2%, this means that the eight Workforce Development Areas that make up Colorado's Central Planning Region paid back US taxpayers in 6.58 months.

Outcomes to Date for the Central Planning Region:

- Four (4) new industry driven sector partnerships were developed in the Central Planning Region within the construction, retail, tree care and information technology industries. Now, with the addition of the Pikes Peak Workforce Development Area to the Central Planning Region, there are an additional four industry sector partnerships, which include:
 - Advanced manufacturing
 - Hospitality
 - Healthcare
 - Information technology
- Connecting Colorado changes were made in order to better align outcomes across the Central Planning Region to report return on investment for training dollars provided by the local workforce areas.
- Completed a return on investment formula to estimate the economic value added by the workforce development system in the Colorado Central Planning Region.
- Formed Central Planning Region task force to collect data and train staff on data analysis to report local economic impact within the Central Planning Region. Contracted with ADWorks! to develop a 1 year annual report (Economic Impact Report) for Central Planning Region, Fall 2017 for PY16.
- Developed a common template for MOU's to be used across the Central Planning Region with WIOA mandated partners.
- Convened Career Services personnel to identify, define, align and market consistent service lines for Career Services across the Central Planning Region (on-going).
- Supported work based learning opportunities through the creation of 4 new federally approved apprenticeships for Medical Assistants and Medical Laboratory Assistants through the Greater Metro Denver Healthcare Partnership, a Software Development Apprenticeship in IT through the Technology Employment in Colorado Partnership (TEC-P) and an Advanced Manufacturing Technician Apprenticeship Program (AMTAP) through Lockheed Martin and supported by the regions within the Central Planning Region.

Future Initiatives for the Central Planning Region:

- Train staff on Connecting Colorado changes in order for staff to enter and report outcomes/impact using Connecting Colorado data. Identify new reports that can be pulled from Connecting Colorado.

- Align Business Services and Career Services across the Central Planning Region at a strategic level by sharing and reporting best practices.
- Convene expert data work group to create escalation process for reports that need additional levels of data support to report consistently across the Central Planning Region.
- Create new apprenticeship programs through existing industry led sector initiatives.
- Create new Work Based Learning opportunities throughout the Central Planning Region

Workforce Development leaders in the Colorado Central Planning Region recognize that workforce

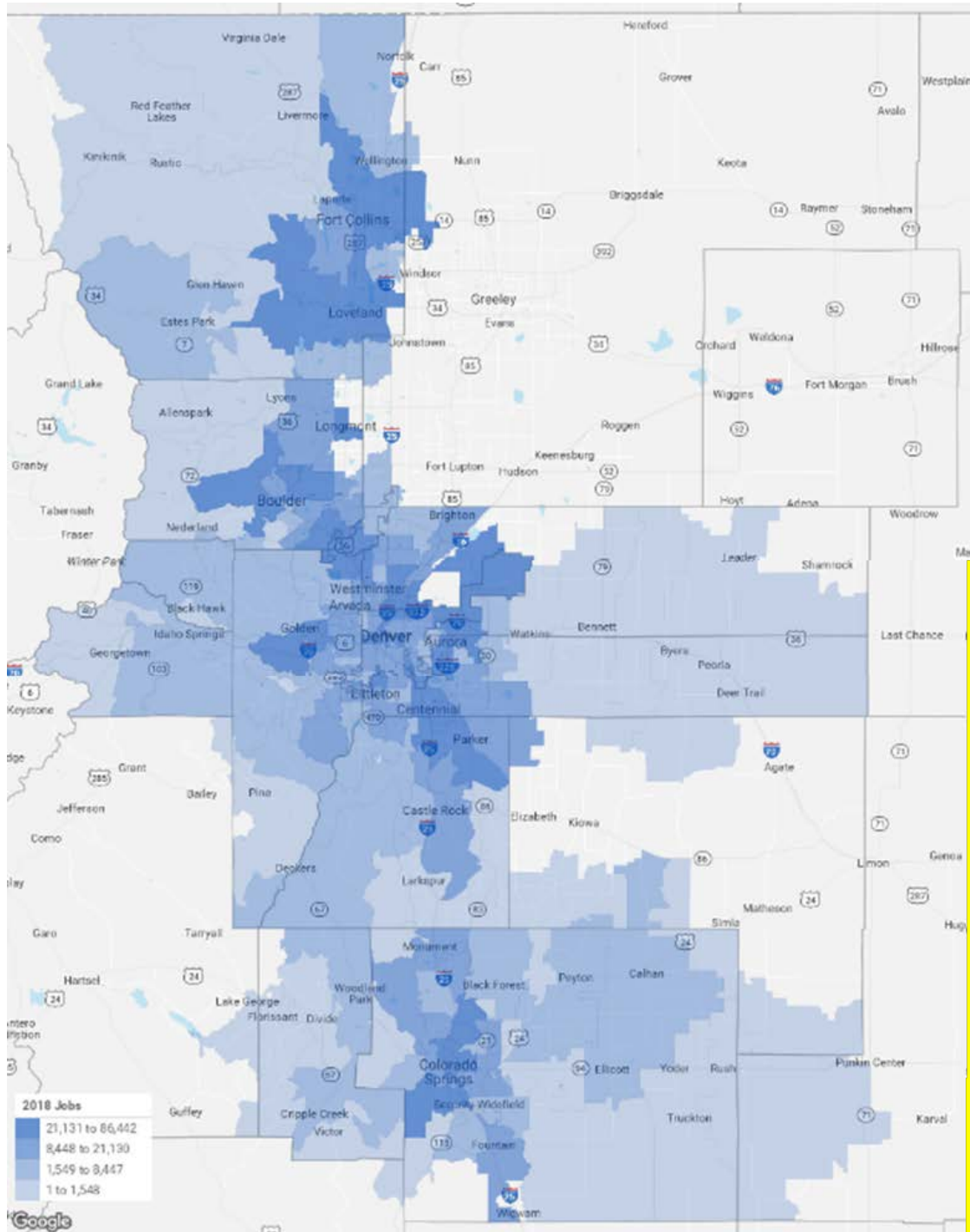
Employment Concentrations, Colorado Central Planning Region			
County	2018 Jobs	Average Earnings Per Job	Payrolled Business Locations
Denver County, CO	561,393	\$75,794	31,328
Arapahoe County, CO	366,745	\$71,749	21,719
El Paso County, CO	351,560	\$55,894	18,976
Jefferson County, CO	267,933	\$63,003	20,721
Adams County, CO	234,102	\$59,881	10,651
Boulder County, CO	207,866	\$70,055	14,957
Larimer County, CO	184,194	\$54,911	11,772
Douglas County, CO	140,483	\$67,750	11,735
Broomfield County, CO	42,145	\$100,015	2,732
Teller County, CO	8,748	\$42,734	842
Gilpin County, CO	5,226	\$48,689	164
Clear Creek County, CO	3,435	\$50,114	357
Totals	2,373,830	\$63,382	145,954

Source: EMSI - QCEW, Non-QCEW & Self-Employed Class of Worker

development needs may exceed those which may be met through the WIOA. Therefore, they are committed to data mining, analysis and articulation of those issues which are related to workforce development and to the continued economic prosperity in the Region. Considerations include poverty, number of people on public assistance, affordable housing, transportation, child care and affordable postsecondary education.

The table shows employment concentrations with El Paso and Teller counties added. The map shows employment concentrations by zip code within the region.





1. PROVIDE AN ANALYSIS OF THE REGIONAL ECONOMIC CONDITIONS.

The Colorado Central Planning Region's regional Workforce Innovation and Opportunity Act (WIOA) plan reflects up-to-date data and analysis about the region's economic condition, business/industry needs, as well as the population's job skills. The regional plan's strategies are customer-driven and intended to meet the needs of both employers and jobseekers. The leadership of the Colorado Central Planning Region is committed to reviewing and analyzing current data to identify ways to continuously improve the region's economy.

The Colorado Central Planning Region (herein called the Central Planning Region) seeks to achieve the following outcomes during the four-year planning period:

- Use data-driven strategies to identify and validate industry needs and determine what existing resources can be leveraged to design a strategy to meet those needs
- Strengthen and align the region's sector partnerships, as well as explore new sub-sector partnerships. A significant effort that the Central Planning Region will undertake is to help the seven local areas that make up the region align and coordinate local areas development strategies to help ensure that these partnerships are sustainable
- Share best practices between local areas for engaging employers of all sizes in the appropriate sector partnerships to actively co-design curricula with the region's education and job training programs
- Explore the application of a LEAN service delivery process at the region's entire workforce centers' career services departments so there is a common language and systems used across the region
- Share best practices and data-driven strategies with the region's local workforce centers so WIOA's target populations and area targeted populations are served more effectively

Each year, the leadership will review the progress the Central Planning Region has made toward these outcomes to refine its goals, objectives and activities to help reach the outcomes identified in this plan.

Overall Economy

Colorado's Central Planning Region has a robust and diversified economy that contains almost 68% of all Colorado jobs. The region is currently in a full employment market. Only 3.2% (114,396 people) are unemployed, which includes those workers who are marginally attached, working part time and the long-term unemployed.

A. EXISTING AND EMERGING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS.

Table 1 below depicts the industries in which significant growth is expected in the Central Planning Region. The table is sorted by Location Quotient, which is a measure of employment concentration in a given geographic area relative to the national average, which is always 1.00. For example, a location quotient of 1.58 would mean employment in that industry sector is 1.58 times more concentrated in the Central Planning Region than the national average.

Table 1: Regional Industry Growth Projections

Regional Industry Growth Projections, Colorado Central Planning Region											
NAICS Code	Description	2016 Jobs	2017 Jobs	2018 Jobs	2019 Jobs	2020 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations	
51	Information	53,691	52,518	51,540	50,710	50,257	(3,434)	(1.3%)	1.58	2,199	
54	Professional, Scientific, and Technical Services	190,286	196,980	203,095	208,781	213,336	23,050	2.4%	1.54	23,130	
21	Mining, Quarrying, and Oil and Gas Extraction	15,805	16,894	17,891	18,820	19,569	3,764	4.8%	1.53	747	
23	Construction	123,179	123,723	124,558	125,608	127,215	4,036	0.7%	1.24	9,113	
53	Real Estate and Rental and Leasing	37,667	37,746	37,877	38,045	38,309	642	0.3%	1.24	5,899	
55	Management of Companies and Enterprises	33,595	35,627	37,467	39,165	40,488	6,893	4.1%	1.19	1,381	
52	Finance and Insurance	86,890	88,061	89,243	90,434	91,619	4,729	1.1%	1.15	7,204	
71	Arts, Entertainment, and Recreation	35,953	36,606	37,190	37,723	38,113	2,160	1.2%	1.14	1,554	
42	Wholesale Trade	80,394	81,354	82,296	83,226	84,130	3,736	0.9%	1.10	9,579	
72	Accommodation and Food Services	172,686	176,834	180,532	183,897	186,384	13,698	1.6%	1.07	7,436	
56	Administrative and Support and Waste Management and Remediation Services	120,146	123,913	127,477	130,890	133,866	13,720	2.3%	0.98	6,705	
81	Other Services (except Public Administration)	87,080	88,680	90,141	91,502	92,629	5,549	1.3%	0.96	9,252	
90	Government	280,032	283,823	287,191	290,248	292,477	12,445	0.9%	0.95	1,059	
44	Retail Trade	174,664	176,720	178,724	180,690	182,532	7,868	0.9%	0.89	10,035	
48	Transportation and Warehousing	54,240	54,841	55,434	56,022	56,593	2,353	0.9%	0.88	1,954	
61	Educational Services	42,497	43,918	45,176	46,314	47,134	4,637	2.2%	0.87	1,937	
62	Health Care and Social Assistance	208,532	215,576	221,927	227,765	232,243	23,711	2.3%	0.86	9,420	
31	Manufacturing	99,338	98,940	98,809	98,873	99,469	131	0.0%	0.67	3,545	
22	Utilities	4,120	4,068	4,018	3,971	3,930	(190)	(0.9%)	0.62	127	
11	Crop and Animal Production	5,817	5,818	5,820	5,822	5,828	11	0.0%	0.26	300	
	Totals	1,906,612	1,942,641	1,976,407	2,008,507	2,036,120	129,509	1.4%		112,576	

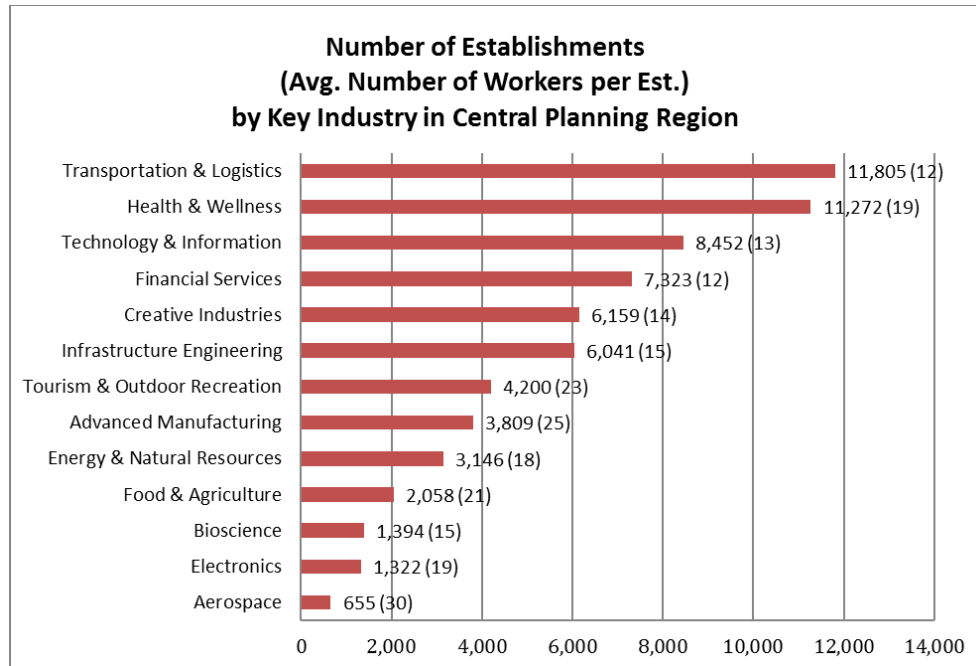
Source: EMSI 2015.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed Class of Worker

An examination of this data reveals the following observations about the Central Planning Region's existing in-demand industry sectors and occupations:

- Most jobs in the region are concentrated in the information economic group, which includes telecommunications, broadcast cable, data hosting and related services, software publishing and other publishing.
- The professional, scientific and technical group includes law offices, accountants, engineering services, elements of aerospace and computer system design and related services. This economic group is vital to the regional economy because it provides the intellectual infrastructure that attracts high-tech businesses of all kinds.
- Construction jobs lost during the great recession have returned and the region's real estate market is robust.
- Employment in the management of companies and enterprises group tends to be most concentrated in downtown Denver and the Arapahoe/Douglas region.
- Transportation and warehousing companies are not concentrated in the Central Planning Region as a whole, but they are a key sector for the Adams County Workforce Development Area.
- Air transportation is heavily concentrated in the Denver County Workforce Development Area but not in the Central Planning Region as a whole.

The graph below depicts the concentration of workers and businesses within the region's key industries as of 2016.

Figure 2: Number of Establishments by Key Industry



As shown in Figure 3, below, the Central Planning Region is home to industries that employ large numbers of workers and pays salaries that meet Colorado's self-sufficiency standard.

Figure 3: 2015 Employment by Key Industry

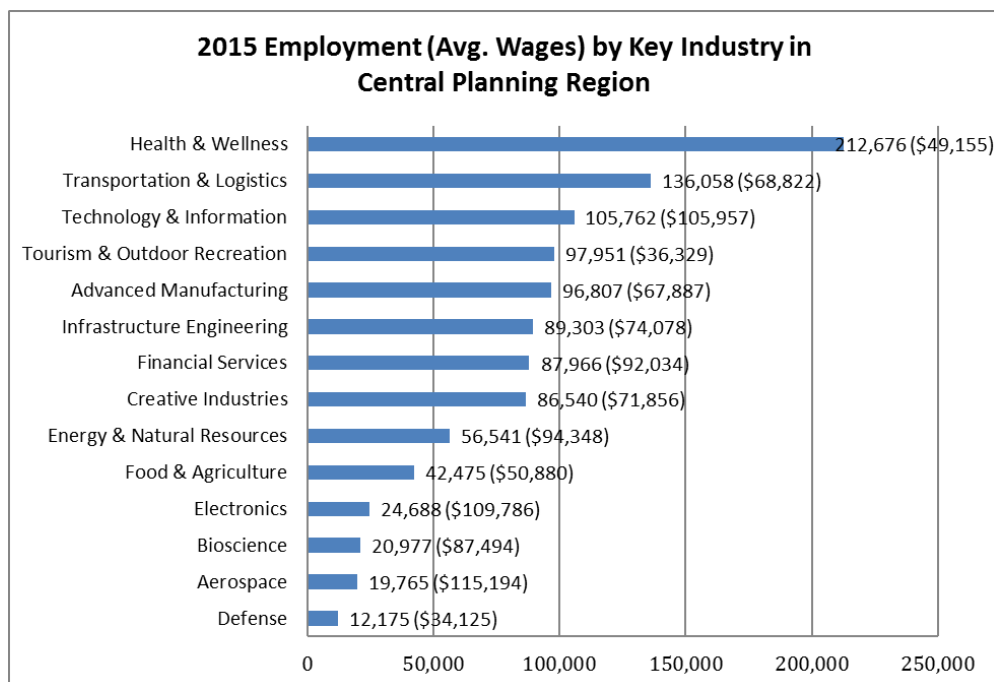


Table 2, on the following page, depicts the top **20 key industry sectors** in the Central Planning Region. These key sectors are diverse, but they tend to be somewhat concentrated in high technology sectors. The Central Planning Region will pay close attention to the projection for telecommunications through 2020 because recent sector activity in greater metropolitan Denver may impact projected growth. Among the regions key industry sectors, the professional, scientific and technical services group employs the most people.

