



COLORADO
Department of
Labor and Employment

Performance Plan FY 2022-23

CDLE OVERVIEW



The Colorado Department of Labor and Employment is a roughly 1300 person - state agency that oversees seven major divisions and three special initiatives.

CDLE serves Colorado, now more critically than ever, by helping workers and businesses thrive. We help keep our workforce competitive while supporting the business community with resources and information that saves them valuable time and money.

CDLE connects job seekers with great jobs, provides an up-to-date and accurate picture of the economy to help decision making, assists workers who have been injured on the job, ensures fair labor practices, helps those who have lost their jobs by providing temporary wage replacement through unemployment benefits and paid family leave, and protects the workplace - and Colorado communities - with a variety of consumer protection and safety programs.

We also serve Colorado through:

- Building Colorado's talent pipeline
- Connecting unemployed workers to job opportunities
- Helping businesses recruit employees
- Presenting an up-to-date and accurate picture of the economy
- Contributing to a stable economy through wage replacement programs including unemployment, workers' compensations and paid family leave
- Helping people with disabilities to obtain, maintain, or regain employment.

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01 | LETTER FROM THE EXECUTIVE DIRECTOR

Dear Coloradans:

The Colorado Department of Labor and Employment stands ready to serve Colorado with a variety of resources, support and services to help our employers thrive and workers prosper. Our people, systems and processes are dedicated to supporting our vision: *A working economy that elevates all of Colorado*. Over the last year our agency has been focused on helping our state's economy recover through innovative partnerships, strategic alignment of resources and a continued commitment on improving processes to better serve our constituents.

- We continued our work on implementing the state's voter-approved paid family leave program (FAMLI). In 2022 our efforts are focused on bundling a new premiums technology system, set for deployment in the fall of 2022 to begin premium collection in 2023. Our focus has been on building an agile system built around employer feedback that creates a streamlined process and positive user experience. In 2023 we will add to our agenda our benefits technology platform to allow for benefit payments in 2024, while we continue to complete operational and staffing frameworks.
- In 2022, there were 19 bills which impacted our agency including legislation on paid family leave, Unemployment Insurance Trust Fund relief, Just Transition, experiential learning, New Americans initiatives and programs supporting people with disabilities.



- We continued to provide compliance and guidance for our employer community regarding new paid sick leave laws and requirements.
- We collaborated with agency partners to leverage stimulus funding to support workforce development strategies and initiatives.
- We continued to deploy enhancements to the modernized unemployment benefits system, MyUI+, and began procurement on a modernized premiums system.
- We recognized employers for their commitment to workplace safety through our Premium Cost Containment program, which doesn't just save employers money but keeps our workers safe and free from injury.

As we look ahead we will keep our focus on developing our relationships with our stakeholders, compliance assistance through education and outreach, building and supporting reliable and responsive systems to help our workers and operating as a responsible steward of our resources. We have much work ahead and we are proud of over 1200 state employees who work tirelessly each day to help us not just meet, but exceed our Wildly Important Goals, so that all of Colorado can thrive.

Sincerely,

A handwritten signature in black ink, appearing to read 'JB', with a long horizontal line extending to the right.

Joe Barela
Executive Director
Colorado Department of Labor and Employment

02 | CDLE MISSION, VISION, VALUES AND PRIORITIES

The work done at the Colorado Department of Labor and Employment is not just what is done, but how it gets done.

Our department is a values based culture that is rooted in its employees. The values of Accountability, Agility, Collaboration and Respect were created by our own employees to help guide decision making, and cultivating our work identity and culture.

MISSION

Working together to promote a thriving employment environment with opportunity for every Coloradan to prosper.

VISION

A working economy that elevates all of Colorado.

VALUES

ACCOUNTABILITY

The personal choice to demonstrate ownership for achieving key results

AGILITY

The ability to renew, adapt, change quickly and succeed in a rapidly changing, ambiguous environment

COLLABORATION

The action of working together with someone to produce or create something, joint effort, working together

RESPECT

The intentional consideration of the feelings, wishes, rights or traditions of others



MODEL EMPLOYER

Lead the state in becoming a model employer.



WORKERS PROSPER

Through meaningful employment, every Colorado worker prospers.



EXCEPTIONAL SERVICES

Exceptional executive of core services.



EMPLOYERS THRIVE

Cultivate processes and policies that help employers thrive.

