



**COLORADO**  
Department of  
Labor and Employment

# Performance Plan FY 2021-22

*(JULY 1, 2021)*



# OVERVIEW

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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 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
- Helping people with disabilities to obtain, maintain, or regain employment.

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# LETTER FROM THE EXECUTIVE DIRECTOR

Dear Coloradans,

At CDLE, our vision is to create a working economy that elevates all of Colorado; this vision has guided the efforts of our 1,300 employees as the state continues to advance its economic recovery in the wake of the devastation wrought by the Pandemic.

From March 2020, CDLE paid out approximately \$9.47 billion in benefits to unemployed Coloradans to help mitigate the Pandemic's negative economic impact and became nationally recognized for our efforts in combating fraud. The UI Division also managed to successfully launch the modernized UI system which helped us implement new state and federal benefits programs with minimal delay for payments. By infusing billions of dollars back into the economy, we helped Coloradans in need put food on the table and pay rent.

Over the course of the past year, CDLE championed legislation to allow a pilot for hiring people with disabilities, implemented the Paid Sick Leave rules and the Equal Pay for Equal Work Act rulemaking and complaint process. The CWDC published the Talent Equity Agenda in order to accelerate closing the racial economic disparities in the state and promoted the Talent Development Playbook, containing guidance on implementing evidence-based talent development strategies to support businesses. The Office of Just Transition submitted the [Colorado Just Transition Action Plan](#) to the Governor and General assembly, outlining first steps to help transition rural economies and displaced workers.

In addition, CDLE continued working with agriculture labor and industry representatives, to see if we could decrease growing contention by finding common ground on certain areas of progress, such as minimum wage coverage, meal breaks, and/or basic safety standards. CDLE took part and brokered compromise on many controversial issues that were tackled through the passing of SB21-087. We're pleased to have helped achieve a law, with reasonable compromises in what it asks of industry, that will end years of inequitable labor law exemptions that not only denied basic, century-old protections to agriculture workers, but also subjected good employers to potential unfair competition from those who could exploit those exemptions to save costs with sub-standard labor conditions, which also undercut the goal of a sustainable, equitable food system.



Internally, CDLE also took progressive steps in order to become a more inclusive and diverse workplace. In 2019 we hired an Equity, Diversity and Inclusion Officer and established the Equity, Diversity and Inclusion Office. This office has helped the Department advance our goal of becoming a Model Employer through leading trainings, cultivating and implementing more inclusive policies, creating CDLE Allyship groups, launching the department wide campaign “My Diversity OUR Strength,” and raising awareness across the Department of EDI through all staff communications.

CDLE is proud to have accomplished a multitude of process improvements across all divisions and units. We implemented a reorganization of our internal Finance Office to strengthen internal controls, address compliance with state and federal rules and provide continuity of operations. CDLE’s Budget Office is developing comprehensive budget & fiscal reports in order to ensure transparency and promote accountability throughout the Department. CDLE’s Procurement and Contract Services Unit has developed and implemented several Google request forms that provide a streamlined, efficient and accountable/transparent approval workflow process for such things as wireless device purchases and request for purchases and contracts. CDLE has also implemented WirelessWatchdog to manage and track all wireless devices and hotspots, which is expected to reduce the number of devices and result in an overall cost savings.

Looking ahead, we structured our Wildly Important Goals and strategies to align with the Governor’s Bold Four as well as his vision to reimagine state government and promote equity, diversity and inclusion in its operations. These goals include identifying and implementing process improvements across all divisions, driving down the unemployment rate in Colorado, and connecting Coloradans to employment and upskilling opportunities. By setting these goals and outlining the strategies we will use outlined in the plan below, we look forward to helping Colorado workers and employers get back on their feet.