Table 2: Regional Industry Sector Growth Projections

Regional Industry Sector Growth Projections, Colorado Central Planning Region										
NAICS Code	Description	2016 Jobs	2017 Jobs	2018 Jobs	2019 Jobs	2020 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
211	Oil and Gas Extraction	9,148	9,770	10,337	10,863	11,280	2,132	4.7%	3.63	361
481	Air Transportation	14,121	14,420	14,698	14,963	15,192	1,071	1.5%	2.54	70
312	Beverage and Tobacco Product Manufacturing	5,869	5,865	5,862	5,860	5,862	(7)	(0.0%)	2.22	145
518	Data Processing, Hosting, and Related Services	7,852	7,922	7,957	7,965	7,904	52	0.1%	2.15	331
517	Telecommunications	19,414	18,818	18,347	17,969	17,822	(1,592)	(1.6%)	1.96	420
511	Publishing Industries (except Internet)	14,446	13,730	13,144	12,658	12,426	-2,020	-2.8%	1.70	615
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	20,001	20,608	21,159	21,669	22,062	2,061	2.1%	1.65	2,074
541	Professional, Scientific, and Technical Services	190,286	196,980	203,095	208,781	213,336	23,050	2.4%	1.54	23,130
515	Broadcasting (except Internet)	5,089	5,099	5,114	5,133	5,165	76	0.3%	1.44	85
334	Computer and Electronic Product Manufacturing	16,910	16,309	15,850	15,496	15,424	-1,486	-1.8%	1.39	324
238	Specialty Trade Contractors	85,702	85,881	86,281	86,844	87,845	2,143	0.5%	1.34	6,236
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	10,667	10,807	10,941	11,069	11,181	514	1.0%	1.34	744
902	State Government	83,116	84,650	86,032	87,302	88,278	5,162	1.2%	1.29	211
423	Merchant Wholesalers, Durable Goods	46,453	46,889	47,329	47,773	48,230	1,777	0.8%	1.27	4,273
712	Museums, Historical Sites, and Similar Institutions	2,355	2,436	2,506	2,569	2,612	257	2.2%	1.25	44
711	Performing Arts, Spectator Sports, and Related Industries	12,045	12,153	12,251	12,341	12,407	362	0.6%	1.24	707
531	Real Estate	28,995	29,092	29,219	29,369	29,579	584	0.4%	1.23	5,181
532	Rental and Leasing Services	7,969	7,940	7,931	7,937	7,978	9	0.0%	1.22	618
551	Management of Companies and Enterprises	33,595	35,627	37,467	39,165	40,488	6,893	4.1%	1.19	1,381
442	Furniture and Home Furnishings Stores	6,597	6,495	6,422	6,370	6,375	-222	-0.7%	1.14	461
	Totals	620,630	631,489	641,940	652,094	661,446	40,817	1.3%		47,411

Source: EMSI 2015.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed Class of Worker



Table 3 shows the **top occupations, by percent of total employment**, for the region.

Table 3: All Sector Staffing Patterns

All Sector Staffing Patterns, Central Planning Region								
SOC Code	Description	2016 Jobs	2020 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
41-2031	Retail Salespersons	56,050	58,792	2,742	5%	3.0%	\$11.03	Less than high school
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	48,830	53,609	4,779	10%	2.5%	\$9.09	Less than high school
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	46,063	49,192	3,129	7%	2.4%	\$17.78	High school diploma or equivalent
35-3031	Waiters and Waitresses	36,415	38,737	2,322	6%	1.9%	\$9.07	Less than high school
41-2011	Cashiers	33,228	34,784	1,556	5%	1.8%	\$9.59	Less than high school
13-1199	Business Operations Specialists, All Other	33,009	34,350	1,341	4%	1.7%	\$34.78	High school diploma or equivalent
43-4051	Customer Service Representatives	33,180	36,518	3,338	10%	1.7%	\$15.88	High school diploma or equivalent
29-1141	Registered Nurses	32,611	35,699	3,088	9%	1.7%	\$33.93	Associate's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	30,166	32,795	2,629	9%	1.6%	\$11.16	Less than high school
11-1021	General and Operations Managers	29,376	31,477	2,101	7%	1.5%	\$52.84	Bachelor's degree
13-2011	Accountants and Auditors	28,138	29,929	1,791	6%	1.5%	\$33.76	Bachelor's degree
43-9061	Office Clerks, General	27,522	29,753	2,231	8%	1.4%	\$16.56	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	23,739	24,672	933	4%	1.3%	\$28.08	High school diploma or equivalent
43-5081	Stock Clerks and Order Fillers	22,978	23,667	689	3%	1.2%	\$12.43	Less than high school
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	22,942	24,632	1,690	7%	1.2%	\$12.13	Less than high school
43-3031	Bookkeeping, Accounting, and Auditing Clerks	22,073	23,631	1,558	7%	1.2%	\$18.54	High school diploma or equivalent
25-1099	Postsecondary Teachers	21,905	23,687	1,782	8%	1.1%	\$30.92	Doctoral or professional degree
15-1132	Software Developers, Applications	20,112	21,514	1,402	7%	1.1%	\$47.42	Bachelor's degree
41-3099	Sales Representatives, Services, All Other	17,968	18,992	1,024	6%	0.9%	\$26.12	High school diploma or equivalent
37-2012	Maids and Housekeeping Cleaners	18,027	19,448	1,421	8%	0.9%	\$8.97	Less than high school

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.3 Class of Worker

Table 4, below, shows the **top 20 occupations in the key sector** identified in the Central Planning Region.

Table 4: Key Sector Staffing Patterns

Key Sector Staffing Patterns, Central Planning Region								
SOC Code	Description	2016 Jobs	2020 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	20,246	21,721	1,475	7%	3.2%	\$17.78	High school diploma or equivalent
13-2011	Accountants and Auditors	19,483	20,942	1,459	7%	3.1%	\$33.76	Bachelor's degree
15-1132	Software Developers, Applications	16,657	17,846	1,189	7%	2.7%	\$47.42	Bachelor's degree
13-1199	Business Operations Specialists, All Other	16,499	17,385	886	5%	2.7%	\$34.78	High school diploma or equivalent
25-1099	Postsecondary Teachers	14,610	15,531	921	6%	2.4%	\$30.92	Doctoral or professional degree
43-9061	Office Clerks, General	12,468	13,475	1,007	8%	2.0%	\$16.56	High school diploma or equivalent
11-1021	General and Operations Managers	12,413	13,474	1,061	9%	2.0%	\$52.84	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	11,810	12,195	385	3%	1.9%	\$28.08	High school diploma or equivalent
43-4051	Customer Service Representatives	10,963	11,649	686	6%	1.8%	\$15.88	High school diploma or equivalent
41-2031	Retail Salespersons	10,774	11,011	237	2%	1.8%	\$11.03	Less than high school
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,358	11,159	801	8%	1.7%	\$18.54	High school diploma or equivalent
23-1011	Lawyers	10,292	11,061	769	7%	1.7%	\$51.95	Doctoral or professional degree
47-2111	Electricians	10,169	10,821	652	6%	1.6%	\$21.99	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	9,707	10,165	458	5%	1.6%	\$26.12	High school diploma or equivalent
47-2061	Construction Laborers	8,849	8,944	95	1%	1.5%	\$14.93	Less than high school
15-1133	Software Developers, Systems Software	8,865	9,370	505	6%	1.4%	\$49.70	Bachelor's degree
15-1151	Computer User Support Specialists	7,748	8,520	772	10%	1.2%	\$25.52	Some college, no degree
13-1111	Management Analysts	7,529	8,425	896	12%	1.2%	\$35.51	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	7,512	8,545	1,033	14%	1.2%	\$32.84	Bachelor's degree
47-2031	Carpenters	6,997	6,862	(135)	-2%	1.2%	\$18.73	High school diploma or equivalent

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.3 Class of Worker

B. THE EMPLOYMENT NEEDS OF EMPLOYERS IN THOSE INDUSTRY SECTORS AND OCCUPATIONS.

Table 5 on the following page was generated using the Help Wanted Online "Wanted Analytics," which is an online tool that allows occupational listings to be parsed by geographic area, industry and/or occupation, education level, skills and other factors. Below are the **top 20 unduplicated jobs** listed over the last 120 days in the Central Planning Region.

Table 5: Top Jobs Currently Listed

Top Jobs Currently Listed, Key Sectors Central Planning Region, Last 120 Days			
Occupation	Occupation Code	Volume	Same Period Prior Year
Retail Salespersons	41203100	2,279	2,037
Software Developers, Applications	15113200	1,899	1,654
First-Line Supervisors of Retail Sales Workers	41101100	1,822	1,565
Marketing Managers	11202100	1,736	1,526
Heavy and Tractor-Trailer Truck Drivers	53303200	1,437	867
Network and Computer Systems Administrators	15114200	1,409	1,392
Management Analysts	13111100	1,259	1,143
Computer Systems Analysts	15112100	1,138	1,338
Computer User Support Specialists	15115100	1,137	1,157
Web Developers	15113400	987	905
Information Technology Project Managers	15119909	986	932
First-Line Supervisors of Office and Administrative Support Workers	43101100	937	1,135
Sales Managers	11202200	919	708
Customer Service Representatives	43405100	874	1,084
Computer Systems Engineers/Architects	15119902	810	560
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41401100	772	547
Sales Agents, Financial Services	41303102	769	930
Accountants	13201101	686	725
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41401200	629	567
Tellers	43307100	572	702

Source: Wanted Analytics

Table 6, below, shows the top skills and certifications in demand in current job listings by employers in the Central Planning Region:

Table 6: Top Skills & Certifications in Demand

Top Skills & Certifications in Demand	
Skills	Certifications
Quality Assurance (QA)	Driver's License
Java	Certified Public Accountant (CPA)
Linux	Top Secret Sensitive Compartmentalized Information (TS SCI)
Customer Relationship Management	Continuing Education
Structured Query Language (SQL)	Professional Engineer (PE)

Source: Wanted Analytics

Difficult to Hire Occupations

In order to analyze which occupations are most difficult to fill for employers in the Central Planning Region, an analysis was performed using EMSI's real-time job posting data from CareerBuilder. To perform the analysis, the average number of job postings for each occupation was computed and then compared with average hire data. These Economic Modeling Specialists International (EMSI) estimates use Longitudinal Employer-Household Dynamics Quarterly Workforce Indicator data.

Table 7, below, shows the **top 20 occupations by number employed in the region** that fall in the "difficult to hire" category. Difficulty to hire was determined by dividing the average number of *annual* hires by the average number of job postings. Those occupations that had less than one hire per posting are considered "difficult to fill."

Table 7: Training Pipeline Completions to Hires Ratio

Training Pipeline: Completions to Hires Ratio, Colorado Central Planning Region						
SOC	Description	2016 Jobs	Avg. Annual Job Postings	Avg. Number Annual Hires*	Hires per Posting	Hiring Difficulty
29-1141	Registered Nurses	32,618	36,214	18,656	0.5	Difficult
15-1132	Software Developers, Applications	20,114	19,011	9,649	0.5	Difficult
53-3032	Heavy and Tractor-Trailer Truck Drivers	17,754	38,715	13,500	0.3	Difficult
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,606	15,253	9,629	0.6	Difficult
41-1011	First-Line Supervisors of Retail Sales Workers	13,884	22,170	10,577	0.5	Difficult
15-1151	Computer User Support Specialists	11,317	11,202	6,481	0.6	Difficult
13-1111	Management Analysts	9,783	9,337	3,841	0.4	Difficult
11-9199	Managers, All Other	9,738	9,376	3,218	0.3	Difficult
15-1121	Computer Systems Analysts	8,717	11,636	4,222	0.4	Difficult
15-1142	Network and Computer Systems Administrators	8,392	14,712	4,781	0.3	Difficult
41-3031	Securities, Commodities, and Financial Services Sales Agents	7,575	8,208	2,877	0.4	Difficult
31-9092	Medical Assistants	7,084	3,995	3,795	0.9	Difficult
15-1199	Computer Occupations, All Other	6,624	20,476	3,493	0.2	Difficult
43-6013	Medical Secretaries	6,364	3,667	3,486	1.0	Difficult
17-2051	Civil Engineers	5,687	3,758	2,464	0.7	Difficult
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	5,646	5,536	2,361	0.4	Difficult
17-2141	Mechanical Engineers	5,578	3,190	2,489	0.8	Difficult
11-3021	Computer and Information Systems Managers	5,412	5,368	2,568	0.5	Difficult
11-3031	Financial Managers	5,113	7,676	2,578	0.3	Difficult
43-3071	Tellers	4,722	3,684	1,895	0.5	Difficult

Sources: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker, Real Time Job Posting Data from Career Builder & 2014 IPEDS Data

*Average monthly hires estimated using Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, date range January 2013 to February 2015

Tables for each occupational family have been prepared and added to Appendix A to provide a more thorough analysis of regional employment dynamics.

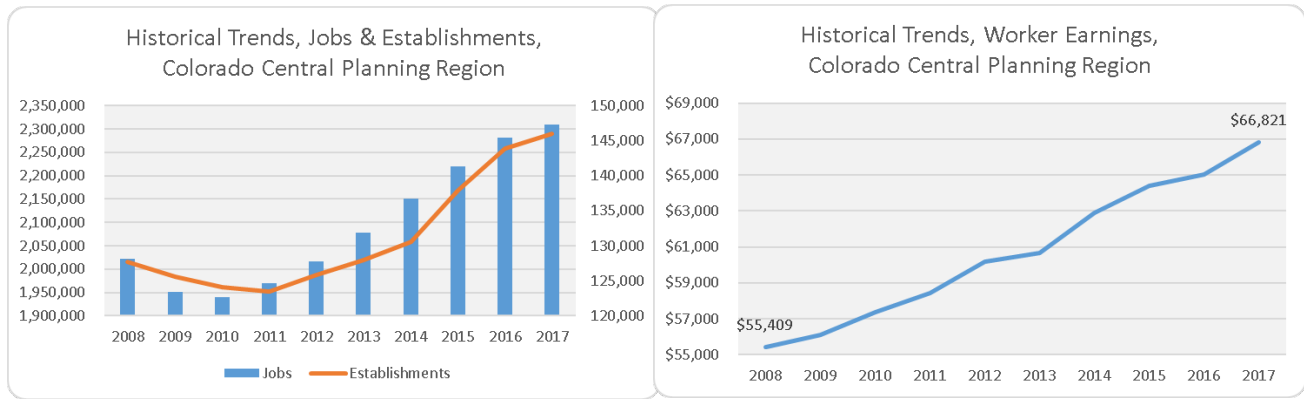
The table below shows the relative economic strength of the Colorado Central Planning Region with the addition of the Pikes Peak Workforce Development Area in relation to Colorado as a whole. **Over 80% of the total value of goods and services produced in Colorado comes from the Central Planning Region.**

Regional Comparison							
Geography	Population (2017)	Labor Force (2017)	Jobs (2017)	Cost of Living	GRP	Imports	Exports
Colorado Central Planning Region	4,253,494	2,318,169	2,309,189	111.2	\$280,790,998,989	\$184,492,225,596	\$241,897,541,396
Colorado	5,618,947	3,028,316	2,933,542	106.5	\$336,978,787,486	\$231,613,888,632	\$285,109,787,300
Percent of State	75.7%	76.5%	78.7%		83.3%	79.7%	84.8%

Source: EMSI - QCEW, Non-QCEW, Self-Employed & Extended Proprietor Class of Worker

Colorado Central Planning Region's Regional Plan
Modified April 11, 2018

These graphs show historical growth in employment, the number of payrolled business locations (establishments) and average worker earnings across all industries within the Colorado Central Planning Region.



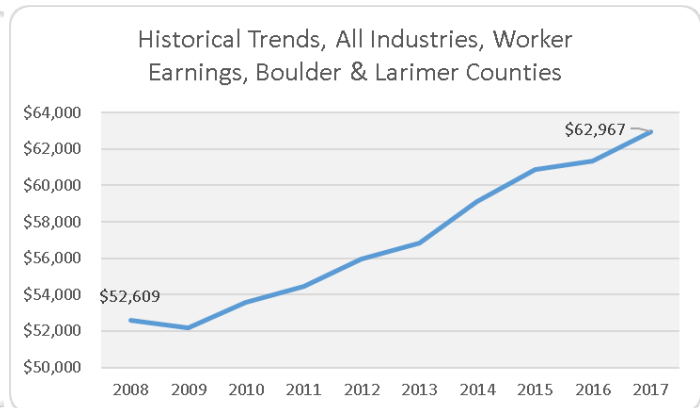
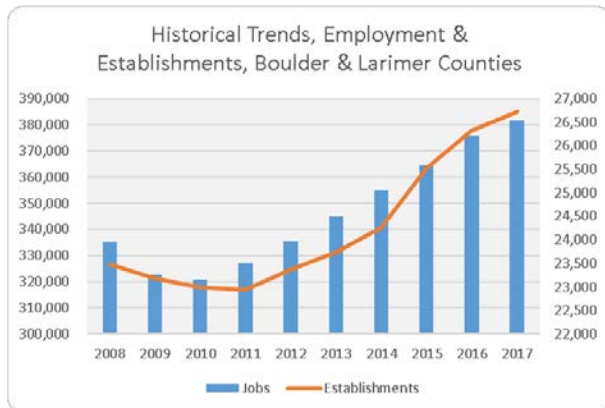
The table shows growth projections by major economic group through 2023 for the Central Planning Region.