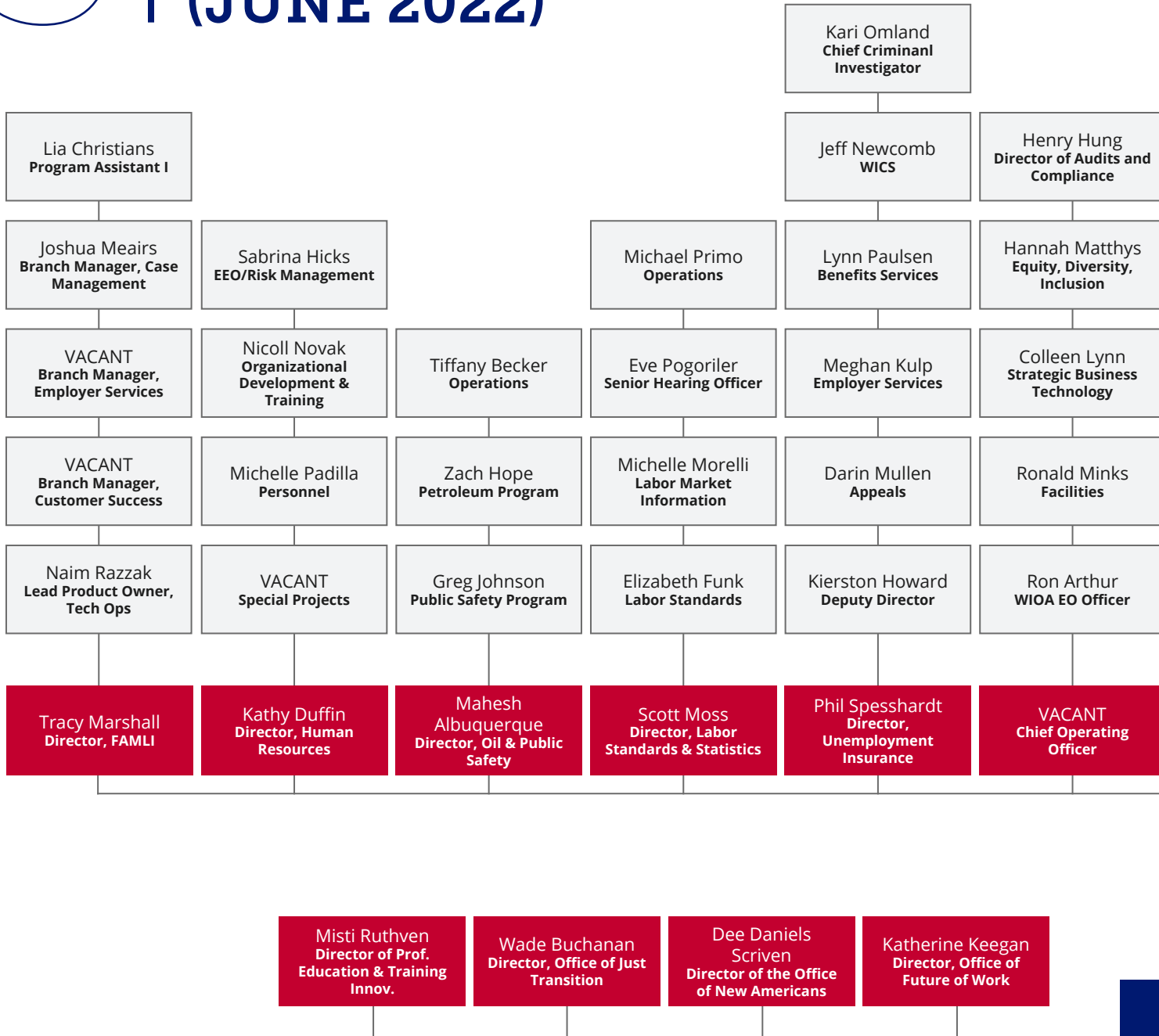


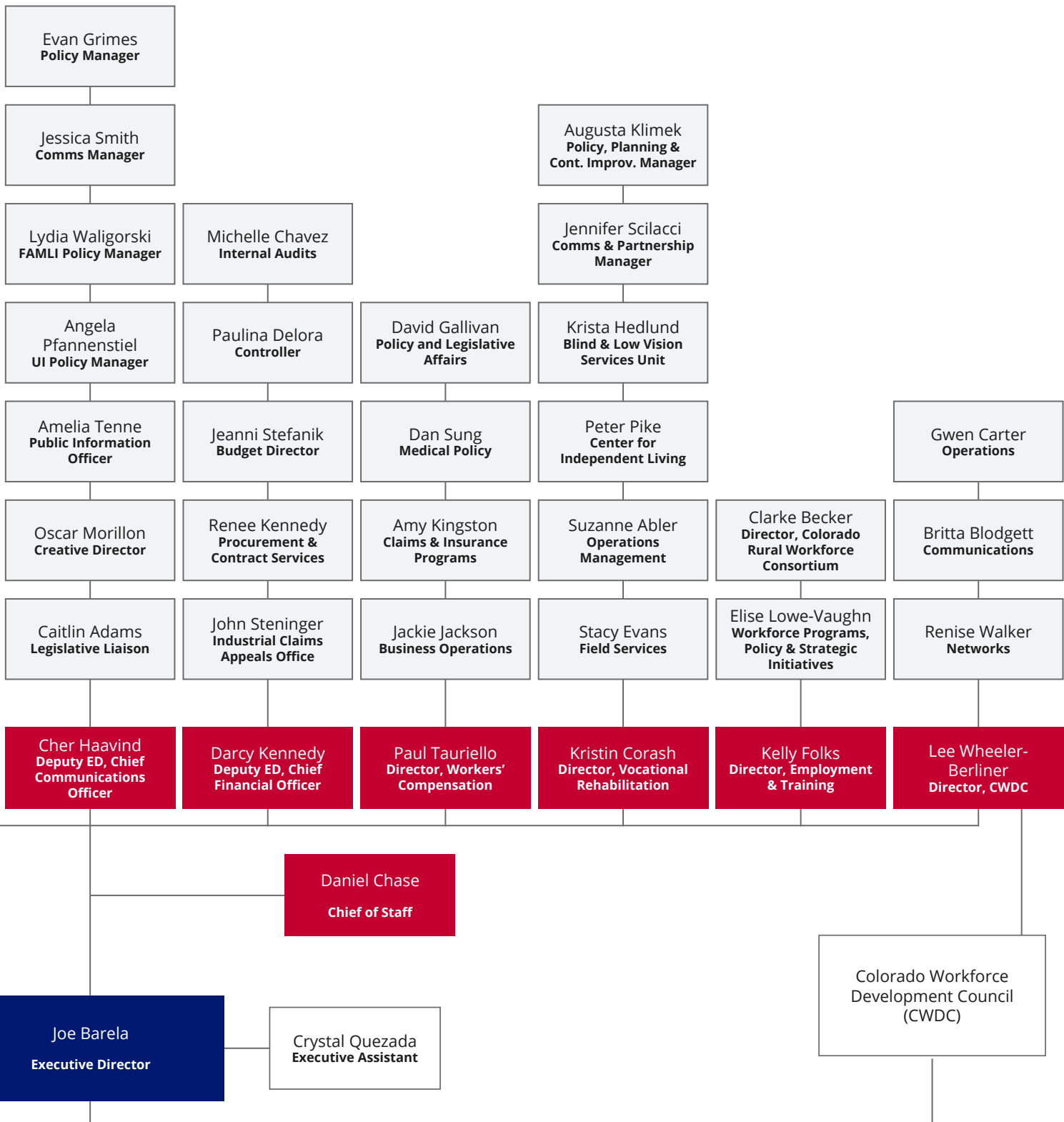
FUTURE OF WORK

Ensure Colorado is prepared for the future of work.

PRIORITIES

ORGANIZATIONAL STRUCTURE (JUNE 2022)





04 | TOTAL DEPARTMENT FTE & BUDGET

1,388.5

TOTAL FTES (FULL-TIME EMPLOYEES)