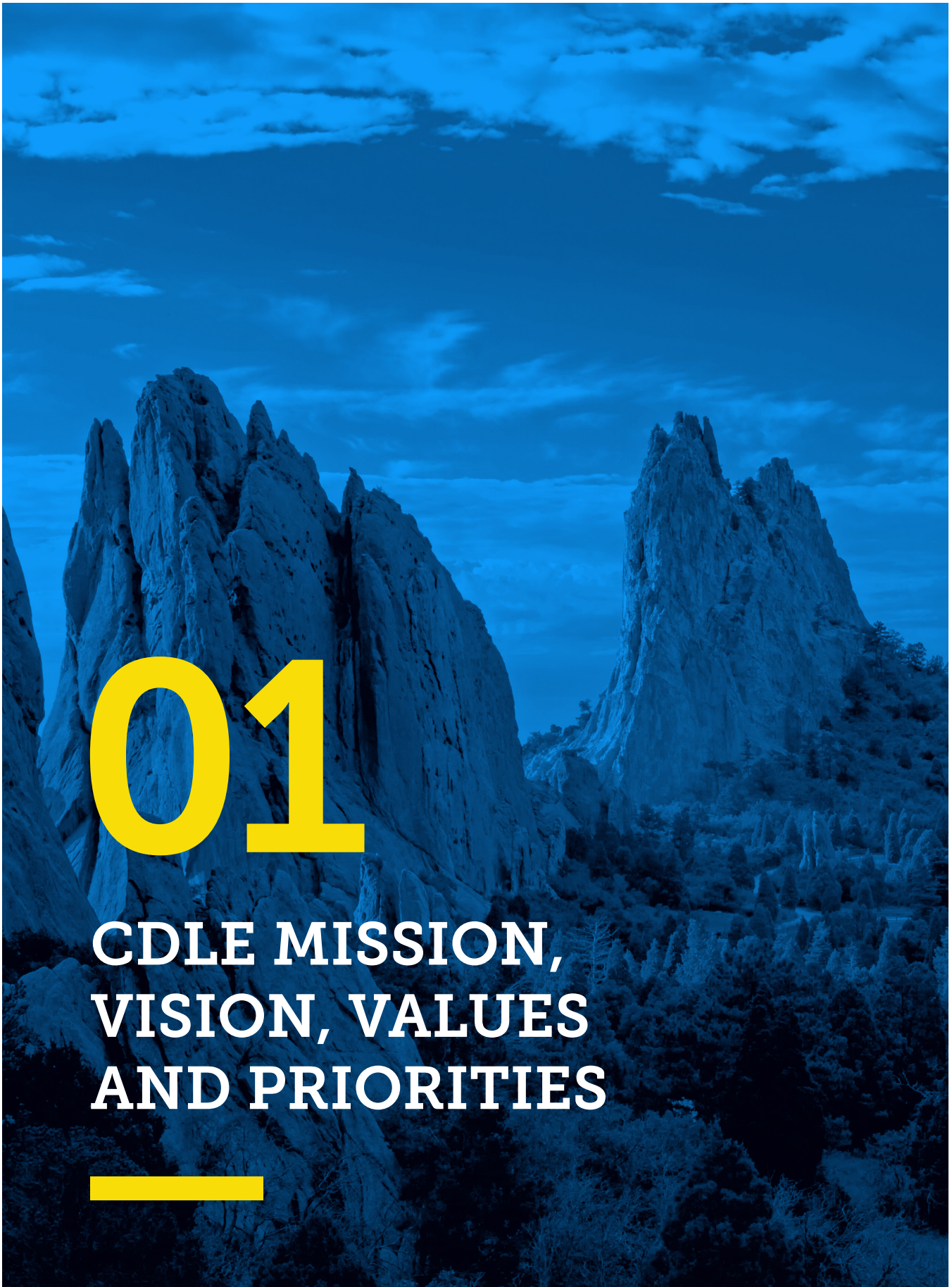
In this year’s performance plan, you’ll find more information about what we’ve accomplished in the past fiscal year and what we look forward to accomplishing in the coming fiscal year. We have outlined the successes our divisions and special initiatives have done to assist coal-dependent communities, prepare Colorado for today and tomorrow’s labor market, and help immigrants and refugees better integrate into the state’s civic, cultural, and economic life.