Regional Industry Growth Projections, Colorado Central Planning Region											
NAICS Code	Description	2018 Jobs	2019 Jobs	2020 Jobs	2021 Jobs	2022 Jobs	2023 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
62	Health Care and Social Assistance	252,429	262,169	270,884	278,878	284,667	291,945	39,516	3.1%	0.83	13,362
90	Government	391,727	400,804	408,849	416,135	421,281	427,838	36,111	1.8%	1.08	1,334
54	Professional, Scientific, and Technical Services	226,197	232,641	238,295	243,252	246,788	251,305	25,108	2.2%	1.48	30,166
72	Accommodation and Food Services	215,039	220,648	225,475	229,725	232,360	236,047	21,008	2.0%	1.05	9,369
44	Retail Trade	220,306	224,303	227,903	231,190	233,704	236,747	16,441	1.5%	0.91	12,346
23	Construction	152,115	155,802	159,126	162,177	164,483	167,301	15,186	2.0%	1.18	12,369
81	Other Services (except Public Administration)	118,640	121,284	123,620	125,627	127,195	129,094	10,454	1.8%	1.04	12,753
56	Administrative and Support and Waste Management and Remediation Services	144,716	147,187	149,349	151,293	152,580	154,346	9,630	1.3%	0.98	8,681
52	Finance and Insurance	103,045	105,132	107,005	108,766	110,006	111,651	8,606	1.7%	1.13	8,853
42	Wholesale Trade	91,987	93,780	95,370	96,810	97,831	99,156	7,169	1.6%	1.03	10,853
61	Educational Services	54,569	56,049	57,317	58,396	59,100	60,070	5,501	2.0%	0.89	2,501
31	Manufacturing	117,250	118,677	119,836	120,765	121,217	122,097	4,847	0.8%	0.64	4,252
48	Transportation and Warehousing	67,331	68,632	69,738	70,629	71,255	72,083	4,752	1.4%	0.82	2,550
53	Real Estate and Rental and Leasing	48,263	49,185	49,991	50,694	51,188	51,840	3,577	1.5%	1.23	8,173
71	Arts, Entertainment, and Recreation	44,864	45,825	46,647	47,355	47,803	48,431	3,567	1.6%	1.10	2,173
55	Management of Companies and Enterprises	35,412	36,369	37,184	37,892	38,306	38,909	3,497	2.0%	1.05	1,913
51	Information	66,050	66,330	66,600	66,841	67,106	67,427	1,377	0.4%	1.53	3,016
21	Mining, Quarrying, and Oil and Gas Extraction	11,396	11,637	11,871	12,096	12,314	12,547	1,151	2.0%	1.25	746
11	Agriculture, Forestry, Fishing and Hunting	7,632	7,827	7,992	8,144	8,220	8,346	714	1.9%	0.27	391
22	Utilities	4,860	4,876	4,884	4,879	4,867	4,861	1	0.0%	0.60	156
	Totals	2,373,829	2,429,159	2,477,936	2,521,542	2,552,273	2,592,041	178,444	1.5%		145,953

Source: EMSI – QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Since the Central Planning Region now includes nearly all of Colorado's urban Front Range, more insight can be gained through providing comparative information on historical growth and projections for Boulder and Larimer counties, greater metro Denver, and El Paso and Teller Counties.

Boulder & Larimer Counties

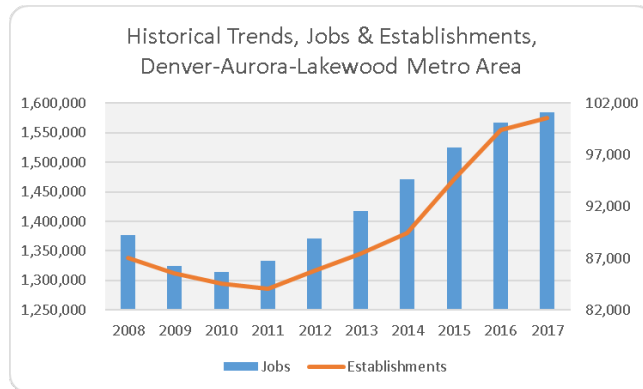


Regional Industry Growth Projections, Boulder & Larimer Counties											
NAICS Code	Description	2018 Jobs	2019 Jobs	2020 Jobs	2021 Jobs	2022 Jobs	2023 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
90	Government	77,595	79,784	81,716	83,458	84,664	86,222	8,627	2.2%	1.28	235
62	Health Care and Social Assistance	40,915	42,155	43,276	44,311	45,092	46,048	5,133	2.5%	0.82	2,373
54	Professional, Scientific, and Technical Services	45,007	46,188	47,222	48,121	48,767	49,587	4,580	2.0%	1.79	6,222
72	Accommodation and Food Services	37,785	38,717	39,518	40,222	40,659	41,269	3,484	1.8%	1.12	1,744
44	Retail Trade	38,662	39,362	39,993	40,570	41,012	41,548	2,886	1.5%	0.96	2,267
81	Other Services (except Public Administration)	17,388	17,810	18,183	18,503	18,751	19,056	1,668	1.9%	0.92	2,242
23	Construction	20,768	21,162	21,520	21,862	22,107	22,415	1,647	1.6%	0.98	2,121
31	Manufacturing	32,961	33,423	33,800	34,104	34,248	34,526	1,565	0.9%	1.08	1,109
42	Wholesale Trade	11,543	11,923	12,258	12,559	12,768	13,044	1,501	2.6%	0.77	1,715
61	Educational Services	7,306	7,521	7,702	7,853	7,944	8,076	770	2.1%	0.72	516
53	Real Estate and Rental and Leasing	7,545	7,734	7,899	8,040	8,140	8,272	727	1.9%	1.15	1,409
71	Arts, Entertainment, and Recreation	7,644	7,821	7,973	8,104	8,185	8,300	656	1.7%	1.14	515
48	Transportation and Warehousing	4,998	5,117	5,216	5,297	5,348	5,421	423	1.7%	0.37	308
56	Administrative and Support and Waste Management and Remediation Services	16,542	16,630	16,710	16,785	16,836	16,911	369	0.4%	0.69	1,413
52	Finance and Insurance	8,422	8,490	8,554	8,620	8,668	8,744	322	0.8%	0.56	1,336
55	Management of Companies and Enterprises	2,260	2,321	2,373	2,419	2,445	2,484	224	2.0%	0.41	301
21	Mining, Quarrying, and Oil and Gas Extraction	757	773	788	801	813	827	70	1.8%	0.50	76
51	Information	11,212	11,207	11,207	11,209	11,229	11,246	34	0.1%	1.58	653
11	Agriculture, Forestry, Fishing and Hunting	2,228	2,238	2,246	2,259	2,255	2,260	32	0.3%	0.48	145
22	Utilities	522	524	526	525	525	525	3	0.1%	0.39	31
	Totals	392,060	400,903	408,679	415,621	420,458	426,782	28,398	1.4%		26,729

Source: EMSI – QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Between 2008 and 2017, government outpaced other economic groups, adding 17,334 new jobs. During the same period, accommodation and food services added 7,088 jobs and professional, scientific and technical services added 6,445 jobs.

Denver-Aurora-Lakewood Metro Area

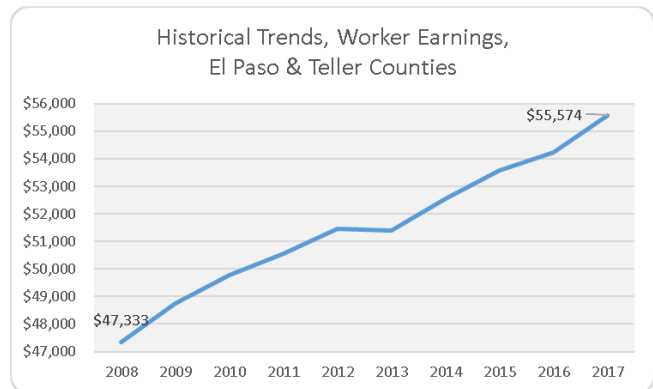
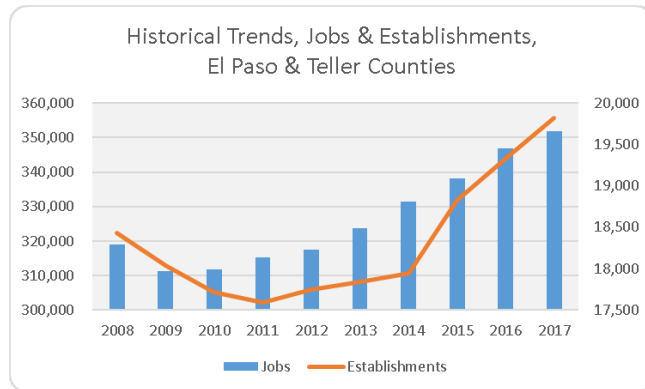


Regional Industry Growth Projections, Denver-Aurora-Lakewood Metro Area											
NAICS Code	Description	2018 Jobs	2019 Jobs	2020 Jobs	2021 Jobs	2022 Jobs	2023 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
62	Health Care and Social Assistance	175,050	181,994	188,192	193,867	197,940	203,089	28,039	3.2%	0.84	8,952
90	Government	221,923	226,916	231,354	235,383	238,261	241,903	19,980	1.8%	0.89	877
54	Professional, Scientific, and Technical Services	154,754	159,503	163,666	167,317	169,912	173,236	18,482	2.4%	1.47	20,467
72	Accommodation and Food Services	145,080	149,034	152,435	155,429	157,279	159,876	14,796	2.0%	1.03	6,305
23	Construction	112,528	115,478	118,133	120,555	122,386	124,628	12,100	2.2%	1.27	8,620
44	Retail Trade	147,213	149,836	152,199	154,356	156,012	158,012	10,799	1.5%	0.88	8,163
56	Administrative and Support and Waste Management and Remediation Services	107,589	109,680	111,504	113,140	114,210	115,685	8,096	1.5%	1.06	6,121
52	Finance and Insurance	81,528	83,350	84,985	86,515	87,600	89,020	7,492	1.8%	1.29	6,427
81	Other Services (except Public Administration)	76,424	78,040	79,465	80,679	81,638	82,792	6,368	1.7%	0.98	8,762
42	Wholesale Trade	74,726	76,080	77,280	78,368	79,142	80,141	5,415	1.4%	1.23	8,347
61	Educational Services	38,286	39,416	40,388	41,220	41,769	42,522	4,236	2.2%	0.91	1,643
48	Transportation and Warehousing	57,268	58,347	59,265	60,004	60,533	61,224	3,956	1.4%	1.02	1,944
31	Manufacturing	72,673	73,751	74,635	75,354	75,726	76,389	3,716	1.0%	0.57	2,658
55	Management of Companies and Enterprises	31,839	32,706	33,444	34,085	34,460	35,007	3,168	2.0%	1.38	1,445
71	Arts, Entertainment, and Recreation	30,724	31,396	31,971	32,464	32,780	33,218	2,494	1.6%	1.10	1,363
53	Real Estate and Rental and Leasing	34,772	35,394	35,938	36,413	36,751	37,192	2,420	1.4%	1.29	5,507
51	Information	49,046	49,532	49,971	50,360	50,686	51,107	2,061	0.8%	1.65	2,039
21	Mining, Quarrying, and Oil and Gas Extraction	9,912	10,111	10,307	10,497	10,690	10,889	977	2.0%	1.59	637
11	Agriculture, Forestry, Fishing and Hunting	4,841	5,002	5,140	5,262	5,334	5,440	599	2.5%	0.24	225
22	Utilities	3,790	3,809	3,820	3,822	3,813	3,812	22	0.1%	0.68	104
	Totals	1,629,967	1,669,374	1,704,093	1,735,089	1,756,923	1,785,180	155,212	1.9%		100,607

Source: EMSI – QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Between 2008 and 2017, healthcare added the most jobs (42,953), followed by professional, scientific and technical services (30,794 jobs), and accommodation and food services (28,750 jobs).

El Paso and Teller Counties



Regional Industry Growth Projections, El Paso & Teller Counties											
NAICS Code	Description	2018 Jobs	2019 Jobs	2020 Jobs	2021 Jobs	2022 Jobs	2023 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
90	Government	94,100	96,006	97,693	99,219	100,294	101,663	7,563	1.6%	1.70	289
62	Health Care and Social Assistance	36,687	38,248	39,648	40,936	41,873	43,051	6,364	3.5%	0.79	2,072
44	Retail Trade	35,326	36,038	36,677	37,259	37,694	38,229	2,903	1.6%	0.95	1,987
72	Accommodation and Food Services	32,753	33,477	34,102	34,655	35,004	35,486	2,733	1.7%	1.06	1,388
81	Other Services (except Public Administration)	25,444	26,074	26,633	27,123	27,499	27,955	2,511	2.0%	1.46	1,827
54	Professional, Scientific, and Technical Services	27,126	27,664	28,140	28,565	28,874	29,261	2,135	1.6%	1.18	3,669
23	Construction	20,445	20,812	21,147	21,458	21,700	21,989	1,544	1.5%	1.05	1,911
56	Administrative and Support and Waste Management and Remediation Services	21,068	21,377	21,650	21,895	22,069	22,296	1,228	1.2%	0.94	1,239
52	Finance and Insurance	13,214	13,412	13,588	13,752	13,859	14,009	795	1.2%	0.95	1,124
61	Educational Services	9,042	9,180	9,297	9,395	9,459	9,546	504	1.1%	0.98	355
53	Real Estate and Rental and Leasing	6,089	6,203	6,302	6,391	6,449	6,530	441	1.4%	1.02	1,299
71	Arts, Entertainment, and Recreation	6,693	6,807	6,906	6,993	7,046	7,123	430	1.3%	1.09	309
48	Transportation and Warehousing	5,197	5,304	5,394	5,468	5,516	5,583	386	1.5%	0.42	327
42	Wholesale Trade	5,978	6,060	6,134	6,202	6,252	6,318	340	1.1%	0.44	874
11	Agriculture, Forestry, Fishing and Hunting	793	823	849	872	885	904	111	2.8%	0.18	54
55	Management of Companies and Enterprises	1,317	1,346	1,371	1,392	1,405	1,423	106	1.6%	0.26	172
21	Mining, Quarrying, and Oil and Gas Extraction	735	762	786	806	820	840	105	2.9%	0.52	34
22	Utilities	552	547	542	536	533	528	(24)	(0.9%)	0.45	23
31	Manufacturing	11,893	11,792	11,702	11,616	11,558	11,506	(387)	(0.7%)	0.43	523
51	Information	5,855	5,655	5,486	5,337	5,257	5,141	(714)	(2.4%)	0.93	346
	Totals	360,308	367,589	374,046	379,870	384,046	389,379	23,738	1.3%		19,819

Source: EMSI – QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

In El Paso and Teller counties, between 2008 and 2017, government added the most jobs (12,149), followed by healthcare (8,875 jobs), and accommodation and food service (5,250 jobs).

Highly Concentrated Sectors

There are many ways to identify the industries that make up a sector. One way is by function. Location Quotient measures the employment concentration in any given area against the national average. So, for the table immediately below, we would say, "In Boulder and Larimer counties, the employment concentration in computer and electronic product manufacturing is 4.79 times more concentrated than the national average."

These tables show the top employment concentrations by sector, which may be defined as a group of industries that perform similar functions.

Top Industries by Employment Concentration, Boulder & Larimer Counties				
NAICS	Description	2018 Jobs	2017 Location Quotient	2017 Payrolled Business Locations
334	Computer and Electronic Product Manufacturing	11,871	4.79	157
312	Beverage and Tobacco Product Manufacturing	2,495	3.81	91
511	Publishing Industries (except Internet)	6,009	3.43	243
902	State Government	39,543	2.96	55
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	2,988	1.90	223
518	Data Processing, Hosting, and Related Services	1,457	1.87	143
541	Professional, Scientific, and Technical Services	45,007	1.79	6,222
711	Performing Arts, Spectator Sports, and Related Industries	2,748	1.36	268
333	Machinery Manufacturing	3,419	1.31	71
814	Private Households	2,914	1.31	734

Source: EMSI - QCEW, Non-QCEW & Self-Employed Class of Worker

Top Industries by Employment Concentration, Denver-Aurora-Lakewood Metro Area				
NAICS	Description	2018 Jobs	2017 Location Quotient	2017 Payrolled Business Locations
211	Oil and Gas Extraction	5,975	3.70	307
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	870	3.58	80
481	Air Transportation	14,123	2.91	64
518	Data Processing, Hosting, and Related Services	8,685	2.64	521
517	Telecommunications	18,890	2.38	340
515	Broadcasting (except Internet)	5,398	1.91	73
525	Funds, Trusts, and Other Financial Vehicles	211	1.91	49
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	19,252	1.85	1,915
312	Beverage and Tobacco Product Manufacturing	4,443	1.72	148
486	Pipeline Transportation	860	1.71	22

Source: EMSI - QCEW, Non-QCEW & Self-Employed Class of Worker

Top Industries by Employment Concentration, El Paso & Teller Counties				
NAICS	Description	2018 Jobs	2017 Location Quotient	2017 Payrolled Business Locations
901	Federal Government	43,471	4.90	138
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	13,704	2.27	251
511	Publishing Industries (except Internet)	3,595	1.58	112
212	Mining (except Oil and Gas)	436	1.56	7
721	Accommodation	5,878	1.47	159
334	Computer and Electronic Product Manufacturing	6,035	1.28	43
453	Miscellaneous Store Retailers	2,141	1.25	264
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	1,815	1.25	126
712	Museums, Historical Sites, and Similar Institutions	407	1.22	15
339	Miscellaneous Manufacturing	1,574	1.22	66

Source: EMSI - QCEW, Non-QCEW & Self-Employed Class of Worker

Comparative Staffing Patterns

These tables show the top occupations by percent of total employment in the Colorado Central Planning Region, Boulder and Larimer counties, Denver-Aurora-Lakewood Metro Area, and El Paso and Teller counties.