\$345,523,313

TOTAL FUNDS

\$33,599,675

GENERAL FUNDS

\$119,476,708

CASH FUNDS

\$6,873,927

RE-APPROPRIATED FUNDS

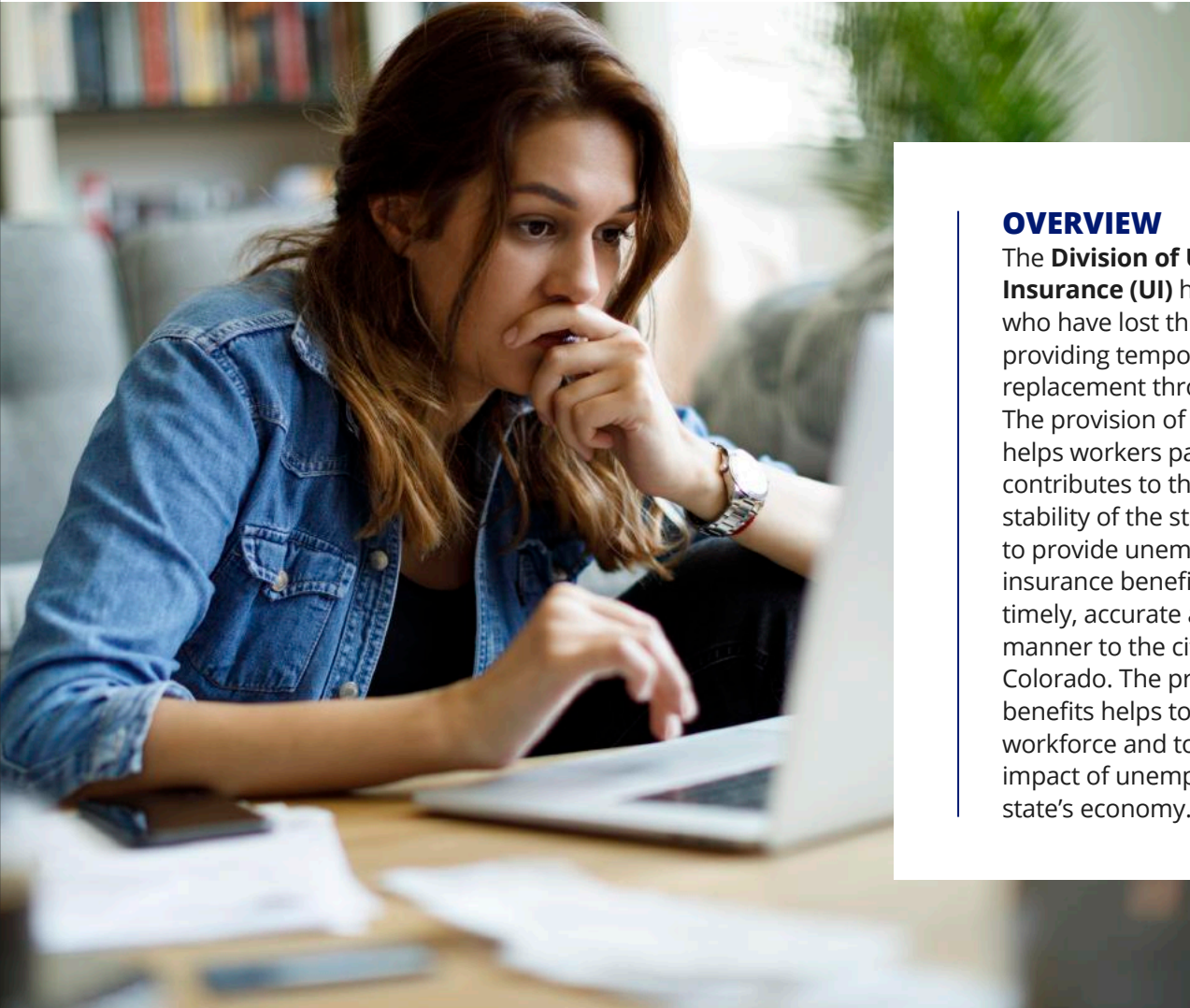
\$185,573,003

FEDERAL FUNDS

05

CDLE
DIVISIONS

DIVISION OF UNEMPLOYMENT INSURANCE

**OVERVIEW**

The **Division of Unemployment Insurance (UI)** helps Coloradans who have lost their jobs by providing temporary wage replacement through UI benefits. The provision of UI benefits helps workers pay their bills and contributes to the economic stability of the state. UI strives to provide unemployment insurance benefits in a fair, timely, accurate and efficient manner to the citizens of Colorado. The provision of these benefits helps to stabilize the workforce and to minimize the impact of unemployment on the state's economy.

The UI Division consists of four primary operating branches:

- **Employer Services**

Determine employers' liability, assign premium rates, and collect premiums; conduct random and targeted audits of businesses to ensure proper classification of workers and premiums paid.

- **Benefits Services**

Provide customer service to inform unemployment claimants of their responsibility and rights and answer claimants' questions about the UI process; research, analyze and interpret the law to determine a claimants' eligibility and entitlement to receive benefits; prevent, detect and recover overpaid benefits.

- **Operations Support**

Investigate and refer fraud cases for criminal prosecution; conduct quality reviews of benefit-related and employer premium related functions to ensure compliance with federal and state unemployment laws, policies and guidelines; identify and address major root causes of improper payments; provide efficient maintenance and retention of records and access and storage of all UI correspondence, forms and reports.

- **Appeals**

Provide a hearing venue at locations throughout the state for decisions issued by the Employer Services, Benefits Services, and Operations Support branches that are appealed by a claimant, employer or other interested party.

FUNDING

UI's funding includes an estimated \$72,021,986 (84%) federal funds provided by the United States Department of Labor and \$12,816,379 (16%) by state cash funds (Unemployment Revenue Fund, Employment Support Fund and Employee Leasing Company Certification Fund).

DIVISION OF EMPLOYMENT & TRAINING

OVERVIEW

The **Division of Employment and Training (E&T)** provides a wide range of services for businesses and job seekers. These services are delivered by state and county-run local workforce areas that support strong regional economies. Programs are funded by federal grants, and state general and cash funds. The division consists of two distinct program areas - Workforce Development Programs and the Colorado Rural Workforce Consortium.

Workforce Development Programs (WDP) is responsible for policy guidance, program oversight and administration, in accordance with federal and state guidelines. WDP administers several major programs, including Wagner Peyser Act, Workforce Innovation and Opportunity Act (WIOA), Veterans Employment and Training Program,, Migrant Seasonal Farm Worker Program, Trade Adjustment Assistance Program (TAA), Trade Readjustment Allowance Program (TRA) and Displaced Homemaker Program. Additional programs for employers include the Work Opportunity Tax Credit program (WOTC), Federal Bonding and Foreign Labor Certification. Federal discretionary grants include: the Pathways Offender grant, the Employment Recovery Grant and the Disaster Recovery Grant. State-legislated programs include the Employment Support & Job Retention program, Work-Based Learning Incentive Program, Veterans' Service-to-Career program, the Hospitality Education grant program, and others.

The **Colorado Rural Workforce Consortium (CRWC)** is one of the ten federally designated local workforce areas in the state of Colorado. The CRWC serves 51 rural counties through rural Workforce Centers, providing jobseeker assistance and employer services. The CRWC is made up of the 10 sub-areas: Pueblo, Broomfield, Upper Arkansas, Rural Resort, Northwest, Western, Eastern, Southeast, Southwest, and South Central.

FUNDING

E&T's funding includes 80% federal funds (Workforce Innovation & Opportunity Act and other grants from the US Department of Labor), and 20% state funds (Employment Support Fund and Marijuana cash funds, plus state general fund appropriations). The SFY22 budget will be approximately \$86 million of new funding, with an estimated carry forward of \$20 million of mostly federal funding.

DIVISION OF LABOR STANDARDS AND STATISTICS

OVERVIEW

The **Division of Labor Standards and Statistics (DLSS)** is comprised of two units: Labor Standards, which administers Colorado labor laws; and Labor Market Information, which produces, analyzes, and disseminates Colorado labor market statistics.