Our efforts are driven by a sense of informed optimism that recognizes the challenges we face as well as the opportunities to build back better. And I have absolutely no doubt we will.

Sincerely,

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

**Joe Barela**  
*Executive Director*  
Colorado Department of Labor and Employment



# 01

## CDLE MISSION, VISION, VALUES AND PRIORITIES





# 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

# PRIORITIES



## **MODEL EMPLOYER**

Lead the state in becoming a model employer



## **WORKERS PROSPER**

Through meaningful employment, every Colorado worker prospers



## **EXCEPTIONAL SERVICES**

Exceptional execution 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





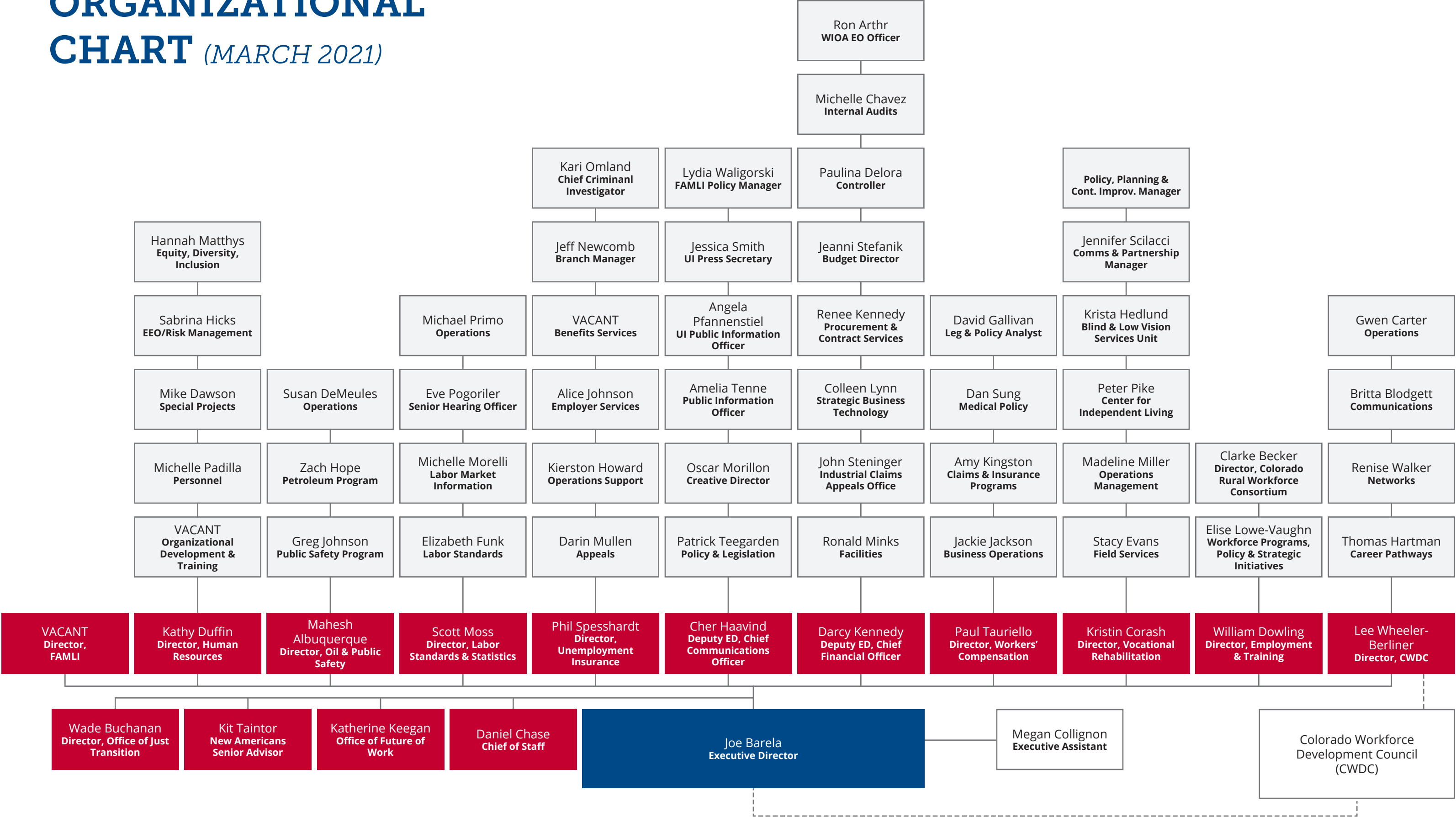
# 02

## ORGANIZATIONAL STRUCTURE

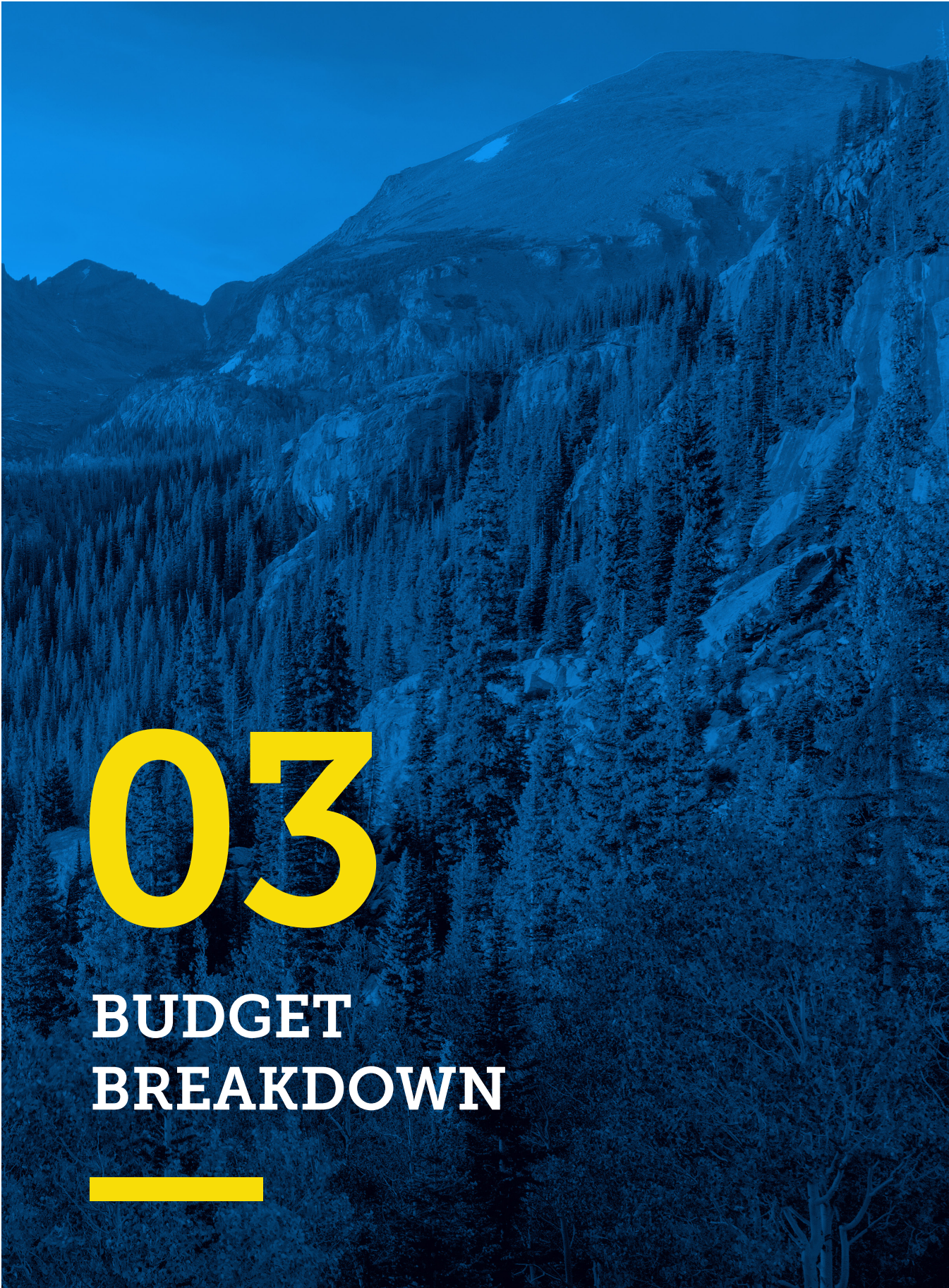


# ORGANIZATIONAL CHART

(MARCH 2021)







# 03

## BUDGET BREAKDOWN





# TOTAL DEPARTMENT FTE & BUDGET BREAKDOWN



**1,301.4**

Total FTEs (*Full-Time Employees*)



**\$289,121,540**

Total Funds



**\$19,644,267**

General Funds



**\$82,444,914**

Cash Funds



**\$6,436,493**

Re-appropriated Funds



**\$180,595,866**

Federal Funds