Sector Staffing Patterns, Colorado Central Planning Region								
SOC Code	Description	2018 Jobs	2023 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
41-2031	Retail Salespersons	67,830	73,317	5,487	8%	2.9%	\$11.33	No formal educational credential
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	54,838	61,609	6,771	12%	2.3%	\$9.64	No formal educational credential
55-9999	Military occupations	53,545	58,143	4,598	9%	2.3%	\$15.73	N/A
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	46,560	50,159	3,599	8%	2.0%	\$17.64	High school diploma or equivalent
41-2011	Cashiers	45,186	48,197	3,011	7%	1.9%	\$10.20	No formal educational credential
35-3031	Waiters and Waitresses	43,139	46,243	3,104	7%	1.8%	\$9.28	No formal educational credential
43-9061	Office Clerks, General	43,294	47,523	4,229	10%	1.8%	\$17.49	High school diploma or equivalent
29-1141	Registered Nurses	40,853	46,879	6,026	15%	1.7%	\$33.49	Bachelor's degree
43-4051	Customer Service Representatives	38,533	42,281	3,748	10%	1.6%	\$16.57	High school diploma or equivalent
13-1199	Business Operations Specialists, All Other	36,886	38,925	2,039	6%	1.6%	\$36.29	Bachelor's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	36,259	39,221	2,962	8%	1.5%	\$11.86	No formal educational credential
11-1021	General and Operations Managers	35,940	39,291	3,351	9%	1.5%	\$54.63	Bachelor's degree
13-2011	Accountants and Auditors	33,495	36,615	3,120	9%	1.4%	\$33.20	Bachelor's degree
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	28,815	31,363	2,548	9%	1.2%	\$13.22	No formal educational credential
43-5081	Stock Clerks and Order Fillers	27,246	29,307	2,061	8%	1.2%	\$12.15	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	26,926	28,558	1,632	6%	1.1%	\$28.96	High school diploma or equivalent
15-1132	Software Developers, Applications	26,018	28,637	2,619	10%	1.1%	\$49.60	Bachelor's degree
35-2014	Cooks, Restaurant	25,664	28,568	2,904	11%	1.1%	\$12.19	No formal educational credential
25-1099	Postsecondary Teachers	25,160	27,553	2,393	10%	1.1%	\$31.78	Doctoral or professional degree
39-9021	Personal Care Aides	25,826	30,197	4,371	17%	1.1%	\$10.69	High school diploma or equivalent

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker



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Sector Staffing Patterns, Boulder and Larimer Counties								
SOC Code	Description	2018 Jobs	2023 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
41-2031	Retail Salespersons	12,666	13,583	917	7%	3.3%	\$11.53	No formal educational credential
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	10,686	11,879	1,193	11%	2.7%	\$9.61	No formal educational credential
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	9,434	10,198	764	8%	2.4%	\$17.60	High school diploma or equivalent
43-9061	Office Clerks, General	9,233	10,178	945	10%	2.3%	\$16.95	High school diploma or equivalent
35-3031	Waiters and Waitresses	7,438	7,979	541	7%	1.9%	\$9.42	No formal educational credential
25-1099	Postsecondary Teachers	7,290	8,149	859	12%	1.8%	\$30.18	Doctoral or professional degree
41-2011	Cashiers	7,088	7,609	521	7%	1.8%	\$10.37	No formal educational credential
29-1141	Registered Nurses	6,582	7,195	613	9%	1.7%	\$32.86	Bachelor's degree
15-1132	Software Developers, Applications	5,667	5,924	257	5%	1.5%	\$48.29	Bachelor's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,627	6,126	499	9%	1.4%	\$12.57	No formal educational credential
11-1021	General and Operations Managers	5,431	5,948	517	10%	1.4%	\$49.91	Bachelor's degree
13-1199	Business Operations Specialists, All Other	5,342	5,642	300	6%	1.4%	\$34.00	Bachelor's degree
43-4051	Customer Service Representatives	5,063	5,464	401	8%	1.3%	\$15.22	High school diploma or equivalent
35-2014	Cooks, Restaurant	4,536	5,048	512	11%	1.1%	\$12.25	No formal educational credential
13-2011	Accountants and Auditors	4,437	4,816	379	9%	1.1%	\$30.65	Bachelor's degree
43-5081	Stock Clerks and Order Fillers	4,328	4,680	352	8%	1.1%	\$12.07	High school diploma or equivalent
43-3031	Bookkeeping, Accounting, and Auditing Clerks	4,032	4,190	158	4%	1.0%	\$19.78	Some college, no degree
39-9021	Personal Care Aides	4,071	4,651	580	14%	1.0%	\$11.13	High school diploma or equivalent
37-3011	Landscaping and Groundskeeping Workers	3,762	4,064	302	8%	1.0%	\$13.65	No formal educational credential
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,719	4,062	343	9%	0.9%	\$29.18	High school diploma or equivalent

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Sector Staffing Patterns, Denver-Aurora-Lakewood Metro Area								
SOC Code	Description	2018 Jobs	2023 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
41-2031	Retail Salespersons	46,152	49,925	3,773	8%	2.9%	\$11.25	No formal educational credential
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	35,873	40,466	4,593	13%	2.2%	\$9.76	No formal educational credential
41-2011	Cashiers	30,843	32,809	1,966	6%	1.9%	\$10.18	No formal educational credential
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	29,909	32,362	2,453	8%	1.8%	\$17.98	High school diploma or equivalent
35-3031	Waiters and Waitresses	29,446	31,699	2,253	8%	1.8%	\$9.33	No formal educational credential
43-9061	Office Clerks, General	28,261	31,126	2,865	10%	1.7%	\$17.99	High school diploma or equivalent
43-4051	Customer Service Representatives	28,116	30,721	2,605	9%	1.7%	\$16.99	High school diploma or equivalent
13-1199	Business Operations Specialists, All Other	27,170	28,770	1,600	6%	1.7%	\$36.67	Bachelor's degree
29-1141	Registered Nurses	27,813	32,015	4,202	15%	1.7%	\$34.26	Bachelor's degree
11-1021	General and Operations Managers	26,236	28,734	2,498	10%	1.6%	\$57.08	Bachelor's degree
13-2011	Accountants and Auditors	25,633	28,171	2,538	10%	1.6%	\$33.87	Bachelor's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	25,351	27,446	2,095	8%	1.6%	\$11.79	No formal educational credential
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	22,945	24,926	1,981	9%	1.4%	\$13.20	No formal educational credential
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	21,257	22,503	1,246	6%	1.3%	\$29.09	High school diploma or equivalent
43-5081	Stock Clerks and Order Fillers	19,234	20,667	1,433	7%	1.2%	\$12.01	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	18,003	19,331	1,328	7%	1.1%	\$28.05	High school diploma or equivalent
35-2014	Cooks, Restaurant	18,123	20,223	2,100	12%	1.1%	\$12.08	No formal educational credential
43-3031	Bookkeeping, Accounting, and Auditing Clerks	17,136	17,728	592	3%	1.1%	\$19.27	Some college, no degree
39-9021	Personal Care Aides	17,315	20,364	3,049	18%	1.0%	\$10.61	High school diploma or equivalent
15-1132	Software Developers, Applications	16,576	18,713	2,137	13%	1.0%	\$49.93	Bachelor's degree

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

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Sector Staffing Patterns, El Paso and Teller Counties								
SOC Code	Description	2018 Jobs	2023 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
55-9999	Military occupations	41,090	44,676	3,586	9%	11.7%	\$15.73	N/A
41-2031	Retail Salespersons	9,006	9,814	808	9%	2.6%	\$11.42	No formal educational credential
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	8,183	9,152	969	12%	2.3%	\$9.30	No formal educational credential
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	7,216	7,597	381	5%	2.1%	\$16.50	High school diploma or equivalent
41-2011	Cashiers	7,120	7,639	519	7%	2.0%	\$10.15	No formal educational credential
35-3031	Waiters and Waitresses	6,152	6,467	315	5%	1.8%	\$9.11	No formal educational credential
29-1141	Registered Nurses	6,364	7,553	1,189	19%	1.7%	\$31.04	Bachelor's degree
43-9061	Office Clerks, General	5,804	6,224	420	7%	1.7%	\$16.20	High school diploma or equivalent
43-4051	Customer Service Representatives	5,348	6,091	743	14%	1.5%	\$15.59	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,242	5,604	362	7%	1.5%	\$11.46	No formal educational credential
13-1199	Business Operations Specialists, All Other	4,389	4,529	140	3%	1.3%	\$36.61	Bachelor's degree
39-9021	Personal Care Aides	4,434	5,178	744	17%	1.2%	\$10.67	High school diploma or equivalent
11-1021	General and Operations Managers	4,291	4,632	341	8%	1.2%	\$45.54	Bachelor's degree
25-2021	Elementary School Teachers, Except Special Education	4,167	4,534	367	9%	1.2%	\$21.56	Bachelor's degree
15-1132	Software Developers, Applications	3,777	4,004	227	6%	1.1%	\$50.04	Bachelor's degree
43-5081	Stock Clerks and Order Fillers	3,642	3,917	275	8%	1.0%	\$13.00	High school diploma or equivalent
13-2011	Accountants and Auditors	3,450	3,665	215	6%	1.0%	\$31.64	Bachelor's degree
37-2012	Maids and Housekeeping Cleaners	3,279	3,619	340	10%	0.9%	\$9.86	No formal educational credential
25-9041	Teacher Assistants	3,181	3,465	284	9%	0.9%	\$11.74	Some college, no degree
37-3011	Landscaping and Groundskeeping Workers	3,114	3,314	200	6%	0.9%	\$11.43	No formal educational credential

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

The reader will note that several high-skilled occupations show up in all four tables:

- Registered nurses
- Accountants and auditors
- Software developers, applications
- Business operations specialists

Area employers are experiencing shortages in all four of these occupations because the regional training pipeline is not producing a sufficient number of graduates with the skills needed.



Real-Time Labor Market Information: Top Job Postings

This table shows the top 20 jobs listed in the Colorado Central Planning Region.

Top Jobs Currently Listed, Colorado Central Planning Region, Last 120 Days			
Occupation	Occupation Code	Volume	Same Period Prior Year
Registered Nurses	29114100	7,375	8,605
Heavy and Tractor-Trailer Truck Drivers	53303200	6,243	4,988
Software Developers, Applications	15113200	5,690	4,524
Network and Computer Systems Administrators	15114200	4,611	5,013
Retail Salespersons	41203100	4,000	4,621
First-Line Supervisors of Office and Administrative Support Workers	43101100	3,700	3,891
Customer Service Representatives	43405100	3,694	4,534
First-Line Supervisors of Food Preparation and Serving Workers	35101200	3,420	3,986
Computer User Support Specialists	15115100	3,402	3,643
First-Line Supervisors of Retail Sales Workers	41101100	3,263	3,666
Accountants	13201101	2,984	2,515
Maintenance and Repair Workers, General	49907100	2,898	3,193
Computer Systems Analysts	15112100	2,729	2,495
Marketing Managers	11202100	2,713	2,375
Computer Systems Engineers/Architects	15119902	2,562	2,311
Light Truck or Delivery Services Drivers	53303300	2,494	2,297
Web Developers	15113400	2,471	2,477
Bookkeeping, Accounting, and Auditing Clerks	43303100	2,379	2,270
Management Analysts	13111100	2,312	2,017
Information Technology Project Managers	15119909	2,273	2,178

Source: CEB Talent Neuron

Difficult to Hire

These tables are updated and depict difficulty to hire for the top 20 occupations by percent of total employment in the Colorado Central Planning Region, Boulder and Larimer counties, Denver-Aurora-Lakewood Metro Area, and El Paso and Teller counties.

Difficulty to Hire, Top Occupations, Colorado Central Planning Region				
Occupation	Avg Monthly Postings	Avg Monthly Hires	Hires Per Listing	Difficulty to Hire
Registered Nurses	5,984	1,853	0.31	Very Difficult
Software Developers, Applications	3,149	1,060	0.34	Very Difficult
Stock Clerks and Order Fillers	2,508	2,135	0.85	Very Difficult
Customer Service Representatives	2,572	2,577	1.00	Difficult
Accountants and Auditors	1,383	1,787	1.29	Difficult
Postsecondary Teachers	841	1,189	1.41	Difficult
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	845	1,227	1.45	Difficult
Retail Salespersons	3,826	5,701	1.49	Difficult
General and Operations Managers	1,091	2,342	2.15	Difficult
Business Operations Specialists, All Other	833	1,875	2.25	Difficult
Cashiers	1,358	4,293	3.16	Medium
Cooks, Restaurant	1,010	3,229	3.20	Medium
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	842	2,928	3.48	Medium
Combined Food Preparation and Serving Workers, Including Fast Food	1,589	6,712	4.22	Medium
Personal Care Aides	405	2,069	5.11	Medium
Laborers and Freight, Stock, and Material Movers, Hand	530	2,973	5.61	Medium
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	543	3,071	5.66	Medium
Waiters and Waitresses	747	5,471	7.33	Medium
Office Clerks, General	355	2,901	8.16	Very Easy
Military occupations	39	2,332	N/A	N/A

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

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Difficulty to Hire, Top Occupations, Boulder and Larimer Counties				
Occupation	Avg Monthly Postings	Avg Monthly Hires	Hires Per Listing	Difficulty to Hire
Registered Nurses	898	283	0.32	Very Difficult
Software Developers, Applications	525	200	0.38	Very Difficult
Stock Clerks and Order Fillers	415	317	0.76	Very Difficult
Customer Service Representatives	353	304	0.86	Very Difficult
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	138	166	1.20	Difficult
Retail Salespersons	684	1,022	1.49	Difficult
Postsecondary Teachers	211	338	1.60	Difficult
Accountants and Auditors	119	212	1.78	Difficult
General and Operations Managers	146	335	2.29	Difficult
Bookkeeping, Accounting, and Auditing Clerks	102	235	2.30	Difficult
Cashiers	241	634	2.63	Difficult
Business Operations Specialists, All Other	88	263	2.99	Difficult
Cooks, Restaurant	152	564	3.71	Medium
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	125	535	4.28	Medium
Personal Care Aides	79	350	4.43	Medium
Combined Food Preparation and Serving Workers, Including Fast Food	284	1,267	4.46	Medium
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	70	407	5.81	Medium
Waiters and Waitresses	118	932	7.90	Medium
Landscaping and Groundskeeping Workers	38	345	9.08	Easy
Office Clerks, General	35	540	15.43	Very Easy

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Difficulty to Hire, Top Occupations, Denver-Aurora-Lakewood Metro Area				
Occupation	Avg Monthly Postings	Avg Monthly Hires	Hires Per Listing	Difficulty to Hire
Registered Nurses	4,405	1,277	0.29	Very Difficult
Software Developers, Applications	2,249	716	0.32	Very Difficult
Stock Clerks and Order Fillers	1,863	1,538	0.83	Very Difficult
Customer Service Representatives	1,941	1,779	0.92	Very Difficult
Sales Representatives, Services, All Other	1,078	1,166	1.08	Difficult
Accountants and Auditors	1,195	1,384	1.16	Difficult
Retail Salespersons	2,779	3,933	1.42	Difficult
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	622	968	1.56	Difficult
Bookkeeping, Accounting, and Auditing Clerks	635	1,074	1.69	Difficult
General and Operations Managers	854	1,727	2.02	Difficult
Business Operations Specialists, All Other	659	1,417	2.15	Difficult
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	650	1,928	2.97	Difficult
Cashiers	992	2,995	3.02	Medium
Cooks, Restaurant	748	2,291	3.06	Medium
Combined Food Preparation and Serving Workers, Including Fast Food	1,168	4,445	3.81	Medium
Personal Care Aides	294	1,329	4.52	Medium
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	412	2,235	5.42	Medium
Laborers and Freight, Stock, and Material Movers, Hand	422	2,446	5.80	Medium
Waiters and Waitresses	554	3,755	6.78	Medium
Office Clerks, General	283	1,963	6.94	Medium

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Difficulty to Hire, Top Occupations, El Paso and Teller Counties				
Occupation	Avg Monthly Postings	Avg Monthly Hires	Hires Per Listing	Difficulty to Hire
Software Developers, Applications	376	145	0.39	Very Difficult
Registered Nurses	739	295	0.40	Very Difficult
Stock Clerks and Order Fillers	234	288	1.23	Difficult
Customer Service Representatives	283	499	1.76	Difficult
Retail Salespersons	367	759	2.07	Difficult
Business Operations Specialists, All Other	87	201	2.32	Difficult
Accountants and Auditors	70	198	2.82	Difficult
General and Operations Managers	92	290	3.15	Medium
Maids and Housekeeping Cleaners	80	269	3.36	Medium
Cashiers	135	686	5.09	Medium
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	77	478	6.20	Medium
Combined Food Preparation and Serving Workers, Including Fast Food	143	1,017	7.11	Medium
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	61	441	7.19	Medium
Landscaping and Groundskeeping Workers	28	279	9.95	Easy
Waiters and Waitresses	76	802	10.55	Easy
Office Clerks, General	39	409	10.59	Easy
Personal Care Aides	33	393	11.79	Very Easy
Teacher Assistants	10	135	13.98	Very Easy
Elementary School Teachers, Except Special Education	4	147	35.47	Very Easy
Military occupations	19	1,792	93.56	N/A

Source: EMSI - QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

2. PROVIDE AN ANALYSIS OF THE KNOWLEDGE AND SKILLS NEEDED TO MEET THE EMPLOYMENT NEEDS OF THE EMPLOYERS IN THE REGION, INCLUDING EMPLOYMENT NEEDS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS.