Labor Standards enforce and facilitate compliance with Colorado labor laws through:

- receiving thousands of wage and other labor law claims annually, then investigating and issuing an individualized written determination on each;
- issuing and regularly updating binding regulations that implement, interpret, and clarify Colorado labor law statutes;
- facilitating labor law compliance with publications, outreach events, and a call center that fields thousands of inquiries annually; and
- administering union elections and, where appropriate, intervening to help resolve labor-management disputes.

Labor Market Information (LMI) produces several key data sets on Colorado's labor force including:

- **Current Employment Statistics**
Monthly employment levels and wages, statewide and by locality and industry;
- **Local Area Unemployment Statistics**
Monthly unemployment rates, statewide and by locality;
- **Occupational Employment Statistics**
Compensation and employment levels by occupation, from surveys of data from employers statewide;
- **Quarterly Census of Employment and Wages**
Wage data and employment levels by industry, from large-scale censuses of employers statewide and a range of projections of job growth by occupation and industry.

FUNDING

DLSS is funded through: for Labor Standards, a mix of general funds, the employment support fund, and funds generated by the work of Labor Standards; and for Labor Market Information, federal funds and funds provided by other agencies for which LMI provides services.

DIVISION OF OIL & PUBLIC SAFETY

OVERVIEW

The **Division of Oil & Public Safety (OPS)** is responsible for a variety of regulatory functions related to environmental and consumer protection and public safety. Program oversight includes amusement rides and devices, explosives use and storage, boilers, conveyances, fuel products, underground and aboveground petroleum storage tanks, cleanup of petroleum spills, reimbursement of cleanup costs to qualifying storage tank owners/operators and administration of the oversight committee for underground facilities. The Division's oversight also includes the Underground Damage Prevention Safety Commission and Fund, which includes enforcement oversight for Colorado 811.



FUNDING

The Division is primarily funded by cash funds, along with a small amount of federal funding and some general funds.

DIVISION OF WORKERS' COMPENSATION

OVERVIEW

The **Division of Workers Compensation (DOWC)** administers and enforces the Workers' Compensation Act. The Division assures the quick and efficient delivery of disability and medical benefits to injured workers at a reasonable cost to employers, with a minimum of litigation.

The operations of the DOWC generally fall into the categories of working with claims, insurance, or medical issues and mediating disputes that relate to these items. With some exceptions, the DOWC's role is primarily one of oversight and it does not pay benefits. One exception is the Special Funds Unit which operates like an insurance company and pays

benefits to injured workers. New injuries are closed to the Special Funds Unit but benefits continue to be paid to individuals who met the statutory criteria when their claims were open. Recent legislation has also created the Colorado Uninsured Employer Fund which provides some financial relief to workers who were injured while working for employers who failed to carry workers' compensation insurance.

The Premium Cost Containment Program offers employers a discount on premiums for demonstrating workplace safety above and beyond the stated requirements. The Self Insured Program assists qualifying employers in self-insuring their own workers' compensation liability.

FUNDING

The Division of Workers' Compensation is funded by cash funds that are primarily funded as a surcharge on worker's compensation insurance premiums paid by commercial insurance companies and self-insured employers.

DIVISION OF VOCATIONAL REHABILITATION

OVERVIEW

The **Division of Vocational Rehabilitation (DVR)** provides a range of individualized vocational rehabilitation services to help applicants and eligible individuals with disabilities prepare for, obtain, maintain, regain, or advance in competitive integrated employment that is consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. Services include education, vocational training, physical or mental restoration, rehabilitation technology, job placement and on-the-job support. DVR also provides pre-employment transition services to students with disabilities in order to prepare them to enter the world of work as they begin their transition from secondary education. The services DVR provides directly to Coloradans with disabilities are supplemented by a statewide employer outreach program focused on developing relationships with businesses to increase employment opportunities for the people DVR serves.

The U.S. Department of Education, through a grant administered by the Rehabilitation Services Administration (RSA), provides reimbursement for 78.7 percent of eligible rehabilitation expenditures up to the total annual federal grant. The matching funds for federal dollars are either General Fund dollars or local government funds, primarily from school districts in the School to Work Alliance Program (SWAP).

DVR also administers state and federal grants for the Office of Employment First (OEF), the Centers for Independent Living (CIL), the Business Enterprise Program (BEP) and Older Individuals who are Blind (OIB). The Division participates in one fully federally funded research project - SEEKS (Securing Employment and Economic Keys to Stability), a five-year grant from the U.S. Department of Health and Human Services, Administration on Community Living which ends September 2024.

FUNDING

DVR funds are distributed to states based on the statutory formula that takes into account population and per capita income in determining the amount of Federal funds made available to each grantee for VR program purposes. Grant funds are administered under the approved VR services portion of the Unified or Combined State Plan in accordance with WIOA Unified and Combined State Plan Requirements.

VR implementing regulations require that the state incur a portion of expenditures under the VR services portion of the Unified or Combined State Plan from non-Federal funds to meet its cost sharing requirements. The Federal share for expenditures made by the state, including expenditures for the provision of VR services and the administration of the VR services portion of the Unified or Combined State Plan, is 78.7 percent. The state's share is 21.3 percent of the total program cost. The VR program considers non-Federal share to be allowable as match only when obligated during the year of appropriation of an award.

General Fund match is included in DVR's Case Services line, accounting for less than half of the match, while the rest of the match is reappropriated from partner contracts. DRV's Personal Services line is fully matched with General Fund, and the Centers for Independent Living is almost completely funded with Gen Fund, with a small portion of Part B Federal.

COLORADO WORKFORCE DEVELOPMENT COUNCIL

OVERVIEW

The **Colorado Workforce Development Council (CWDC)** is a governor-appointed, business-led public-private coalition leading the integration of efforts to build the Colorado talent pipeline. The Council and the CWDC Office provide recommendations to the Governor on issues related to talent development. The Office facilitates collaboration among state agencies and partners to ensure effective and efficient leveraging of resources and reduction of redundancies, including managing the support needed to ensure the success of this collaboration of partners and agencies.

The CWDC's mission is to enhance and sustain a skills-based talent development network that meets the needs of employers, workers, job seekers, and learners for today and tomorrow. To fulfill that mission, the Council champions skills-based practice including competency-based hiring and promotion and work-based learning - learning about work, through work, and at work. As the champion of the TalentFOUND brand and network, the Office connects and engages the business community to lead competency-based talent development in Colorado, which requires commitment from business to work with public partners to identify competencies (knowledge, skills and abilities), to use these competencies in their hiring practices, and work with public partners to create integrated work-based learning opportunities.

The CWDC Office provides strategic, administrative, technical, and logistical support to the Council, its steering committees, and task groups; the Governor's Business Experiential Learning Commission (BEL Commission); and other oversight boards responsible for integration of talent development efforts in meeting the needs of the current and future worker and economy.