# 04

## 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, analyse 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 workforce centers 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, Work-based Learning Unit, 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) and Foreign Labor Certification. Federal discretionary grants include: Registered Apprenticeship Grants, and the Pathways Offender grant. State-legislated programs include the Employment Support & Job Retention 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

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. DVR'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 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 administer this benefit and ensure employers comply with the mandate laid out in the law. Over the past year, initial key staff members have been hired and Phase 1 of funding has been secured. The Office over the next fiscal year will focus on building the office out more through the hiring of key staff members and establishing office policies and procedures.

## 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.



# 05

## SPECIAL INITIATIVES



# OFFICE OF JUST TRANSITION

## OVERVIEW

The **Office of Just Transition (OJT)** develops, coordinates, and oversees programs to assist workers facing dislocation and communities facing economic disruption as the result of 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, broad strategies and first actions are outlined in the [Colorado Just Transition Action Plan](#). It 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 2021-22, the Office of Just Transition will work to implement a wide range of "first actions" outlined in the Colorado Just Transition Action Plan. It will also stand up a new Coal Transition Worker Assistance Program as directed by House Bill 21-1290 in the 2021 legislative session.

## 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 2021, the General Assembly passed and the Governor signed two bills that will provide early funding to begin 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.

## FUNDING

The Director for the Office of the Future of Work is funded 60% Federal funds; 39% Cash funds; and 1% General Funds. The OFOW has funding from the CWDC's Discretionary WIOA dollars, and grants from philanthropic entities.



# OFFICE OF NEW AMERICANS

## **OVERVIEW**

In recognition of the significant contributions of immigrants and refugees to Colorado's economy and culture, the New Americans Initiative works to understand the challenges facing these populations and propose legislative and administrative solutions to address these challenges. The initiative advises both the Governor and state agencies on issues related to immigrant integration policies, programs, and procedures.

## **FUNDING**

The Office of New Americans is funded through private donations. The Initiative's budget has doubled from \$140,000 to \$295,000.