According to a 2012 national survey by The Chronicle of Higher Education, nearly one-third of employers were dissatisfied with the skills of their workers.¹ Across most industries in Colorado, employers have reported that it is difficult to hire workers because they do not possess the knowledge or skills they need to perform the jobs they need to fill.² A major skills gap in the Central Planning Region is STEM (science, technology, engineering and math) knowledge. For the occupations identified in Colorado's "Top Jobs" list, a majority requires high levels of one or more STEM fields. In fact, when using Brookings Institution's definition of STEM occupations, the Colorado Talent Pipeline Report found that 62% of the occupations are STEM-related. Compared with the STEM jobs across the state's overall workforce—which is approximately 20%—this suggests STEM competencies will be in high demand from employers in Colorado and the Central Planning Region.

In addition to STEM skills, the Colorado Talent Pipeline Report also identified certain skills that make employers more likely to promote individuals within their organizations. The top 15 skill clusters include for these promoted workers are: economics; social media marketing; people skills; statistical analysis and data mining; software revision control system; software applications; multilingual; politics; user interface;

¹ The Chronicle of Higher Education. (2012). The Role of Higher Education in Career Development: Employer Perceptions. December 2012. Available at <http://chronicle.com/items/biz/pdf/Employers%20Survey.pdf>.

² Colorado Workforce Development Council. (2015). *Colorado Talent Pipeline Report*. Retrieved at <https://www.colorado.gov/pacific/cwdc/colorado-talent-pipeline-report>.

human resources recruiting; analytical and problem solving; software development skills; mobile development; legal skills; and history, archaeology and anthropology.³

The Colorado Talent Pipeline Report also noted core skills that are necessary for success in work or education beyond high school. Those skills are listed below⁴ and will be a focus of the workforce and education programs driven by sector partnerships and career pathways within the Central Planning Region.

Entrepreneurial: critical thinking and problem solving; creativity and innovation; inquiry and analysis; and risk taking

Personal: initiative and self-direction; personal responsibility and self-management; adaptability and flexibility; personal awareness; learn independently; and perseverance

Civic/Interpersonal: core academic foundation; collaboration and teamwork; communication; global and cultural awareness; and ethics and integrity

Professional: time management; career literacy; grit and resilience; work ethic-dependable and reliable; and self-advocacy

The Colorado Talent Pipeline Report also notes the top six "soft" skills required by employers (and their O*NET definition) are:

Active Listening: giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times

Critical Thinking: using logic and reasoning to identify the strengths and weaknesses of alternative solution, conclusions or approaches to problems

Complex Problem Solving: identifying complex problems and reviewing related information to develop and evaluate options and implement solutions

Judgment and Decision Making: considering the relative costs and benefits of potential actions to choose the most appropriate one

Reading Comprehension: understanding written sentences and paragraphs in work-related documents

Speaking: talking with others to convey information effectively

³ The Colorado Talent Pipeline Report, data sourced from LinkedIn, 2015.

⁴ Ibid.

To supplement the above, and with the addition of the Pikes Peak Workforce Development Area to the Colorado Central Planning Region, some additional information is provided showing current skills in demand in the Region.

Top Skills & Certifications in Demand, Colorado Central Planning Region		
Workplace Skills	Essential Skills	Certifications
Microsoft Office	Oral and written communication	Driver's license
IMPACT software	Integrity	Commercial Driver's License (CDL)
Quality assurance (QA)	Detail oriented	Basic Life Support (BLS)
Freight+	Creativity	Secret Clearance (up to TS SCI)
Linux	Marketing	Certified Registered Nurse
Java	Problem solving	CPR certification
Python	Customer service oriented	HAZMAT
Microsoft PowerPoint	Team worker, team-oriented	OSHA certification
Customer relationship management	Self-starting, self-motivated	First aid certification
Technical support	Organizational skills	Advanced Cardiac Life Support (ACLS)
Structured Query Language (SQL)	Coaching	Food safety certification (HACCP)
Quality control	Management skills	Accounting
Pediatrics	Work independently	Certified Information Systems Security Professional (CISSP)
Software development	Troubleshooting	Tanker and Hazmat endorsement
UNIX	High energy	Project Management Professional (PMP)
Preventive maintenance	Strong leadership skills	Licensed Practical Nurse (LPN)
JavaScript (JS)	Time management	Certified Public Accountant (CPA)
Bilingual	Analytical skills	DOT Medical Card
Salesforce CRM SFDC	Ability to travel	Pediatric Advanced Life Support (PALS)
Software as a Service (SaaS)	Strong interpersonal skills	DoD 8570 Certification

Source: CEB Talent Neuron

3. PROVIDE AN ANALYSIS OF THE WORKFORCE IN THE REGION, INCLUDING CURRENT LABOR FORCE EMPLOYMENT AND UNEMPLOYMENT DATA, AND INFORMATION ON LABOR MARKET TRENDS, AND THE EDUCATIONAL AND SKILL LEVELS OF THE WORKFORCE IN THE REGION, INCLUDING INDIVIDUALS WITH BARRIERS TO EMPLOYMENT.

Table 8: Age Demographics

Age Demographics, Colorado Central Planning Region				
Demographic	2016 Population	2020 Population	Change	% Change
Under 5 years	226,839	243,192	16,353	7%
5 to 9 years	217,029	217,399	370	0%
10 to 14 years	228,971	225,072	(3,899)	(2%)
15 to 19 years	192,329	234,713	42,384	22%
20 to 24 years	257,169	219,600	(37,569)	(15%)
25 to 29 years	256,097	269,268	13,171	5%
30 to 34 years	265,713	270,456	4,743	2%
35 to 39 years	241,685	259,336	17,651	7%
40 to 44 years	227,240	228,617	1,377	1%
45 to 49 years	227,743	221,973	(5,770)	(3%)
50 to 54 years	218,289	216,124	(2,165)	(1%)
55 to 59 years	223,862	212,797	(11,065)	(5%)
60 to 64 years	200,098	211,879	11,781	6%
65 to 69 years	158,108	180,856	22,748	14%
70 to 74 years	110,070	138,766	28,696	26%
75 to 79 years	69,140	90,264	21,124	31%
80 to 84 years	47,506	53,174	5,668	12%
85 years and over	49,226	51,410	2,184	4%
Totals	3,417,115	3,544,896	127,782	4%

Source: U.S. Census Bureau compiled by EMSI

Table 8, left, shows the population demographics in the Central Planning Region. The age of the region's workers has implications for the regional economy, particularly in sectors such as healthcare. According to the Colorado Demography Office, this is the "decade of change" for Colorado, whereby the population in the state (and Central Planning Region) will grow to resemble the national population.

This means businesses will face increasing shortages of workers, and industry groups whose customers are older adults, such as nursing and residential care centers, will need to hire additional workers to accommodate that expected growth.

The Central Planning Region is anticipating that the changing employment in key age groupings of the labor force (Table 9) will create a shortfall in available workers. It is estimated that 159,076 workers over 45 years of age will be leaving the labor force each year. Only 131,655 workers under 34 will be available to replace them.

Table 9: Employment Age Groupings

Age Band	Count	Percent
14-18 Years	4,362	0.7%
19-24 Years	43,043	7.1%
25-34 Years	134,101	22.0%
35-44 Years	149,595	24.6%
45-54 Years	146,709	24.1%
55-64 Years	101,919	16.7%
65+ Years	29,454	4.8%

Age Gap Analysis	
Age Grouping	Percent
Age 34 and Under	29.8%
Age 45 and Older	45.6%
Industry Age Gap	15.8%
Worker Shortfall (count)	(96,576)

Source: EMSI 2015.2 Data

This means that over the next five years, there will be an estimated shortfall of 27,420 workers in the expanding regional economy.

Current Labor Force Employment and Unemployment Data

The Central Planning Region is considered a "full employment" market, which makes it more difficult for employers to fill open positions.

The total employment in the Central Planning Region is nearly 67% of Colorado's overall employment. Table 10, below, shows employment concentrations by county. Currently, the region is in a full employment market with the unemployment rate below 4.9%. At present, the unemployment rate for the region is 3.2%. Total unemployment, including marginally attached, part-time and long-term unemployed, is estimated at 114,396. Therefore, the workforce development system in the region will need to work more with WIOA's targeted populations and identify any untapped talent pool that exists within the Central Planning Region.

Table 10: Employment Concentrations by County

Top Employment Concentrations by County		
County	2015 Jobs	Average Worker Earnings
Denver County, CO	515,357	\$60,191
Arapahoe County, CO	346,417	\$57,494
Jefferson County, CO	257,699	\$48,569
Adams County, CO	212,329	\$46,145
Boulder County, CO	193,678	\$55,587
Larimer County, CO	166,353	\$42,823
Douglas County, CO	127,871	\$55,334
Broomfield County, CO	38,807	\$70,988
Gilpin County, CO	4,902	\$37,678
Clear Creek County, CO	3,931	\$44,548

Source: EMSI 2015.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed Class of Worker

Table 11, below, shows the unemployment rate in all individual counties within the Central Planning Region, the individual workforce development areas containing more than one county, the metropolitan areas and the region as a whole.

The following tables show estimated numbers of unemployed as well as unemployment rates within the Central Planning Region, extrapolated from the national unemployment data.

Table 11: Unemployment Rate

Unemployment Rate, Colorado Central Planning Region, November 2015			
Area	Unemployment Rate	Labor Force	Unemployed
Adams	3.8%	244,895	9,427
Arapahoe	3.2%	332,948	10,816
Boulder	2.8%	176,779	4,904
Broomfield	3.0%	33,676	1,000
Clear Creek	3.1%	5,565	171
Denver	3.2%	370,023	11,947
Douglas	2.7%	169,318	4,616
Gilpin	2.6%	3,378	87
Jefferson	3.1%	312,034	9,583
Larimer	2.9%	179,427	5,225
Arapahoe/Douglas Workforce Area	3.1%	502,266	15,432
Tri-County Workforce Area	3.1%	320,977	9,841
Boulder MSA	2.8%	176,779	4,904
Fort Collins-Loveland MSA	2.9%	179,427	5,225
Denver-Aurora-Lakewood MSA	3.2%	1,494,481	48,281
Colorado Central Planning Region	3.2%	1,828,043	57,776

Source: Local Area Unemployment Statistics (LAUS), U.S. Bureau of Labor Statistics

Table 12, shows the estimated numbers of persons who are long-term unemployed in the Central Planning Region, as well as an estimate of the total count of underutilized labor. This is defined by the Bureau of Labor Statistics as the "U-6" unemployment rate. The U-6 rate is defined as "total unemployed, plus all persons marginally attached to the Labor force, plus total employed part-time for economic reasons as a percent of the civilian labor force plus all persons marginally attached to the labor force."

Table 12: Unemployment Rates/Estimated Counts

Estimated Counts	
Special Population	Estimate
Long Term Unemployed	14,854
Working Part-Time for Economic Reasons	70,686
Estimate of U-6 Rate	114,396

Sources: LAUS, National Unemployment Data

Labor Market Trends

Commute Patterns

Table 13: Inflow/Outflow Commute Patterns

County	Inflow/Outflow	
	Percent Commuting into County	Percent Commuting Out of County
Adams	66.3%	71.8%
Arapahoe	65.6%	63.5%
Boulder	50.2%	41.5%
Broomfield	87.9%	86.2%
Clear Creek	79.1%	87.2%
Denver	70.5%	52.3%
Douglas	64.2%	75.4%
Gilpin	89.2%	75.1%
Jefferson	58.2%	65.5%
Larimer	32.6%	36.3%

Source: U.S. Census Bureau

The U.S. Census Bureau has detailed data on commute patterns. Table 13, left, shows the commuter inflow/outflow patterns for each of the counties in the Central Planning Region. The "Percent Commuting into County" column shows the percent of the total jobs in each county that are filled by people who commute in from other counties. These are people who do not live in the county where they work. The "Percent Commuting out of County" column represents residents of the county who commute to other counties to work. These are people who live in the county but commute to some other county to work. Counties that have a relatively small percentage of people commuting in and out have labor markets that are more self-contained than counties with larger percentages. One trend to watch is the percent of

people in a county's labor force who work from home. In the United States, 4.5% of working people work from home. In Colorado's Central Planning Region, the county with the highest percentage of its workers working from home is Douglas County (11%).

The mean travel time to work ranges from 22.4 minutes for Boulder residents to 34.4 minutes for Clear Creek residents.

Tale 14 shows the commute patterns across the Central Planning Region.

Table 14: Commute Patterns

Commute Patterns within Colorado Central Planning Region											
County	Work Here										
	Adams	Arapahoe	Boulder	Broomfield	Clear Creek	Denver	Douglas	Gilpin	Jefferson	Larimer	
Live Here	Adams	52,689	20,313	12,331	6,750	90	51,015	4,361	745	22,661	2,693
	Arapahoe	20,175	93,767	4,491	1,851	84	81,186	20,168	434	19,202	2,344
	Boulder	5,946	5,380	71,847	4,401	142	11,379	1,813	205	7,122	3,771
	Broomfield	4,215	1,820	6,269	3,620	15	5,247	514	57	3,236	469
	Clear Creek	248	321	207	32	559	657	105	126	853	75
	Denver	22,753	47,960	6,735	2,850	133	123,320	11,130	640	27,430	2,281
	Douglas	5,755	39,441	2,486	989	60	30,784	33,766	142	13,020	1,410
	Gilpin	125	101	376	38	38	253	49	589	336	43
	Jefferson	20,948	32,274	10,916	5,384	602	66,726	9,109	1,938	85,879	2,675
	Larimer	3,244	3,809	8,591	661	28	6,238	1,446	-	3,432	80,550
	Jobs in County	136,098	245,186	124,249	26,576	1,751	376,805	82,461	4,876	183,171	96,311
Percent*	61.3%	61.8%	42.2%	86.4%	68.1%	67.3%	59.1%	87.9%	53.1%	16.4%	

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics

*Percent of workers commuting into county from other counties within Colorado Central Planning Region

Educational and Skill Levels of the Region's Workforce

Educational Attainment and Field of Degree

An analysis of the "inventory" of degreed, working-age people in the United States shows a trend that also exists in the Central Planning Region.

Figure 4: Degree Holders

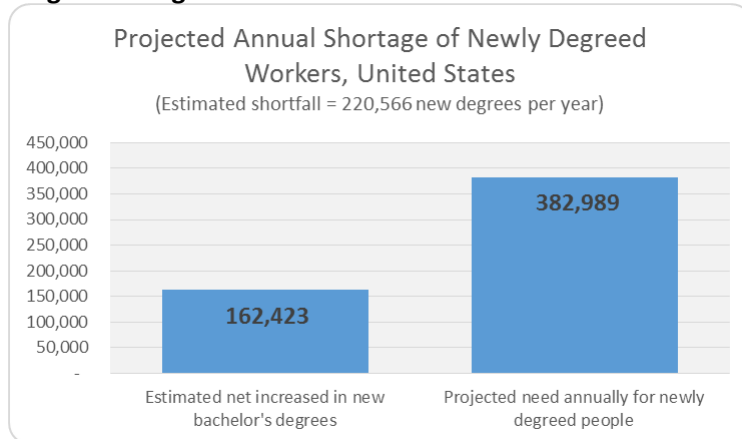


Figure 4, left, is an analysis of U.S. Census data regarding the number of degree holders in Colorado's Central Planning Region.

This bar graph illustrates a national problem; there are not enough new bachelor's degree holders to replace older degree holders leaving the labor force and fill positions created by new growth.

In Colorado, 74% of all jobs statewide will require some level of postsecondary education or training by the year 2020.⁵ Relative to the rest of the nation, Colorado has a highly educated adult population. It is estimated that 68% of adults have some college experience or a postsecondary credential, while 46% have an associate's degree or higher.⁶ When the "top jobs" were extracted from that total, the percent of jobs requiring postsecondary education or training is even larger—88% of Colorado's "top jobs" require some level of formal postsecondary education or training for entry, whether it is an employer-sponsored formal training program, apprenticeship, certificate or degree.⁷

Approximately 1.26 million bachelor's degree-holding older workers "age out" of the labor force each year, and an estimated 1.42 million new bachelor's degree holders enter the labor force. This yields a net increase in degreed workers of approximately 162,000. However, when economic growth is factored in, the data reveals that nearly 383,000 additional American jobs require a bachelor's degree each year. This means that nationally, there is an annual shortfall of over 220,000 bachelor's degrees to meet annual workforce needs.

In the Central Planning Region, this issue exists as well. Geographically specific census data shows that nearly 18,200 degreed workers age out of the regional labor force each year, while over 21,300 new degree holders join the labor force. This is a net growth of degree holders in the labor force of 3,200 per year. However, projected annual growth through 2020 of jobs in the region requiring bachelor's degrees is nearly 3,400. Therefore, the region does not have enough degreed workers to meet the labor force need.

⁵ Colorado Workforce Development Council. (2016). Driving Colorado Forward Together: Colorado's Combined Plan for Execution of Work force Development Activities. (Draft released for public comment January 11, 2016).

⁶ FY 2014–2015 Colorado Skills for Job Report.

⁷ Colorado Workforce Development Council. (2015). Colorado Talent Pipeline Report. Retrieved at <https://www.colorado.gov/pacific/cwdc/colorado-talent-pipeline-report>.

An analysis was done of training pipeline capacity for all occupations in the region, as shown in Table 15, on the following page. Table 15 also shows the relationship between the number of "completers," or graduates from accredited programs eligible for federal financial aid and projected annual openings for each of the occupations in the computer and mathematics family. The number of completers assigned to each occupation is derived using a "crosswalk." Occupations are classified using the Standard Occupational Classification System (SOC) or ONET. Occupational training programs are ordered using the federal Classification of Instructional Programs (CIP) coding system. When these two classification systems are put side by side, the occupations a training program can prepare one for can be subjectively determined.