FUNDING

Funding for the Council comes from the federal Workforce Innovation and Opportunity Act (WIOA) through the Departments of Labor and Employment, Human Services, Education, Local Affairs, and the Colorado Community College System, as well as through state legislation and private grants.

DIVISION OF FAMILY MEDICAL LEAVE INSURANCE

OVERVIEW

The **Division of Family and Medical Leave Insurance (FAMLI)** was established through a vote of the people in proposition 118, and mandates that all employers in the state offer paid Family and Medical Leave. The Division will begin collecting premiums starting January 2023 and begin paying benefits in January 2024.



FUNDING

The Division is 100% cash funded as an enterprise by employer premiums beginning January 1, 2023, though in the absence of those, the division startup funding will be covered through accumulating debt through loans.

06 | CDLE SPECIAL INITIATIVES

OFFICE OF JUST TRANSITION

OVERVIEW

The **Office of Just Transition (OJT)** develops, coordinates, and manages programs to assist workers facing dislocation and communities facing economic disruption resulting from Colorado's transition away from coal as a fuel for generating electricity and the subsequent closure of power plants, coal mines, and related businesses. The Office's long-term goals and broad strategies are outlined in the [Colorado Just Transition Action Plan](#). OJT accomplishes its tasks primarily by working directly with local communities and individual workers to support community and worker-driven transition strategies, and by coordinating and collaborating with other state agencies responsible for economic and community development, workforce training and development, and related programs.



In Fiscal Year 2022-23, the Office of Just Transition will continue implementing the community assistance grants program, which has approved over \$4 million for capacity building, infrastructure, and economic development activities in coal transition communities, as well as developing, with multiple partners, an investor program to attract outside investment in these communities. OJT will also finalize and begin implementing a worker transition strategy and program, continue working with impacted communities on economic development and diversification plans, and continue policy work at the Colorado Public Utilities Commission, the state legislature, and Congress.

FUNDING

OJT is funded through the Just Transition Cash Fund, which receives appropriations from the General Fund and is also authorized to accept gifts, grants and donations from private and other public sources. In June 2022, the General Assembly passed and the Governor signed two bills that will provide early funding to continue the implementation of the Just Transition Action Plan.

OFFICE OF THE FUTURE OF WORK

OVERVIEW

The **Office of the Future of Work (OFOW)**, created by an Executive Order from Governor Jared Polis, works to understand, raise awareness, and develop policy and programmatic solutions to support Coloradans in today and tomorrow's economy. The office emphasizes the importance of recognizing the unique needs of every community, focusing on minority populations and others who may feel left behind in Colorado's economy.

The office convenes working groups, conducts research on future of work trends, and provides presentations and training to raise awareness about the future of work trends. The OFOW also leads two major statewide initiatives:

- **State Apprenticeship Agency**

The OFOW leads the implementation of HB21-1007: State Apprenticeship Agency and the apprenticeship expansion efforts currently funded through USDOL grants. With oversight of the SAA and expansion of registered apprenticeships, the OFOW plays a direct role in ensuring more Coloradan workers and businesses have access to high quality apprenticeship programs that create a future-ready talent pipeline.

- **Digital Literacy and Inclusion**

The OFOW leads the Digital Literacy and Inclusion Initiative which includes coordination, research, and policy development to ensure all Coloradans are prepared to participate in the future of work, learning, and daily life. As part of this effort the OFOW leads the Broadband Advisory Board Subcommittee on Digital Literacy and Inclusion (SDLI). This work includes the implementation of the digital equity state planning activities in coordination with the Colorado Broadband Office and the Office of eHealth Innovation.

OVERVIEW

The OFOW has \$11,835,072 in funding from federal grants (\$11,115,220), philanthropic grants (\$46,691), and the general fund (\$673,161).

OFFICE OF NEW AMERICANS

OVERVIEW

In recognition of New Americans' significant economic, cultural, and civic contributions to Colorado, on June 25, 2021, Governor Jared Polis signed HB 21-1150, creating an Office of New Americans in Colorado's Department of Labor and Employment. The bill expands the work of the New American Integration Initiative, which launched in November of 2019. The bill also requires that the office implement a statewide strategy to facilitate economic stability and promote successful economic, social, linguistic, and cultural integration by investing in the success of immigrants in Colorado.

New Americans are Coloradans who arrived in the U.S. as immigrants including: refugees, asylees, Special Immigrant Visa holders, victims of trafficking, Deferred Action for Childhood Arrival (DACA) recipients, and all other immigrants, children of immigrants and aspiring citizens seeking opportunity, safety, and/or reunification with their family.

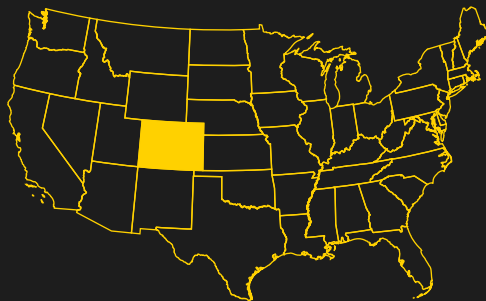
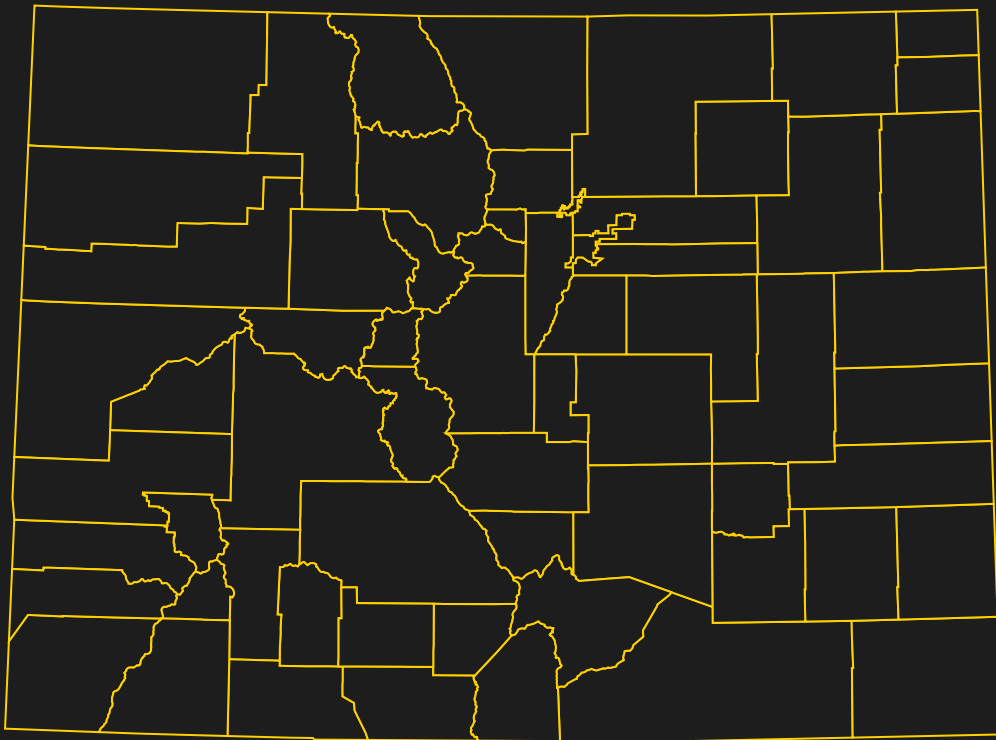
FUNDING

The Office of New Americans is funded through private donations and General Fund of \$195,783. The Office received a one-time appropriation of \$1.1 million to develop and establish the virtual career-aligned ESL program and to establish and support the Global Talent Taskforce.