# 06

## PRIORITIES, GOALS, STRATEGIES AND METRICS



# 2020/2021 PERFORMANCE EVALUATION

Department WIG: Unemployment Rate	Q1	Q2	Q3	Q4
<b>WIG:</b> Reduce Colorado’s Unemployment Rate of 11.1% to 6.5% by June 30, 2021. This is part of the long term recovery efforts to reduce Colorado’s Pandemic High Unemployment Rate of 12.1% to 3.6% by June 30, 2023.	7.0	6.9	6.40%	
Recover 60% of jobs lost during Spring 2020 by increasing the total nonfarm payroll jobs from 2,565,500 in June 2020 to 2,668,680 by June 30, 2021.	2,639,000	2,626,700	2,672,800	
Launch a marketing campaign to business and workers about location neutral opportunities, including in other languages such as ASL or Spanish as is appropriate.	10%	40%	90%	100%
Partner with the Colorado Office of Economic Development & International Trade (OEDIT) on matching location neutral industries/employers with job seekers within impacted communities with businesses participating in OEDIT tax credit programs and to attract location neutral jobs.	40%	80%	95%	100%
<p><i>CDLE has worked to reduce the unemployment rate and has hit that target successfully. CDLE was also able to hit the lead measures of recovering 60% of lost jobs, launching a marketing campaign for location neutral opportunities and matching employers and job seeks with location neutral jobs successfully.</i></p>				

Department WIG: Skills Based Hiring	Q1	Q2	Q3	Q4
<b>WIG:</b> Facilitate Colorado employers within private and public sectors to increase skills based job descriptions/hiring from 5% to 10%	5.50%	6%	6.70%	
Create a baseline for skills based hiring by employers with whom the Division of Vocational Rehabilitation (DVR) will work and train employer partners on skills based hiring	0%	5%	35%	100%
Promote skills-based practices and skills gaps through a campaign with chambers of commerce, Skillful, and the department	10%	10%	90%	100%
Create a survey to identify the number of state agencies currently using any type of skills based assessment as part of the hiring process for the purpose of sharing best practices across state agencies and promoting skills based hiring.	5%	50%	100%	100%
The Office of the Future of Work will partner with community stakeholders, state and municipal partners, and others to research digital literacy and the programmatic, technological, and educational infrastructure required to ensure all Coloradans are prepared to participate in the future of work. The study will define digital literacy competencies, a framework to measure digital literacy, as well an overview of interventions to increase digital literacy rates across Colorado.	15%	65%	70%	100%
Provide technical assistance to the talentFOUND Network members to advance equity objectives and open more doors of opportunity	10%	35%	70%	100%
<p><i>CDLE fell short of reaching our goal of an increase to 10% skills based hiring job descriptions, but we are encouraged by the progress we were able to make. In addition, we are keeping this goal as a lead measure to be reported on through the Dashboard next fiscal year. Though we did not hit the goal, we were successful in reaching our targets set for lead measures that all promoted skills based hiring and upskilling workers through various efforts.</i></p>				



Department WIG: Apprenticeships	Q1	Q2	Q3	Q4
<b>WIG:</b> Increase the total number of individuals who enroll in apprenticeship programs by 5% from 5,959 to 6,256	5,981	5,904	5,653	
Create and publish The Talent Equity Agenda for the talentFOUND network that highlights specific targets and activities to combat inequities in education and training opportunities in Colorado	100%	100%	100%	100%
Provide a minimum of 4,800 support services to individuals involved in work based learning opportunities	1284	2521	3762	
<p><i>CDLE fell short of this goal due as we underestimated the detrimental effects the Pandemic had on enrollment. In order to continue the effort to increase the usage of apprenticeship programs, CDLE is aiming to increase apprenticeship programs by 20% next year. Though the goal was missed, CDLE successfully created and published the Talent Equity Agenda and exceeded the goal of providing a minimum of 4,800 support services to individuals involved in work based learning opportunities.</i></p>				

Department WIG: Just Transition	Q1	Q2	Q3	Q4
<b>WIG:</b> Help to ensure that all Tier One Coal Transition Communities have the capacity, expertise and resources to develop and begin to implement comprehensive, locally-driven economic transition and diversification strategies, by providing financial resources covering all 18 major jurisdictions in each of those communities	N/A	N/A	2	
Complete the Colorado Just Transition Plan as directed by HB 19-1314 by December 31, 2020	70.00	100%	100%	100%
The Division of Local Government (with the assistance of OJT) will solicit and receive grant applications to expand local economic development staffing capacity and expertise (including shared regional and statewide capacity) covering all 18 jurisdictions within the four Tier One Transition Communities	N/A	N/A	2	
The Office of Just Transition will complete formal outreach on resources to expand local economic development staffing capacity and expertise (including shared regional and statewide capacity) covering all 18 jurisdictions within the four Tier One Transition Communities	N/A	N/A	18	18