Unfortunately, the CIP classification system does not crosswalk exactly with the Standard Occupational Classification (SOC) or ONET occupational codes. For example, for SOC 15-1132, Software Developers, Applications, it appears that there are 1.2 graduates for every new position. However, business leaders in the information technology and advanced manufacturing sectors have shared that this is one of the most difficult to fill positions. Table 15, on the following page, shows this might be due to weaknesses in the crosswalk of CIP codes and occupational classifications.⁸ The problem has always been that a graduate in one CIP code can ostensibly do several different occupations upon completion. While this may be true for someone obtaining a graduate degree in business administration, IT hiring managers say it is far less true for computer-related occupations.

Table 15: Training Pipeline

Training Pipeline: Colorado Central Planning Region - Computer & Mathematical							
SOC	Description	2016 Jobs	Projected Annual Openings	Regional Completions (2014)	Completers per Opening	Typical Entry Level Education	Median Hourly Earnings
15-2011	Actuaries	481	28	10	0.4	Bachelor's degree	\$50.67
15-1132	Software Developers, Applications	20,114	622	724	1.2	Bachelor's degree	\$47.42
15-1151	Computer User Support Specialists	11,317	461	728	1.6	Some college, no degree	\$25.52
15-1133	Software Developers, Systems Software	10,176	305	795	2.6	Bachelor's degree	\$49.70
15-1131	Computer Programmers	3,923	197	529	2.7	Bachelor's degree	\$40.38
15-2031	Operations Research Analysts	713	49	144	2.9	Bachelor's degree	\$35.77
15-1121	Computer Systems Analysts	8,717	423	1,244	2.9	Bachelor's degree	\$40.24
15-1142	Network and Computer Systems Administrators	8,392	260	818	3.1	Bachelor's degree	\$39.47
15-1199	Computer Occupations, All Other	6,624	168	1,194	7.1	Bachelor's degree	\$44.14
15-1152	Computer Network Support Specialists	3,188	84	728	8.7	Associate's degree	\$31.86
15-1141	Database Administrators	2,058	81	804	9.9	Bachelor's degree	\$48.10
15-2041	Statisticians	470	32	462	14.4	Master's degree	\$38.38
15-1134	Web Developers	3,176	126	1,908	15.2	Associate's degree	\$26.39
15-1143	Computer Network Architects	3,502	105	1,908	18.2	Bachelor's degree	\$49.20
15-1122	Information Security Analysts	1,235	73	1,908	26.1	Bachelor's degree	\$44.95
15-1111	Computer and Information Research Scientists	116	8	1,459	194.5	Doctoral or professional degree	\$52.34

Source: EMSI 2015.3 QCEW, Non-QCEW & Self-Employed Class of Worker

Because of these discrepancies, a strong emphasis of the Central Planning Region will be to convene leaders in workforce development, postsecondary education, economic developers, industry associations and sector leaders. These groups would be in a position to thoroughly review the training pipeline in the region and align the curricula of training providers with the skills and knowledge needed by the region's employers.

⁸ Business intelligence from leaders in the information technology industry strongly suggests that qualified candidates for software developers and applications are very hard to find in the metropolitan Denver area. The problem specifically cited by industry leaders in information technology is that many current graduates do not have the specific skills they need and require too much additional in-house training to make hires feasible. (This information was derived by workforce centers through the TEC-P sector partnership currently funded in greater metro Denver by the U.S. Department of Labor].

Special Populations in the Labor Force

Table 16, right, shows the various populations within the region that have disproportionately high unemployment rates. Estimates in this table were extrapolated from the U.S. Bureau of Labor Statistics national unemployment data.

Table 16: Unemployment Rate, Special

Unemployment Rate, Colorado Central Planning Region, Special Populations			
Area	Unemployment Rate	Labor Force	Unemployed
All Veterans over 18 years	3.0%	124,819	3,748
Gulf War II Era Veterans	3.6%	35,326	1,261
Disabled Veterans*	17.2%	21,469	1,321
Black or African American	3.6%	366,580	13,263
Hispanic or Latino	4.0%	304,641	12,264
All Teenagers (16-19)	9.8%	65,110	6,380
Black or African American (16-19)	14.7%	7,969	1,174
Hispanic or Latino (16-19)	10.5%	12,720	1,334

Sources: Local Area Unemployment Statistics (LAUS), National Unemployment Data and Connecting Colorado*

Justice System Involved

According to the U.S. Bureau of Justice Statistics, Colorado's incarceration rate is lower than the national average at 383 per 100,000 residents. This means that the Colorado Central Planning Region supports 13,239 of its resident population in prisons or local jails at an average cost of \$30,374 per year—a total cost to taxpayers of just over \$402.1million annually. In addition, data from the same source estimates the following for the Central Planning Region:

- 8,400 residents are on parole
- 65,918 residents are on probation

Poverty

The U.S. Census Bureau estimates that in 2014, the Colorado Central planning region had:

- 25,236 people receiving cash public assistance
- 95,023 people receiving Food Stamp/SNAP benefits

Individuals with Disabilities

According to the U.S. Census Bureau, an estimated 156,386 individuals with disabilities ages 18 to 64 reside in the Central Planning Region.

Homeless

In 2014, the Metro Denver Homeless Initiative issued the "State of Homelessness Report." It was based on a point in time survey, which included Adams, Arapahoe, Boulder, Broomfield, Douglas and Jefferson counties. It excluded Larimer County. The report offers the following estimates based on the survey:

- There were a total of 5,812 homeless people in the six-county area.
- Of these, 47% (2,726) were households without children, and 53% (3,086) were households with children.
- An estimated 4,644 of the homeless people were working age.
- This group included 399 veterans.

Age Bands

Because the age of the region's labor force affects regional competitiveness, an analysis was conducted to determine the age of the Central Planning Region's existing workforce. Over the next five years, the region's population under age 20 will grow by 55,000 people (6.4%), while the working age population will shrink by approximately 7,000 people. The region's population over 65 years of age will grow by over 80,000 (18%). Over the next five years, there will be an estimated shortfall of 27,420 workers in the expanding regional economy. Therefore, the region's leadership will develop strategies to retain a mature workforce. Also, the region's leadership will need to develop strategies to employ youth, who are most likely among all age bands to not be working, many of which have never had a job, and therefore will require training focused on pre-employment skills.

As shown in Table 16, below, the region will experience a substantial labor shortfall as persons over 45 years leave the labor force and are replaced by substantially fewer and younger workers.

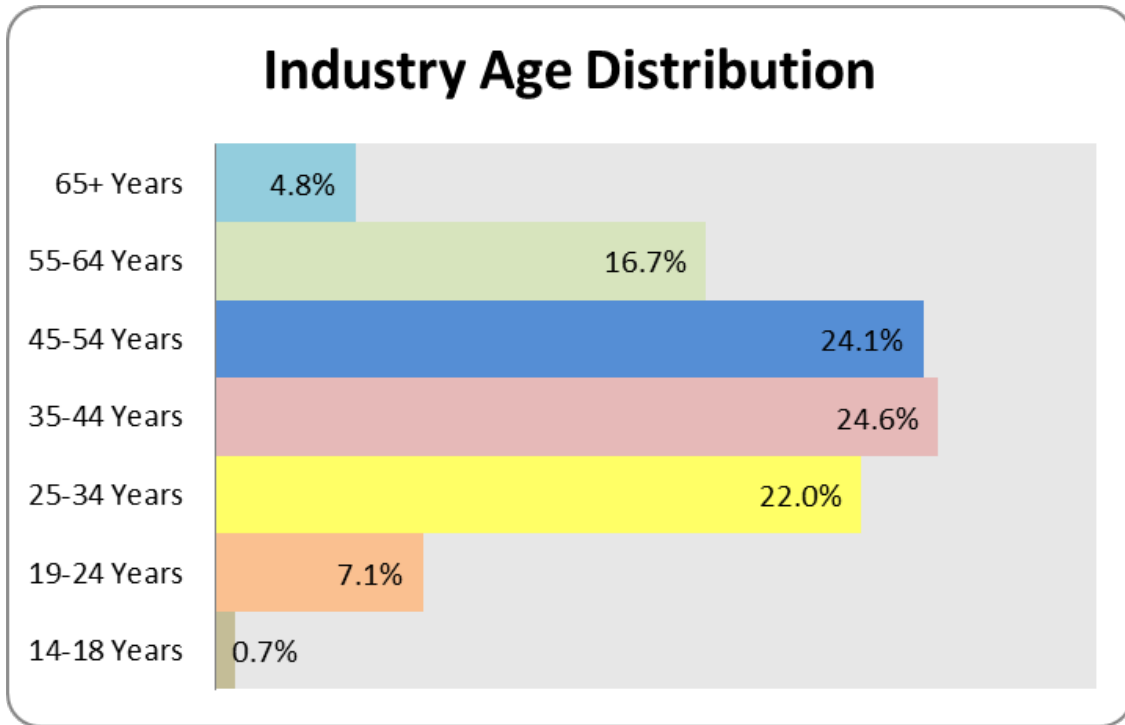
Table 16: Labor Force Age Gap

Age Gap Analysis	
Age Grouping	Percent
Age 34 and Under	29.8%
Age 45 and Older	45.6%
Industry Age Gap	15.8%
Worker Shortfall (count)	(96,576)

Source: EMSI 2015.2 Data

According to the Colorado State Demography office, this is the decade of change for the state in terms of age demographics. Colorado, and particularly the Central Planning Region, has heretofore experienced a relatively young population buoyed by in-migration of young, highly educated and highly skilled baby boomers who came here over decades to seek opportunity. Now, many of these baby boomers have left the labor force, or anticipate leaving the labor force over the next decade, but are staying in Colorado because of its quality of life. Thus, Colorado's overall population is growing older, and by the end of this decade, the state should reflect age demographics similar to those in the rest of the nation. Figure 5, on the following page, shows the age distribution of workers in the Central Planning Region.

Figure 5: Industry Age Distribution



WIOA Priority Populations

WIOA requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic-skills deficient when providing individualized career services and training services using WIOA Title I Adult program funds. In addition, Training and Employment Guidance Letter (TEGL) 3-15 specifies that priority should also be applied to individuals who are both underemployed and low-income. Congruently, WIOA provides a focus on serving individuals with barriers to employment. The intent of this priority in the law is to ensure access to these populations. Under the previous Workforce Investment Act (WIA), priority was required for public assistance recipients and other low-income individuals when funds were limited. Under WIOA, priority of service is required regardless of the funding levels and also is expanded to include individuals who are basic-skills deficient. Thus, the Central Planning Region will give specific focus to these populations to ensure alignment of services among all local area workforce development boards and regional and WIOA partners.

With the addition of the Pikes Peak Workforce Development Area to the Colorado Central Planning Region, it is necessary to update the tables above. This table shows the latest unemployment rates (February 2018) by county within the Colorado Central Planning Region.

Unemployment

Unemployment Rate, Colorado Central Planning Region				
County	Labor Force	Employed	Unemployed	U-3
Adams	266,875	257,353	9,522	3.6%
Arapahoe	358,779	347,467	11,312	3.2%
Boulder	191,332	185,861	5,471	2.9%
Broomfield	38,735	37,615	1,120	2.9%
Clear Creek	5,961	5,791	170	2.9%
Denver	405,718	392,792	12,926	3.2%
Douglas	187,045	181,916	5,129	2.7%
El Paso	334,413	321,664	12,749	3.8%
Gilpin	3,664	3,578	86	2.3%
Jefferson	331,929	322,111	9,818	3.0%
Larimer	198,044	192,306	5,738	2.9%
Teller	12,446	11,987	459	3.7%
Totals	2,334,941	2,260,441	74,500	3.2%

Source: U.S. Bureau of Labor Statistics

This table provides an estimate of total unemployment within the Colorado Central Planning Region.

Estimated Counts		
Population	Cumulative Percent	Number
Unemployed	3.2%	74,500
Discouraged Workers	3.4%	5,451
Marginally Attached Workers	3.9%	10,902
Working Part-Time for Economic Reasons	6.3%	56,329

Source: U.S. Bureau of Labor Statistics

Commute Patterns

These updated commute tables now include El Paso and Teller counties.

Table 18: Commute Matrix, Colorado Central Planning Region

LIVE IN County	WORK IN											
	Adams	Arapahoe	Boulder	Broomfield	Clear Creek	Denver	Douglas	El Paso	Gilpin	Jefferson	Larimer	Teller
Adams	60,672	22,063	14,050	7,210	92	56,328	4,899	3,263	687	25,537	2,954	69
Arapahoe	25,810	102,858	4,786	1,733	97	88,344	23,162	5,440	318	20,301	2,795	92
Boulder	6,475	5,189	75,481	4,288	52	12,018	1,781	1,921	104	7,320	4,022	33
Broomfield	4,812	1,855	7,358	3,838	19	5,908	497	381	49	3,767	474	5
Clear Creek	254	302	125	38	740	614	90	62	101	812	67	2
Denver	29,400	55,383	8,045	3,094	162	142,630	12,459	4,195	628	30,962	2,635	79
Douglas	7,003	43,313	2,724	993	74	33,343	37,252	4,452	98	13,514	1,535	108
El Paso	5,311	9,571	2,365	778	42	11,548	4,533	178,705	31	6,367	2,072	1,326
Gilpin	119	125	381	21	29	236	38	41	682	342	24	2
Jefferson	24,011	34,860	12,485	5,462	585	72,089	10,016	4,944	1,786	90,461	3,356	89
Larimer	4,514	4,186	8,569	732	58	6,927	1,483	2,280	13	3,861	86,785	32
Teller	162	398	79	25	11	505	198	2,931	14	313	66	3,463

Source: US Census, Longitudinal Employer-Household Dynamics, On the Map

This inflow/outflow table is sorted to show which counties within the Colorado Central Planning Region have the highest numbers of people commuting in from other counties to work.

Commuter Inflow/Outflow			
County	Number Commuting into County	Number Commuting Out of County	Work and Live In County
Denver	287,860	147,042	142,630
Arapahoe	177,245	172,878	102,858
Jefferson	113,096	169,683	90,461
Adams	107,871	137,152	60,672
Boulder	60,967	43,203	75,481
Douglas	59,156	107,157	37,252
El Paso	29,910	43,944	178,705
Broomfield	24,374	25,125	3,838
Larimer	20,000	32,655	86,785
Gilpin	3,829	1,358	682
Teller	1,837	4,702	3,463
Clear Creek	1,221	2,467	740

Source: US Census

Industry Age Distribution, CCPR		
Age Band	Number	Percent
14-18 Years	48,942	2.1%
19-24 Years	245,779	10.6%
25-34 Years	540,609	23.4%
35-44 Years	500,080	21.7%
45-54 Years	475,012	20.6%
55-64 Years	370,753	16.1%
65+ Years	127,945	5.5%
Total	2,309,120	100.0%

Source: EMSI - QCEW, Non-QCEW & Self-Employed

Age Gap Analysis		
Age Group	Number	Percent
34 or under	835,330	36.2%
45 or older	973,710	42.2%
Age Gap	(138,380)	-6.0%

Source: EMSI - QCEW, Non-QCEW & Self-Employed

Age Bands and the Labor Force

This table and the one below, show that the general population of the Colorado Central Planning Region, including El Paso and Teller counties, is aging.

Annual Change	
Entering Labor Force	41,767
Vacancies (Attrition + Growth)	48,686
Annual Surplus/Shortfall	(6,919)

Source: EMSI - QCEW, Non-QCEW & Self-Employed

The result is that each year, there are roughly 6,919 fewer young people entering the labor force than there are people leaving the labor force due to retirement and/or inability to work.

What this means is that the region must increasingly depend on net in-migration to compensate for people leaving the labor force, as well as new job growth.

Population by Age Cohort						
Age Cohort	2018 Population	2023 Population	Change	Percent Change	Percent of Total Population (2018)	Percent of Total Population (2023)
Under 5 years	276,124	311,908	35,784	13.0%	6.40%	6.85%
5 to 9 years	266,143	276,861	10,718	4.0%	6.17%	6.08%
10 to 14 years	277,345	269,999	(7,346)	(2.6%)	6.43%	5.93%
15 to 19 years	275,059	282,507	7,448	2.7%	6.37%	6.21%
20 to 24 years	301,653	304,919	3,266	1.1%	6.99%	6.70%
25 to 29 years	343,024	336,121	(6,903)	(2.0%)	7.95%	7.38%
30 to 34 years	343,965	368,521	24,556	7.1%	7.97%	8.09%
35 to 39 years	313,064	345,776	32,712	10.4%	7.25%	7.59%
40 to 44 years	281,791	310,167	28,376	10.1%	6.53%	6.81%
45 to 49 years	273,887	270,993	(2,894)	(1.1%)	6.35%	5.95%
50 to 54 years	268,685	265,031	(3,654)	(1.4%)	6.23%	5.82%
55 to 59 years	271,274	256,147	(15,127)	(5.6%)	6.29%	5.63%
60 to 64 years	247,571	256,131	8,560	3.5%	5.74%	5.63%
65 to 69 years	212,900	232,157	19,257	9.0%	4.93%	5.10%
70 to 74 years	147,888	193,854	45,966	31.1%	3.43%	4.26%
75 to 79 years	92,324	129,367	37,043	40.1%	2.14%	2.84%
80 to 84 years	60,853	74,482	13,629	22.4%	1.41%	1.64%
85 years and over	62,493	67,915	5,422	8.7%	1.45%	1.49%
Total	4,316,043	4,552,856	236,813	5.5%	100.00%	100.00%

Source: US Census Data compiled by EMSI

Unemployment in Selected Populations

Unemployment, Selected Populations, Colorado Central Planning Region		
Population	Estimated Rate	Estimated Number Unemployed
All Veterans over 18 years	3.2%	4,425
Gulf War II Era Veterans	3.9%	1,886
Disabled Veterans	3.2%	1,242
All Individuals with Disabilities	6.9%	2,544
Black or African American	5.4%	15,870
Hispanic or Latino	4.0%	16,351
All Teens age 16-19	11.2%	9,773
Black or African American (age 16-19)	21.2%	2,451
Hispanic or Latino (age 16-19)	11.1%	2,059

Source: US Bureau of Labor Statistics

Estimates for this table were derived using the U.S. Bureau of Labor Statistics Unemployment Situation Summary and Local Area Unemployment Statistics.