07

PRIORITIES, GOALS,
STRATEGIES, AND
METRICS

2021/22 PERFORMANCE PLAN EVALUATION



Department WIG: Unemployment Rate	Baseline	1 Year Target	2 Year Target	2021/22 Actual
WIG: Reduce Colorado's Unemployment Rate of 5.9% to 4.5% by June 30, 2022. This is part of the long term recovery effort to reduce Colorado's pandemic high unemployment rate of 12.1% to 3.5% or lower by June 30, 2023.	5.9%	4.5%	3.5%	3.7%
Decrease the rate of unemployed, underemployed, discouraged, and marginally attached workers from 12.3% (the current four-quarter average) to 8.5% or below by June 30, 2022.	12.3%	8.5%	N/A	8.2%
Facilitate an increase in Colorado employers within private and public sectors trained in skills based job descriptions/hiring from 3,750 to 5,500 by June 30, 2022.	3,750	5,500	N/A	5,196
Increase participation and placement in the Governor's Summer Job Program from 33,000 to 34,650 by June 30, 2022.	33,000	34,360	N/A	34,319
Reduce the average number of weeks a claimant is collecting on unemployment insurance from 20.5 weeks in FY 2020-21 to 18 weeks by June 30, 2022.	20.5	18	N/A	19.6
The female employment to population ratio fell from 61.6% in 2019 to 56.5% in 2020. The Department will work to reach a 60% female employment to population ratio by June 30, 2022.	56.5%	60%	N/A	19.6%
The Remote Work Initiative will prepare 1,500 Coloradans for success in remote work through completion of a remote work certificate, attendance at a remote work job fair, and other events held through the Remote Work Initiative by June 30, 2022.	0	1,500	N/A	1,638
The youth employment to population ratio (16-24 year olds) fell from 59.2% in 2019 to 54.1% in 2020. The Department will work to reach a 59.2% youth employment to population ratio by June 30, 2022.	59.2%	57.9%	N/A	57.4%

Results summary: CDLE met nearly all of its full employment goals through process improvement, customer service enhancements, return to work initiatives and workforce development strategies.

Department WIG: Skills Based Hiring and Apprenticeships	Baseline	1 Year Target	2 Year Target	2021/22 Actual
WIG: Support 5,000 COVID-19 impacted Coloradans to complete training opportunities by June 30, 2022.	0	5,000	N/A	3,594
Connect and enroll 7,000 COVID-19 impacted Coloradans in training opportunities by June 30, 2022.	0	7,000	N/A	8,082
Increase new apprenticeship programs by 20%, from 50 to 60 programs, by June 30, 2022.	50	60	N/A	62
Increase the number of Dislocated Workers, individuals who are unemployed or underemployed due to the pandemic, and long-term unemployed individuals served across all programs administered by CDLE/Workforce Development Programs by 30%, from 1,895 to 2,464, by June 30, 2022.	1,895	2,464	N/A	3,378
Increase the number of new apprenticeships filled by racial or ethnic minorities by 5%, from 1,196 to 1,256, by June 30, 2022.	1,196	1,256	N/A	977
Reduce barriers to upskilling for New Americans by increasing the number of New Americans enrolled in services, including job training, by 10%, from 938 to 1,032, by June 30, 2022.	938	1,032	N/A	1,082
Support employers to offer upskilling opportunities to 300 current employees by June 30, 2022.	188	300	N/A	148

Results summary: Success in upskilling and support for COVID-impacted workers has been achieved through the public workforce system and other entities who have received funding through stimulus funds inclusive of HB21-1264. The apprenticeship goals were achieved due to investments from federal grants for apprenticeship expansion.

Department WIG: Unemployment Insurance Payment Speed	Baseline	1 Year Target	2 Year Target	2021/22 Actual
WIG: Maintain the percent of Coloradans who receive their first payment from Unemployment Insurance within three weeks to a rate of at least 87% by June 30, 2022.	89.8%	87.0%	N/A	54.7%
Decrease scheduled call-back wait time from 3 weeks to 1 week by June 30, 2022.	3.0	1.0	N/A	1.0
Increase Virtual Agent knowledge base and capacity by 40% from recognizing 90 standard FAQs to 125 FAQs by June 30, 2022.	90	125	N/A	143

Results summary: CDLE met goals for call-backs and increased VA knowledge base. CDLE did not meet goals for first-payment timeliness as a result of backlogged work still existing from the Pandemic and backdated claims allowed during that period. First-payment timeliness using federal metrics will continue to lag similar to the Great Recession while backlog is worked to become current.

Department WIG: Equity in Education and Training	Baseline	1 Year Target	2 Year Target	2021/22 Actual
WIG: Establish and implement a process for city, county, or regional partnerships to receive coaching and training on addressing racial equity and support 10 partnerships by June 30, 2022.	0	10	N/A	4
Implement tools and strategies for Moving to Action technical assistance module and equip 50 organizations with the tools to enhance equity by June 30, 2022.	0	50	N/A	60
Increase completion of post-secondary education programs by individuals from under-represented race/ethnicity groups by 5% from 14,296 to 15,011 by June 30, 2022.	800	840	N/A	983

Results summary: Through ongoing engagement opportunities, webinars, and trainings we have impacted 60 organizations to support and strengthen their work in the area of racial equity.

Department WIG: Rural Economic Recovery	Baseline	1 Year Target	2 Year Target	2021/22 Actual
WIG: Support rural economies by recovering at least 105% of employment from pre-pandemic levels by June 30, 2022.	97%	105%	N/A	101%

WILDLY IMPORTANT GOALS (WIGS) FOR FY 2022-23

Department WIG: Full Employment	Baseline	2 Year Target	3 Year Target
WIG: Maintain Colorado’s rank among the top 5 states in labor force participation through June 30, 2024.	4	4	4

BACKGROUND

Colorado has consistently outpaced the nation in labor force participation as part of long term recovery efforts. The goal is ambitious because 1) other state’s recovery efforts may outpace Colorado’s at certain points during our economic recovery but the WIG is ambitious because it requires Colorado to continue to identify ways to 1)train our current and future workforce to increase LFP; 2) identify ways to connect skilled workers with employers; and 3) support targeted populations who have been underrepresented in the labor force to overcome barriers and engage in employment.