# WILDLY IMPORTANT GOALS (WIGS) FOR FY 2021-22

Department WIG: Full Employment	1 Year Target	2 Year Target	3 Year Target
<b>WIG:</b> Reduce Colorado's Unemployment Rate of 5.6% (estimate for June 2021) 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.	4.5%	3.5%	3%

## BACKGROUND

COVID-19 and other market conditions have had a devastating impact on communities and local economies across the state. This work will help create a dynamic system of workforce partners meeting local community and economic needs to recover from the crisis and leave a positive impact on the economic environment through reducing workforce logistical costs and promoting work/life balance. Successful completion of this goal will get Coloradans back to work and foster a prosperous economy that works for all Coloradans.

### How we will achieve this goal:

In order to help Colorado's economy recover and get people back to work, CDLE will focus on supporting communities through location neutral job matching, virtual job fair and hiring events for employers and workers, worker retraining and upskilling, etc. In conjunction, CDLE will also be pushing out external communications on services CDLE provides and resources that are available to Coloradans seeking work. Specifically with local communities, CDLE will work with every workforce center to ensure current and open lines of communications and foster collaboration and outreach.

### Lead Measures:

- Facilitate an increase in Colorado employers within private and public sectors trained in skills based job descriptions/hiring from 3,750 to 5,500.
- The Remote Work Initiative will prepare 1,000 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.
- Reduce the average number of weeks a claimant is collecting on unemployment insurance from 14.1 weeks to 13.1 weeks by June 30, 2022.
- The female employment to population ratio fell from 61.6% in 2019 to 56.5% in 2020. The Department will work to recover the 75% of this decline, to reach a 60% female employment to population ratio by June 30, 2022.
- Increase participation and placement in the Governor's Summer Job Program from 33,000 to 34,650 by June 30, 2022.
- Decrease the rate of unemployed, underemployed, discouraged, and marginally attached workers from 14.9% (the current four-quarter average) to 8.5% or below by June 30, 2022.



<b>Department WIG: Unemployment Insurance Payment Speed</b>	<b>1 Year Target</b>	<b>3 Year Target</b>
<b>WIG:</b> For those collecting unemployment benefits, reduce the average time to receive a first payment from an average of 6 weeks to an average of 5 weeks by June 30, 2022.	5 weeks	4 weeks

**BACKGROUND**

During the COVID-19 pandemic, the Division of Unemployment Insurance faced an unprecedented 5000% YoY surge in people filing for unemployment insurance as well as an unparalleled rise in fraudulently filed claims. As of May 2021, those levels were still around 2.5x the pace of filings in 2019. The division has taken many steps in order to increase staffing and to implement technological solutions, though it still faces challenges. In line with the commitment Governor Jared Polis has made to reimagine state government, CDLE will evaluate where our internal holes and inefficiencies lie and work to address those issues. Successful completion of this goal will result in faster turnaround times for payment out to claimants.

**How we will achieve this goal:**

Through re-thinking the communications sent out to claimants and streamlining processes with the modernized UI system, the Division of Unemployment Insurance will begin to see incremental changes towards process improvements.

**Lead Measures:**

- Decrease scheduled call-back wait time from 3 weeks to 1 week by June 30, 2022.
- Increase Virtual Agent knowledge base and capacity by 25%, from recognizing 150 FAQ’s to 175 FAQ’s by June 30, 2022.
- Maximize staff productivity and therefore increase timeliness to first payment by 2%, from 78% to 89% by June 30, 2022.