Training Pipeline Shortfalls

The following tables show the top regional training pipeline shortfalls by postsecondary educational attainment level. It is recommended that workforce development professionals work in a convening role with businesses and postsecondary educators to validate this data and to ensure curriculum design is business-relevant.

Training Pipeline, Top Occupations in Industry, Colorado Central Planning Region					
SOC	Nondegree Postsecondary Certificate	Jobs	Annual Openings	Regional Completions (2016)	Surplus/ (Shortfall)
43-3031	Bookkeeping, Accounting, and Auditing Clerks	24,149	2,868	373	(2,495)
53-3032	Heavy and Tractor-Trailer Truck Drivers	19,116	2,458	0	(2,458)
25-9041	Teacher Assistants	16,933	2,168	2	(2,166)
31-1014	Nursing Assistants	15,678	2,352	1,470	(882)
39-5012	Hairdressers, Hairstylists, and Cosmetologists	11,240	1,652	1,034	(618)
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	4,086	495	0	(495)
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,932	623	255	(368)
29-2061	Licensed Practical and Licensed Vocational Nurses	4,481	550	195	(355)
25-4031	Library Technicians	2,142	326	0	(326)
31-9091	Dental Assistants	6,070	884	623	(261)
31-9011	Massage Therapists	6,611	988	838	(150)
49-2011	Computer, Automated Teller, and Office Machine Repairers	1,706	194	44	(150)
27-4011	Audio and Video Equipment Technicians	1,352	159	26	(133)
15-1151	Computer User Support Specialists	14,597	1,416	1,286	(130)
33-2011	Firefighters	3,614	311	188	(123)
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	1,375	138	44	(94)
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	821	94	0	(94)
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	929	77	20	(57)
51-5111	Prepress Technicians and Workers	486	55	0	(55)
29-2057	Ophthalmic Medical Technicians	734	82	33	(49)

Source: IPEDS Data Compiled by EMSI 2018.1



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Training Pipeline, Top Occupations in Industry, Colorado Central Planning Region					
SOC	Associate's Degree	Jobs	Annual Openings	Regional Completions (2016)	Surplus/ (Shortfall)
23-2011	Paralegals and Legal Assistants	5,539	667	245	(422)
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	2,265	273	0	(273)
29-2021	Dental Hygienists	4,090	378	167	(211)
25-2011	Preschool Teachers, Except Special Education	8,884	1,022	841	(181)
19-4099	Life, Physical, and Social Science Technicians, All Other	919	134	15	(119)
19-4031	Chemical Technicians	836	95	0	(95)
17-3013	Mechanical Drafters	832	78	0	(78)
49-9062	Medical Equipment Repairers	883	95	31	(64)
17-3012	Electrical and Electronics Drafters	621	63	0	(63)
19-4041	Geological and Petroleum Technicians	429	53	0	(53)
29-2012	Medical and Clinical Laboratory Technicians	1,845	187	138	(49)
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	369	46	0	(46)
27-4012	Broadcast Technicians	648	62	28	(34)
53-2021	Air Traffic Controllers	338	32	0	(32)
43-9031	Desktop Publishers	226	24	0	(24)
17-3021	Aerospace Engineering and Operations Technicians	311	32	12	(20)
17-3026	Industrial Engineering Technicians	657	63	47	(16)
17-3025	Environmental Engineering Technicians	327	37	24	(13)
17-3027	Mechanical Engineering Technicians	500	53	43	(10)
17-3024	Electro-Mechanical Technicians	186	19	12	(7)

Source: IPEDS Data Compiled by EMSI 2018.1

Training Pipeline, Top Occupations in Industry, Colorado Central Planning Region					
SOC	Bachelor's Degree	Jobs	Annual Openings	Regional Completions (2016)	Surplus/ (Shortfall)
13-1199	Business Operations Specialists, All Other	36,887	3,773	21	(3,752)
13-2011	Accountants and Auditors	33,497	3,659	1,349	(2,310)
25-2021	Elementary School Teachers, Except Special Education	21,520	1,998	443	(1,555)
13-1161	Market Research Analysts and Marketing Specialists	14,407	1,804	338	(1,466)
41-3031	Securities, Commodities, and Financial Services Sales Agents	10,355	1,163	0	(1,163)
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	13,932	1,281	451	(830)
27-2022	Coaches and Scouts	6,604	1,024	198	(826)
29-1141	Registered Nurses	40,855	3,382	2,658	(724)
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Pro	5,623	672	21	(651)
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	5,576	549	0	(549)
25-2022	Middle School Teachers, Except Special and Career/Technical Education	10,483	964	431	(533)
13-1041	Compliance Officers	4,601	446	29	(417)
13-1121	Meeting, Convention, and Event Planners	2,984	409	0	(409)
41-9031	Sales Engineers	3,439	381	0	(381)
13-1071	Human Resources Specialists	10,112	1,127	796	(331)
27-1024	Graphic Designers	5,595	600	274	(326)
15-1132	Software Developers, Applications	26,019	2,236	1,935	(301)
13-1081	Logisticians	2,823	312	11	(301)
19-4021	Biological Technicians	2,632	285	0	(285)
17-2051	Civil Engineers	8,059	723	448	(275)

Source: IPEDS Data Compiled by EMSI 2018.1

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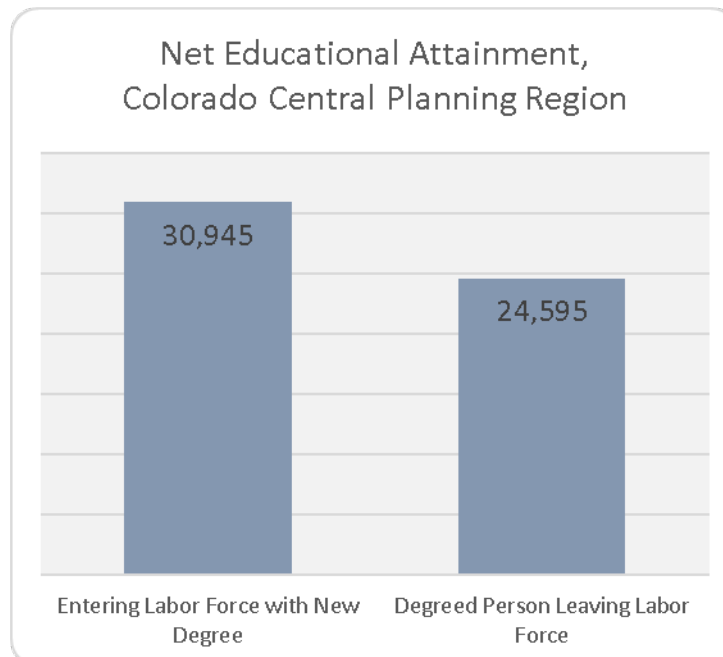
Training Pipeline, Top Occupations in Industry, Colorado Central Planning Region					
SOC	Graduate Level or Professional Degree	Jobs	Annual Openings	Regional Completions (2016)	Surplus/ (Shortfall)
21-1014	Mental Health Counselors	4,386	582	245	(337)
23-1011	Lawyers	12,939	739	620	(119)
21-1012	Educational, Guidance, School, and Vocational Counselors	3,537	448	330	(118)
25-4021	Librarians	1,796	195	79	(116)
21-1022	Healthcare Social Workers	2,155	301	192	(109)
29-1123	Physical Therapists	4,288	346	245	(101)
29-1122	Occupational Therapists	2,422	205	160	(45)
21-1023	Mental Health and Substance Abuse Social Workers	1,601	231	192	(39)
29-1071	Physician Assistants	2,476	218	191	(27)
21-1015	Rehabilitation Counselors	1,614	200	190	(10)
29-1066	Psychiatrists	371	21	17	(4)
29-1127	Speech-Language Pathologists	2,987	238	234	(4)
19-3051	Urban and Regional Planners	628	63	61	(2)
19-1041	Epidemiologists	278	27	25	(2)

Source: IPEDS Data Compiled by EMSI 2018.1

Annual Degree Surplus/(Shortfall)

This bar graph, taken from the US Census American Community Survey, shows that in the Colorado Central Planning Region, approximately 6,350 more newly degreed persons will enter the labor force each year than will leave.

This is generally good news, although this number can change over time, and may be affected by economic conditions as well as the cost of postsecondary training.



4. DESCRIBE THE DEVELOPMENT AND IMPLEMENTATION OF SECTOR INITIATIVES FOR IN-DEMAND INDUSTRY SECTORS OR OCCUPATIONS FOR THE PLANNING REGION, AND EXPLAIN HOW SECTOR PARTNERSHIPS WILL BE UTILIZED TO FACILITATE THE ENGAGEMENT OF EMPLOYERS, INCLUDING SMALL EMPLOYERS AND EMPLOYERS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS, IN WORKFORCE DEVELOPMENT PROGRAMS.

The Central Planning Region will engage the following strategies for the development and implementation of sector initiatives for in-demand industry sectors and occupations and to facilitate the engagement of employers in workforce development programs:

- Strengthen and align existing industry sector partnerships, support the development of subsector partnerships and work to make all industry sector partnerships sustainable
- Promote clear communication of regional priorities and outcomes for industry sector partnerships so that all partners understand them and are better equipped to cooperate and collaborate
- Foster the development of reciprocal relationships between workforce and sector partners, to include training and education entities and employers, so that industry sector partnerships more effectively meet employer and jobseeker needs

Discussion

Historically, the Central Planning Region partners have undertaken sector initiatives at the local level and have engaged in regional initiatives when it has been appropriate. Such regional sector initiatives were driven by data that demonstrated there was a consistent need across local area boundaries to respond to certain in-demand industry sectors and occupations, such as healthcare, technology, manufacturing and construction.

The Central Planning Region views sector partnerships as a way to bring together employers, at a regional and local level, from the same industry with the education, training and other community support programs needed to implement solutions and services that ensure the target industry thrives and that the target talent groups improve their employment opportunities. The Central Planning Region has several existing sector initiatives within its two state-defined regions.

- Region 2, which includes Larimer, Weld and Broomfield counties, has three sector partnerships: 1) health and wellness (active), 2) advanced manufacturing (active) and 3) energy and natural resources (emerging).
- As of the date of this report, Region 2 has continued to maintain and grow the three sector partnerships above, and is adding a new sector partnership in information technology (emerging).
- Region 3, which includes Adams, Arapahoe/Douglas, Boulder and Denver counties and the Tri-County (Jefferson, Clear Creek and Gilpin) area, has five sector partnerships: 1) health and wellness (active), 2) advanced manufacturing (active), 3) landscape architecture (emerging), 4) technology and information (emerging) and 5) construction and development (exploring).
- In Region 3, existing and new developments include: 1) health and wellness (active), 2) advanced manufacturing (active), 3) retail (active), 4) information technology (active), 5) construction (active), 6) tree care (emerging), and 7) early childhood education (exploring)
- In Region 4, which includes El Paso and Teller counties, existing and new sector partnership developments include: 1) advanced manufacturing (active), 2) hospitality (emerging), 3) healthcare (active), and 4) information technology (emerging)

These sector partnerships were developed to collect industry data and design career pathways. These pathways are a series of talent development strategies and support services that enable individuals to secure employment or advance in a demand industry or occupation. The sector partnerships provide a way to ensure that the region's talent pipeline is aligned with the hiring needs of employers. Each partnership is convened by the most appropriate entity. Often this is a workforce center where a significant portion of residents are employed in a concentrated industry or the Colorado Urban Workforce Alliance when an industry is dispersed throughout the entire region. In some cases, the region's sector partnerships are supported with grant funding, e.g., Technology Employment in Colorado Partnership (TEC-P).

This approach will continue to be utilized and strengthened. For example, there continues to be a gap in communication and coordination between education providers and employers. The Central Planning Region will work to create more linear systems that influence education partners so that training and education is led by employer needs. In addition, the region will need to reinforce the work of local area workforce development boards in helping employers to understand the availability of talent and alternative forms of training, e.g., apprenticeships and work based learning opportunities.

The Central Planning Region will continue to use sector partnerships in furtherance of the state's key goal to **engage business and industry as a fulcrum to inform and align all elements of the demand-driven system**, which is described in the Colorado Combined Plan for Execution of Workforce Development Activities. The state is committed to expanding regionally focused sector partnerships that are championed by business and industry to drive career pathways. In addition to working to expand and sustain the existing sector partnerships, the Central Planning Region will expand some of these partnerships where the data indicates there is a concentration of in-demand industries. The region may also choose to create sub-sector partnerships as well based on what the data suggests is needed. For example, the Central Planning Region will coordinate efforts that are happening in a particular locale and broaden that focus across the entire region when the issue(s) impact the entire region, thereby reducing fragmentation of effort. A key role of the Central Planning Region's leadership will also be to continuously evaluate the needs of the region to identify new industry partners that could contribute toward the resolution of critical issues, e.g., establishing the priorities for the region, aligning training providers' educational curricula with employers' true needs and developing apprenticeship programs.

To help the sector partnerships have a greater impact, the Central Planning Region will work to create stronger connections between career pathways offered by education and training providers and the region's sector partnerships that are identifying skill needs and workforce trends. Over the next four years, the Central Planning Region will encourage sector partnerships to focus on their role in informing career pathway development for youth, adults and individuals facing barriers to education and employment by promoting Colorado's recently developed framework and offering tools, resources and technical assistance. The Central Planning Region's leadership will also examine a sample of recent graduates' job placement rates to identify which education and/or job-training programs in the region need to further align their curricula to employers' needs.

The Central Planning Region will also seek to conduct an evaluation of the impact and outcomes of the sector partnerships to collect and analyze data that can be used to demonstrate the partnerships' return on investment. This data will be used as a marketing tool for large and small businesses that are not yet actively involved in the relevant sector partnerships. In addition to using data to recruit new employers to the sector partnerships, the Central Planning Region seeks to leverage these sector initiatives as a way to cultivate ownership from business and industry to leverage influence and resources. Through this

strategy, the Central Planning Region will support and promote options that build more employer-focused training and education systems and that encourage employers to share ownership of these partnerships.

5. DESCRIBE HOW CAREER PATHWAYS WILL BE USED TO MEET THE NEEDS OF EMPLOYERS AND SUPPORT WORK- BASED LEARNING OPPORTUNITIES.

The Central Planning Region will use the following strategies to ensure employer and jobseeker needs are met through career pathways:

- Work to expand the scope of talent development strategies for in-demand industries and occupations, including, but not limited to, boot camps, apprenticeships and job shadowing
- Explore opportunities to build innovative projects at the regional level that address hard-to-fill positions, meet industry needs and create access points for jobseekers
- Make data-informed decisions and validate career pathways with employers to ensure that local area workforce centers, as well as education and training providers within the region, are consistently meeting the needs of jobseekers and industry
- Promote consistency among local area workforce development boards and key partners in the communication and application of career pathways across the region

Discussion

The Central Planning Region will use regional data to inform the above strategies and will confirm key data points through relationships with employers. This should ensure that the career pathways identified and communicated across the region are clearly associated with employer needs and are appropriately aligned with the various entry and exit points within the industry and/or occupation. For example, the Central Planning Region will promote the use of a consistent process across all local area boards that might include some or all of the following:

- Convening employer partners to verify labor market information, identify market shifts and challenges, growth opportunities and occupational gaps
- Cataloguing the knowledge, skills and abilities that lead to success in critical occupations
- Defining career pathways that can be communicated to jobseekers and regional partners

This strategy will aim to support the alignment of curricula and credentials to workforce needs and communicate the crosswalk of core competencies, credentialing and education requirements. This would include presenting opportunities for advancement and/or lateral moves within the industry. Each career pathway should include education, training, employment, retention and advancement requirements, so jobseekers have a clear understanding of upward mobility within the sector.

The region will also explore opportunities to invest in innovative projects that meet the needs of employers in demand industries and that support work-based learning opportunities for jobseekers across the region. Central to these strategies will be ensuring that across the region, business services, career services and all partners are consistent in how they use and communicate career pathways. By ensuring defined career pathways are effectively communicated to all key partners and customers, the Central Planning Region aims to promote new hires' and incumbent workers' knowledge of the many pathways and growth opportunities available within a specific industry sector. Also crucial to the regional strategy will be providing employers information about the benefits of creating work-based learning opportunities for their current employees, e.g., increased employee satisfaction and/or reductions in employee turnover.

Exploring new work-based learning opportunities continues to be a priority for the Colorado Central Planning Region. To date, four new federally approved apprenticeships have been created in the Region:

- In partnership with Centura Health, an apprenticeship for Medical Assistants through the Greater Metro Denver Healthcare Partnership
- In partnership with Kaiser Permanente, an apprenticeship for Medical Laboratory Assistants through the Greater Metro Denver Healthcare Partnership
- Software Development Apprenticeship in IT through the Technology Employment in Colorado Partnership (TEC-P)
- Advanced Manufacturing Technician Apprenticeship Program (AMTAP) through Lockheed Martin and supported by the workforce regions within the Central Planning Region

Particularly in Region 4, an important part of Work Based Learning is Incumbent Worker Training where public dollars are available to employers to up-skill their existing employees. By providing more training to existing employees, businesses can then move those employees into higher positions within their company and open up entry level positions for workforce centers to assist to fill. Incumbent Worker Training is vital to fill critical skills gaps in this region.