How we will achieve this goal:

Achieving this WIG requires enhancing equity within the state's labor force so that all populations have the opportunity to thrive. The 2021 Colorado Talent Pipeline Report documents labor force participation by race/ethnicity and gender. The report shows that Black or African American females have the lowest labor force participation rates, and will therefore be a focus area for programming support. Additionally, support for individuals with disabilities and older Coloradans will be a focus area as well.

Lead Measures:

- Increase the employment to population ratio for youth aged 16 - 24 by from X to Y by June 30, 2023
- Increase women's employment to population ratio from X to Y by June 30, 2023
- Increase the number of people participating with the Division of Vocational Rehabilitation from X to Y by June 30, 2023.

Department WIG: Healthcare Related Training	Baseline	1 Year Target
WIG: Enroll 865 candidates in healthcare-related training by June 30, 2023.	600	865

BACKGROUND

Current and research-based projections to 2026, reflect healthcare worker shortages in key areas that include needs for 10k+ Registered Nurses and 50k+ Direct Care Workers. Therefore, within the context of demographic and economic data, CDLE sees the need to ensure agility, reach and sustainability into the years ahead.

How we will achieve this goal:

This target is based on actual enrollments in healthcare related training during the past five years.

Lead Measures:

- CDLE will enroll 400 candidates in healthcare related occupational education, training and/or credentialing through WIOA-funded programs by June 30, 2023.
- Local workforce areas and community based organizations will enroll 465 candidates in healthcare related occupational education, training and/or credentialing through stimulus funded programs by June 30, 2023.

Department WIG: First Time Timely Payment	1 Year Target	3 Year Target
WIG: Increase the percent of Coloradans who receive their first state unemployment benefit payment within three weeks, from 80.4% in June 2021 to 87% by June 30, 2023.	80.4%	87%

BACKGROUND

Unemployment Insurance is a crucial benefit for those that lose their employment through no fault of their own, and during recessions is essential to prop up consumer spending.

How we will achieve this goal:

The minimum acceptable level of performance (ALP) established by the U.S. Department of Labor for timely benefit payments is 87 percent of first payments are issued within 14 days following the first payable week of unemployment insurance (UI) benefits. While the UI Division continues to review and process backlogged work from the pandemic, newly filed claims are a priority in order to meet the needs of current customers more immediately. Although claims load continues to decrease, the number remains high enough for it to be a stretch to reach the target. Although there are several sources of data, the UI Division will use the MyUI+ system, which is the claims-taking system of record, to obtain the data. As of the end of 2021 (the most current time frame reported to USDOL), two states are meeting or exceeding the performance measure, two states are within one percentage point of meeting it, and Colorado is eighth in the nation, although we are still below the ALP. Going into the pandemic, Colorado was exceeding the measure at over 92 percent.

Lead Measures:

- Decrease the issues on claims backlog holding up payment from 100,000 to zero by June 2023
- Increase the number of issue types resolved per week for each agent from 3 to 6 by June 2023
- Increase the number of employers submitting online separation responses from x to y by June 2023.

Department WIG: Apprenticeships in Priority Industries	1 Year Target	3 Year Target
WIG: Add 100 registered apprenticeship programs in Colorado by June 30, 2023. Priority industries for this WIG include (1) Healthcare/Behavioral Health, (2) IT/Cybersecurity, (3) Education/ Public Sector, (4) Advanced Manufacturing, (5) Transportation/ Logistics, and (6) Energy/Infrastructure	100	300

BACKGROUND

Businesses are struggling to find the talent they need as they face a worker shortage that is expected to continue due to low birth rates and a rapidly aging population. At the same time, youth are looking to find the career that's the best fit for them and many workers are seeking to transition from industries at risk of further disruption. Registered Apprenticeship Programs are a proven model that allows businesses to shape their talent pipeline, engage their incumbent workforce, and provides apprentices with a guaranteed paycheck that increases throughout the experience, a nationally recognized, portable industry certification upon completion, an education and the potential to earn college credit, and hands-on experience with qualified mentors. Tracking the growth in registered apprenticeship programs allows us to track the expansion of economic opportunity in Colorado.

How we will achieve this goal:

This data is based on the continued growth and expansion of Registered Apprenticeship Programs in Colorado due to increased federal grant funding and investments at the state and local level. Since 2019, Colorado has experienced growth in RAP development with 23 new programs in 2019, 32 in 2020, and 75 in 2021 (despite the economic impact of the pandemic). As CDLE begins implementation of the State Apprenticeship Agency (HB21-1007), implementation of ARPA investments, and implementation of its \$10 million USDOL grant to increase access to apprenticeship, we expect this to continue to increase. Given the trendline from the RAP expansion over the last 11 years, we feel 100 new programs (a 33% increase from CY2021) is both ambitious and achievable.

Lead Measures:

- Increase apprenticeship outreach to employers/potential sponsors of apprenticeship in the following priority industries (1) Healthcare/Behavioral Health, (2) IT/ Cybersecurity, (3) Education/ Public Sector, (4) Advanced Manufacturing, (5) Transportation/Logistics, and (6) Energy/Infrastructure as measured by the CDLE Apprenticeship Team and its Hub.
- Increase the number of new apprenticeships filled by racial or ethnic minorities by 5%, from 1,256 to 1,319 by June 30, 2023.
- Increase State Government apprentices by twenty percent (20%), in coordination with DPA, by June 2023.

Department WIG: State Paid Family Leave Plan Participation	1 Year Target	3 Year Target
WIG: Enroll 75% of eligible CO workers in either the state paid family leave plan or an employer self-certified leave program by June 30, 2023.	75%	95%

BACKGROUND

Colorado's paid family and medical leave program is the 9th to launch in the country. We have the opportunity to ensure the program provides timely benefits that are easily accessible to all Colorado workers.

How we will achieve this goal:

Colorado employers, including local govts, are eligible to participate in the paid family leave program. Local governments and those with private plans at or above the state option may decide not to participate, so CDLE must demonstrate the value and benefit of participating in the state option. There may be slow adoption or resistance to enrolling for a variety of reasons.

Lead Measures:

- FAMLI will host no less than 30 in-person and virtual town halls, webinars and presentations across all regions to engage employers in program education by June 30, 2023.
- Identify and assist unregistered employers with FAMLI registration or an exemption application, with a goal of 90% statewide employer registration compliance by June 30, 2023.
- Analyze demographic, geographic and socioeconomic composition of CO workers covered by Famli as compared to eligible state labor force by June 30, 2023.

08

COMMITMENT TO EXCEPTIONAL CUSTOMER EXPERIENCE AND PROCESS IMPROVEMENT



MODEL EMPLOYER

On behalf of several agency partners including the Governor's office, the Attorney General's office and the Department of Personnel Administration, CDLE implemented a pilot program for the Disability Hiring Preferences initiative. The Disability Hiring Preference Pilot will give applicants with disabilities, who choose to identify as a person with a disability when applying for a position, a preference similar to the Veterans' Preference currently in place. The pilot was created to encourage state agencies to increase the number of employed persons with disabilities and improve the state's practices on recruiting and hiring persons with disabilities. The pilot will run until December 2027.



WORKERS PROSPER

The Colorado Workforce Development Council launched the Career Ladder Identifier and Financial Forecaster (CLIFF) tool, designed to help Coloradans make informed decisions about their careers. The tool helps people advance their careers by providing information about how changes in their employment may affect the public assistance they receive and how workforce strategies can help workers cope with public assistance loss as they advance. The tool will strengthen the state's talent pipeline, and, by extension, its economy. Employers also stand to benefit from CLIFF as they continue to struggle to find the talent they need to succeed.



EXCEPTIONAL SERVICES

In 2021/2022, three awards programs recognized the outstanding partnerships facilitated by CDLE's divisions and program commitment to exceptional service.

- Colorado Apprenticeship Awards - CDLE, CDHE, CWDC, CareerWise Colorado and the BEL Commission partnered to honor 16 people and organizations dedicated to the advancement of apprenticeships. The winners included apprentices, mentors, programs, employers, champions, and partnerships who have demonstrated a remarkable commitment to increasing apprenticeships and expanding access to apprenticeship programs.
- 2021 Shining Stars of VR - The Colorado Division of Labor and Employment's (CDLE) Division of Vocational Rehabilitation (DVR) honored employers and individuals who help advance workplaces inclusive of people with disabilities during its 5th annual Shining Stars of Disability Employment Awards ceremony.
- Workplace Safety Awards - The Division of Workers' Compensation recognized Colorado employers for their commitment to outstanding workplace safety during National Workplace Safety Month.



EMPLOYERS THRIVE

The Division of Employment and Training and Colorado Workforce Centers launched the COResponds Grant Program to help employers can mitigate the negative effects of the pandemic on their business by connecting with the temporary workers they need. In addition to providing employers with the talent they need to recover from COVID-19, the grant covers 100 percent of these workers' wages. COResponds provides workers with temporary pandemic-related employment to people who have been laid off, are experiencing long- or short-term unemployment, and those who are self-employed but unemployed or underemployed as a result of COVID-19.



FUTURE OF WORK

The State Apprenticeship Agency within the Office of the Future of Work created and convened the State Apprenticeship Council and Industry Apprenticeship Council. The SAA and the Councils will work to accelerate new apprenticeship program growth and assist in promotion and development. The SAA will oversee apprenticeship programs, including registration, required standards for registration, certification, quality assurance, record-keeping, compliance with federal laws and standards, and provision of administrative and technical assistance.

09 | EQUITY, DIVERSITY AND INCLUSION

2022-2023 EDI Success & Priorities Plan.

2021-2022 Accomplishments

- Embed Equitable Hiring Practices: Embed equitable hiring processes at each hiring step
- Develop Leaders' Equity Lens: Supervisors and managers in CDLE will develop skills to inclusively lead their teams, and to effectively engage in difficult conversations.
- Interviews with Joe: Create a monthly video in which Joe interviews a staff member related to an EDI event or recognition

2022-2023 Goals

- Growth from Within: Provide a series to provide access to skills and transparency around the hiring process- with the goal of supporting staff professional development.
- Why an EDI Lens is Necessary Campaign: Support the executive team in describing the work they do and how an EDI lens is integral to their division's success and ability to serve the Colorado public.
- Ignite Teams: Support individual teams to examine their current practices through an EDI lens to shift existing structures and practices to better serve the Colorado public.

10

RECOVERY EFFORTS AND STIMULUS IMPLEMENTATION

To advance the state's economic recovery in the wake of the Covid-19 pandemic, Governor Jared Polis signed [HB21-1264](#), whose purpose is to improve outcomes for learners and workers, including underserved populations, by promoting partnerships and helping to prepare Coloradans for well-paying, quality jobs of the future. The bill's objectives include:

- Investment in Career and Technical Education (CTE) to develop high-wage, demand-driven training;
- Encourage the growth of short-term training programs to meet post-pandemic demand;
- Invest in Local Workforce Boards across the state so they can better partner with employers, community organizations, apprenticeship programs, and others to respond to the needs of their communities; and
- Enhance the statewide workforce ecosystem, including grants for statewide workforce innovation initiatives, to be dispensed by the Colorado Workforce Development Council (CWDC).

The CWDC is responsible for \$60M in stimulus funding, and a significant portion of those dollars have been awarded to local workforce boards and other organizations during state fiscal year 2022.



The following organizations have received funding via HB21-1264 to implement programs and activities to help advance Colorado's economic recovery, and with local workforce boards will train 6,000 Coloradans.

- | | |
|---|--|
| • ActivateWork | • Mt. Carmel Veterans Service Center |
| • Blind Institute of Technology | • National Institute for Medical Assistant Advancement |
| • Boulder Chamber of Commerce | • Northern Colorado Veteran's Resource Center |
| • CareerWise Colorado | • Partnership for Children & Families |
| • Colorado Bioscience Institute | • Second Chance Center |
| • Denver Housing Authority | • Servicios de la Raza |
| • Grid Alternatives Colorado Inc. | • Solar Energy International |
| • Imagine! | • Spring Institute |
| • Immigrant and Refugee Center of Northern Colorado | • The Village Institute |
| • Jobs of Hope | • Volunteers of America |
| • Mi Casa Resource Center | |
| • Mile High Youth Corps | |

In addition to the reskilling, upskilling and next-skilling activities being provided by the organizations above, the CWDC has issued the following awards to support targeted industries and enhance the recovery of the nonprofit sector.

- Capacity Building Evidence-based programming and evaluation: CEEMI - \$125,000
- Grant Management Capacity Building: Community Resource Center - \$300,000
- Career Navigation and Coaching Collaborative Promotion: Graduate! Network - \$150,000
- Career Navigation and Coaching Collaborative Training: Radicle - \$262,880
- Business and Industry Support - Trade Association Training Programs
 - Colorado Advanced Manufacturing Foundation - \$310,000
 - Colorado Contractors Assoc. \$310,000
 - Colorado Hospital Assoc. - \$160,000
 - Colorado Hotel and Lodging Assoc. - \$300,000
 - Colorado Technology Assoc. - \$310,000
 - Construction Education Foundation of CO - \$310,000
 - Housing and Building Assoc of CSprings/Pikes Peak - \$300,000