The Colorado Central Planning Region will build on existing efforts, particularly in the realm of Work Based Learning, to ensure that workforce terminology is translated into words that are understood by businesses.

6. DESCRIBE OTHER STRATEGIES AND SERVICES THAT WILL BE USED IN THE PLANNING REGION TO SUPPORT A LOCAL WORKFORCE DEVELOPMENT SYSTEM THAT MEETS THE NEEDS OF BUSINESSES IN THE PLANNING REGION.

The Central Planning Region will engage additional strategies to support a local workforce development system that meets the workforce needs across the planning region. These will include:

- When it is appropriate, leverage the collective resources of the local area workforce development boards to develop collaborative initiatives that engage with industry specific associations and aim to reduce duplication in efforts
- Coordinate and convene with the appropriate stakeholders in the community to encourage collaboration and avoid duplication of efforts on activities related to workforce and economic development
- Promote a consistent voice and systems across all local area workforce centers and regional partners to ensure a more seamless continuum of services for employer and jobseeker customers throughout the region
- Combine expertise across the partners to work with industry partners in a concerted effort, resulting in less duplicated business contact matched with professional staff able to address talent needs, regardless of the funding stream or targeted populations they may represent
- Coordinate service delivery and partnership alignment to maximize resources and identify and utilize the strengths available through each system

Discussion

Regionally, where there is mutual value to the local areas, the Central Planning Region will work to leverage resources to serve specific target industries through cross-regional industry sector initiatives, e.g., Greater Metro Denver Healthcare Partnership. Rather than address cross-regional trends and issues in local area silos, the Central Planning Region will determine how it can unify local areas in focused initiatives to better serve the needs of specific industries.

Additionally, to further reduce duplication, the Central Planning Region will work to develop a unified voice and systems among all of the local area workforce boards. This will be accomplished through supporting and promoting the state's efforts in cross-training staff and partners so that the systems and language used by local area workforce centers and partners are consistent and comparable across the region. Colorado's case management, data collection and reporting system, Connecting Colorado, has recently been upgraded to provide for data integration and system alignment so that local areas can more efficiently and seamlessly serve customers across workforce and human service programs. In turn, this will reduce duplication of effort and data entry so that local areas can better match jobseeker participants to employer needs. The system provides the ability for Workforce Centers and their partners to track all WIOA Title 1-B, TAA, Veteran, Wagner-Peyser, state and local programs (approximately 100), plus discretionary grants in one common database. Workforce partners may make use of this system through data sharing agreements with the state or the local workforce areas. This system will be updated to reflect all WIOA changes and requirements over the life of this four-year combined plan. A key element of the newly integrated system is a common coding system, including common service codes that will improve data sharing and the use of comparable measures across the region. This will ultimately support the Central Planning Region in effectively and comprehensively analyzing performance at the local and regional levels. The Central Planning Region will support the state in this effort and comply with all requirements to ensure all local area staff and partners across the region are cross-trained and using the enhanced system consistently.

To support the new system, the local area workforce boards in the Central Planning Region will formally convene through already established statewide discussions. Workforce area directors will meet on a monthly basis to discuss state issues, and through this plan, will also take time to caucus as a regional planning group to determine how to move forward and assess progress. These partnerships are experiencing a new enthusiasm and willingness to work more closely in an effort to service all customers in a more thorough and seamless fashion. The Central Planning Region is committed to maximizing its mandated partner relationships to prepare WIOA candidates for success.

Workforce Development Areas within the Colorado Central Planning Region have held focus groups with business leaders to determine the most valuable data needed by businesses in competitive wage analysis, key industry profiles, and regional profiles. A Central Planning Region data group has been created to ensure alignment and standardization of data products for use by regional businesses.

Alignment of business services throughout the region and statewide continues through the Colorado Business Development Representative Group chartered by local and statewide workforce development leadership.

To further meet the needs of businesses throughout Colorado, and in the Colorado Central Planning Region, the Colorado Workforce Development Council worked through the Colorado Department of Labor and Employment in issuing an RFP and awarding a state-level contract to Economic Modeling Specialists, Inc. (EMSI) for its Developer product. CWDC is also sponsoring beginning and advanced EMSI training throughout Colorado through the Statewide Business Services Alignment effort.

7. DESCRIBE EFFORTS THAT HAVE TAKEN PLACE OR ANTICIPATED EFFORTS TO ASSESS THE NEED FOR AND ESTABLISH REGIONAL SERVICE STRATEGIES, INCLUDING THE USE OF COOPERATIVE SERVICE DELIVERY AGREEMENTS.

The Central Planning Region will continue to support the efforts of the local area workforce development boards in implementing local area service strategies and will identify opportunities for regional services

strategies, when applicable and beneficial to the region. Regional service strategies will be implemented when the Central Planning Region is able to effectively leverage its resources and influence to broaden impact and minimize duplicative efforts occurring within the local areas. The Central Planning Region will pursue cooperative service delivery agreements at the regional level where they are feasible and necessary, as these are currently coordinated and managed at the local area level.

A. DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE USED IN THE PLANNING REGION TO BETTER COORDINATE WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES WITH REGIONAL ECONOMIC DEVELOPMENT SERVICES AND PROVIDERS.

The Central Planning Region will continue to partner and coordinate workforce development programs and services with economic entities under the umbrella of the Metro Denver Economic Development Corporation (Metro Denver EDC), a regional economic development organization that works in partnership with every city, county and economic development group within the Central Planning Region. Metro Denver EDC provides customers with resources and proprietary market research and analysis. Metro Denver EDC also serves as a liaison between the region's businesses, elected officials and workforce development boards.

B. DESCRIBE HOW THE PLANNING REGION WILL STRATEGICALLY COORDINATE WORKFORCE WITH METRO INVESTMENT ACTIVITIES WITH THE PROVISION OF ADULT EDUCATION AND LITERACY ACTIVITIES UNDER TITLE II.

The Central Planning Region will support the local area plans. These plans will coordinate the provision of adult education and literacy activities under Title II. Local area plans include memoranda of understanding with service providers for these activities. When appropriate, the local areas will address these services using a regional-level service model. For example, there may be a need for regional activities in cases where customers are residents of one county but working and seeking services in another county. In such cases, the Central Planning Region would work to establish appropriate cooperative agreements to coordinate adult education and/or literacy activities cross-regionally rather than disrupt or deliver inconsistent services to the customer.

C. DESCRIBE HOW THE PLANNING REGION WILL STRATEGICALLY COORDINATE WORKFORCE INVESTMENT ACTIVITIES WITH THE PROVISION OF VOCATIONAL REHABILITATION SERVICES UNDER TITLE IV.

The Central Planning Region will support the local area plans, which will coordinate the provision of vocational rehabilitation services under Title IV. Local area plans include memoranda of understanding with service providers for these activities. When appropriate, local areas will address these services using a regional-level service model. The Central Planning Region will share best practices from different workforce areas in providing universal access to programs and services when serving individuals with disabilities.

D. DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE USED IN THE PLANNING REGION TO STRENGTHEN LINKAGES BETWEEN THE ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS.

The Central Planning Region will support the local area plans, which will coordinate linkages between the one-stop delivery system and unemployment insurance programs as appropriate to their county. Local area plans include memoranda of understanding with service providers for these activities. When appropriate, local areas will address these services using a regional level service model.

E. PROVIDE A DESCRIPTION OF HOW THE LOCAL BOARD WILL COORDINATE WORKFORCE INVESTMENT ACTIVITIES CARRIED OUT IN THE LOCAL AREA WITH STATEWIDE RAPID RESPONSE ACTIVITIES, AS DESCRIBED IN SECTION 134(A)(2)(A).

Please refer to local area plans, which state specifically how each workforce development board will work with statewide rapid response activities. All local workforce development boards in the Central Planning Region will comply with rapid response guidelines set by the Colorado Department of Labor and Employment, as described in the local area plan. Coordination of these activities will be based on employer and jobseeker needs.

At this update:

- MOUs are in place with local partners.
- Infrastructure agreements are in place with all state (Unemployment Insurance, Division of Vocational Rehabilitation) and local partners (Adult Basic Education).
- The Central Planning Region completed an economic impact report on workforce center operations (see attached), and a regional profile for the Central Planning Region.
- Each local area has developed relationships with local economic developers and chambers of commerce.

8. PROVIDE A DESCRIPTION OF THE REPLICATED COOPERATIVE AGREEMENTS (AS DEFINED IN SECTION 107(D)(II)} BETWEEN THE LOCAL BOARD OR OTHER LOCAL ENTITIES DESCRIBED IN SECTION 101(A)(11)(B) OF THE REHABILITATION ACT OF 1973 {29 U.S.C.721(A)(II)(B)} AND THE LOCAL OFFICE OF A DESIGNATED STATE AGENCY OR DESIGNATED STATE UNIT ADMINISTERING PROGRAMS CARRIED OUT UNDER TITLE I OF SUCH ACT {29 U.S.C.720 ET SEQ.) (OTHER THAN SECTION 112 OR PART C OF THAT TITLE (29 U.S.C. 732,741) AND SUBJECT TO SECTION 121(F)} IN ACCORDANCE WITH SECTION 101(A)(11) OF SUCH ACT (29 U.S.C.721 (A)(11)} WITH RESPECT TO EFFORTS THAT WILL ENHANCE THE PROVISION OF SERVICES TO INDIVIDUALS WITH DISABILITIES AND TO OTHER INDIVIDUALS, SUCH AS CROSS TRAINING OF STAFF, TECHNICAL ASSISTANCE, USE AND SHARING OF INFORMATION, COOPERATIVE EFFORTS WITH EMPLOYERS, AND OTHER EFFORTS AT COOPERATION, COLLABORATION, AND COORDINATION.

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

9. IF DETERMINED APPROPRIATE BY THE PLANNING REGION, DESCRIBE THE COORDINATION OF TRANSPORTATION AND OTHER SUPPORTIVE SERVICES OR DISCUSS WHY THESE ARE NOT APPROPRIATE FOR THE PLANNING REGION AT THIS TIME.

The Central Planning Region's strategy for the coordination of transportation and other supportive services will center on using the collective voice of the region to approach agencies and negotiate competitive rates. This should improve the accessibility and affordability of these services to its customers. The region anticipates that the size and volume of its customer base will contribute to its ability to negotiate the best possible value for these services. The region will prioritize these efforts based on the most prevalent needs of customers across the region (e.g., transportation services, childcare). This will require all local area workforce development boards to develop a comprehensive understanding of

each other's local area needs and available resources. Workforce boards will acquire this knowledge through regular informal meetings as well as through formal regional planning sessions, as described above.

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

10. IF DETERMINED APPROPRIATE BY THE PLANNING REGION, DESCRIBE HOW ADMINISTRATIVE COST ARRANGEMENTS HAVE BEEN COORDINATED, INCLUDING THE POOLING OF FUNDS FOR ADMINISTRATIVE COSTS OR DISCUSS WHY THESE ARE NOT APPROPRIATE FOR THE PLANNING REGION AT THIS TIME.

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

11. THE ESTABLISHMENT OF AN AGREEMENT CONCERNING HOW THE PLANNING REGION WILL COLLECTIVELY NEGOTIATE AND REACH AGREEMENT WITH THE GOVERNOR ON LOCAL LEVELS OF PERFORMANCE FOR, AND REPORT ON, THE PERFORMANCE ACCOUNTABILITY MEASURES DESCRIBED IN WIOA SEC. 116(c) FOR LOCAL AREAS OR THE PLANNING REGION.

Within the Central Planning Region, local area workforce boards will operate autonomously, and the region will work to collectively negotiate with the governor the accountability measures for these local areas. In addition, when it is strategically and financially in the best interest of the region and local areas, the Central Planning Region will report outcomes at the regional rather than local level. Performance accountability measures will be more fully defined when regulations are released by the federal government on June 16, 2016.

12. PROVIDE A DESCRIPTION OF HOW ONE-STOP CENTERS ARE IMPLEMENTING AND TRANSITIONING TO AN INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT INFORMATION SYSTEM FOR PROGRAMS CARRIED OUT UNDER THIS ACT AND PROGRAMS CARRIED OUT BY ONE-STOP PARTNERS.

All Colorado local workforce centers use Connecting Colorado, which is the case management, data collection and reporting system for the state. This system is integrated and technology-enabled and allows workforce centers and their partners to track all WIOA programs in one common database. Workforce partners may make use of this system through data sharing agreements with the state or the local workforce regions. Local workforce development boards carry out workforce activities by partnering locally through memoranda of understanding to implement core, non-core and other partner programs. Given these systems are currently in place, the Central Planning Region will continue to influence and direct the development of statewide technology integration that supports the work being conducted at the regional and local area levels.

In addition, the Central Planning Region is committed to implementing regional process improvement strategies to create shared access to data across local areas. This should reduce duplicate efforts and data entry and streamline customer interactions. This will be significant, since Colorado career centers are fully integrated and operate in close partnership with other workforce agencies, making co-enrollment in multiple programs commonplace. Co-enrollment provides the customer with the ideal service plan while allowing the system to utilize its resources in an efficient manner. By working alongside the state and local areas to simplify collection of customer intake data and share this data across multiple programs, the

region will work to significantly improve the customer experience and contribute to a more efficient process overall. The region will also work to evaluate and identify opportunities to implement additional streamlined systems, when applicable. For example, local area workforce development boards within the region may be able to use the same on-the-job training contracts with employers to further reduce redundancies and inefficiencies.

To support this work, the region will also explore opportunities to create common classification systems and terminology across local areas so that measures between the local workforce centers and partners are comparable and meaningful.

13. BRIEFLY DESCRIBE THE ACTIVITIES AND STEPS TAKEN TO DEVELOP THIS REGIONAL PLAN.

To ensure all relevant stakeholders were involved in the development of this plan, the Central Planning Region's leadership invited local workforce development boards, district commissioners and key partners from the Central Planning Region to participate in multiple planning and feedback sessions. The following schedule of activities outlines the steps taken to develop the regional plan:

- Full-day planning session held with local area workforce directors and staff from the region: January 19, 2016
- Full-day planning and feedback session held with local area workforce directors, staff, board members and county commissioners/local elected officials: February 18, 2016
- First draft of plan developed and reviewed by the region's workforce directors, staff, board members, county commissioners/local elected officials and partners: February 29-March 14, 2016
- Feedback incorporated into plan: March 14-March 27, 2016
- Revised plan posted for public comment on CWDC website: March 28, 2016
- Public meeting for public comment held at Larimer County Workforce Center, 200 West Oak, 1st Floor Carter Lake Conference Room, Fort Collins, Colorado, from 4:30-6 p.m. on April 5, 2016
- Public meeting for public comment held at Arapahoe Douglas Works! Career Village, 6974 S. Lima Street, Centennial, Colorado, from 3-4:30 p.m. on April 12, 2016
- Submit final plan to the state: May 1, 2016

Together with the CUWA director, local elected officials, local area directors and workforce development boards will oversee implementation of the plan and report status outcomes on an annual basis. To support ongoing assessment of the plan and evaluate progress toward outcomes, the Central Planning Region will also work to develop a dashboard that provides a regional summary of data that has been pulled from relevant and comparable local area outcomes.

As an update, the Workforce Development Areas that make up the Central Planning Region have:

- Chartered the creation of a strategic data analysis group, which has to date researched, analyzed and created a report on the economic impact of workforce development activities within the Central Planning Region, and an economic and workforce profile of the Region.
- The group is now working on a variety of other useful tasks, including industry profiles and area profiles.
- With the addition of the Pikes Peak Workforce Development Area to the Central Planning Region, the attached economic impact and profile reports will be rewritten to include Pikes Peak.
- The strategic data analysis group provided updated data and analysis for questions 1-3 of this Plan.
- Leadership from the eight local areas met to review the existing Plan and add specific updates

based on the data analysis provided.

- The draft Plan will be posted on the CWDC website for public comment.
- The draft Plan will be shared by the leadership from each local area with their Workforce Development Boards and local partners.
- A Public Comment meeting has been scheduled in collaboration with Larimer County Workforce Center on April 24th, 2018 from 4pm – 6pm at 200 W. Oak Street, Fort Collins, CO.
- Comments will be incorporated into the draft plan where appropriate and the final plan will be submitted to the Colorado Department of Labor and Employment by May 18, 2018.

14. DESCRIBE THE PROCESS USED BY THE LOCAL BOARDS IN THIS PLANNING REGION TO PROVIDE AN OPPORTUNITY FOR PUBLIC COMMENT, INCLUDING COMMENT BY REPRESENTATIVES OF BUSINESSES AND COMMENT BY REPRESENTATIVES OF LABOR ORGANIZATIONS, AND INPUT INTO THE DEVELOPMENT OF THE PLAN PRIOR TO ITS SUBMISSION.

To ensure sufficient opportunity for public comment on the regional plan, the Central Planning Region posted the draft plan for public comment to the Colorado Workforce Development Council website as well as the websites of local area workforce and county websites, where appropriate, for a 30-day period. In addition, the Central Planning Region held two public meetings in Larimer and Douglas counties to ensure participation in the northern part of the region as well as the Denver metro area. These meetings provided businesses representatives, labor organizations and other individuals and organizations an opportunity to express concerns and provide feedback on the plan. The Central Planning Region considered, captured and documented all comments and included this feedback into the plan, when it was appropriate.

As an update:

- The draft Plan will be posted on the CWDC website for public comment.
- The draft Plan will be shared by the leadership from each local area with their Workforce Development Boards and local partners.
- Comments will be incorporated and the final plan will be submitted to the Colorado Department of Labor and Employment by May 18, 2018.