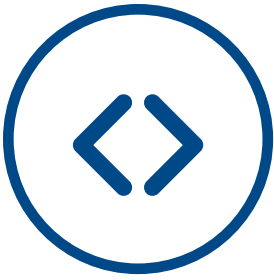
<b>Department WIG: Upskilling WIG</b>	<b>1 Year Target</b>	<b>3 Year Target</b>
<b>WIG:</b> Support 4,900 COVID-19 impacted Coloradans to complete training opportunities by June 30, 2022.	4,900	6,000

## BACKGROUND

The economic impacts of COVID-19 are significant, and threaten to undermine the economic stability of many Coloradans. Since March 15, hundreds of thousands of Coloradans have filed for and received unemployment insurance (UI) benefits to help pay for groceries, rent, and utilities to weather the hardships caused by COVID-19. While all industries have been impacted by COVID-19, leisure and hospitality, retail and transportation, and education and health services fare worse and continue to lag behind recovery. Low wage workers in impacted industries continue to struggle with the economic impact of COVID-19. Colorado's enrollment trends are slightly worse than national trends with an overall decline of 5.2% (NSC, 2020) with internal estimates of 10% enrollment decline at community colleges and 4% decline at public four year institutes of higher education (IHEs). Through existing and new, stimulus-funded training efforts, CDLE will have the critical opportunity to retrain, reskill and upskill the hardest-hit Coloradans so they can connect to meaningful, resilient careers that support growing industries across the state. Successful completion of this goal will mean CDLE will connect the hardest-hit workers to resources and training opportunities in order to retrain, reskill and upskill so they can obtain meaningful, resilient careers that support growing industries across the state. We will accomplish this with new programs funded through federal stimulus.

### Lead Measures:

- Support employers to offer upskilling opportunities to 300 of their current employees by June 30, 2022.
- Increase new apprenticeship programs by 20%, from 20 to 24 programs, by June 30, 2022.
- Connect 7,000 COVID-19 impacted Coloradans to training opportunities by June 30, 2022.
- The New Americans Initiative and E&T together will reduce barriers to upskilling for New Americans, including barriers associated with administration of programs and communications of services and increase the number of New Americans enrolled in services by 10% as measured by enrollment, engagement and outcome data compiled by E&T.
- E&T will increase by 30% the number of Dislocated Workers (to include those meeting the WIOA definition of DW, as well as other 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.
- E&T will increase the number of new apprentices in racial/ethnic minority groups by 5%.



# MODEL EMPLOYER

Lead the state in becoming a model employer. CDLE has set the following goals in order to ensure that we are setting the example for being a model employer:

- The Colorado Department of Labor and Employment will have 85% of staff have a growth and development goal in their individual performance plan and review.
- DVR will pilot hiring preferences for people with disabilities by January 2023.
- HR will create a tool by December 2021 to track hiring based on skills/competencies vs. proxies to determine baseline percentage of skills-based hiring at CDLE.
- Develop a roadmap for the Colorado Department of Labor and Employment to reimagine state government from 0% to 100%, focused on increasing employee engagement, reducing our physical footprint, using process improvements to accomplish more bold goals, and increasing access to virtual services.
- GPPR will create a cross-functional team for business/employer outreach and compliance with participants from every division in order to increase communications within the Division and ensure consistency with customers.
- Increase participation and placement in the Governor's Summer Job Program from 33,000 to 34,650 by June 30, 2022.



# WORKERS PROSPER

Through meaningful employment, every Colorado worker prospers. Each division has come up with the following goals and strategies to help move the needle for CDLE ensuring the Colorado economy works for all.

- E&T will work to increase by 20% the number of TAA Petitions filed on behalf of Colorado workers displaced by foreign trade, while also demonstrating a 10% increase in the number of clients actively enrolled in TAA training.
- The Division of Workers' Compensation will promote the importance of obtaining proper workers' compensation coverage and maintaining a safe workplace to reduce the incidence of uninsured on-the-job injuries.
- DVR will complete the triennial comprehensive statewide needs assessment to identify the vocational rehabilitation needs of Coloradans with disabilities, including those who are unserved/underserved, in need of supported employment, and in need of transition services. This will also serve the goal of ensuring the Department is focusing efforts in Colorado towards Equity, Diversity and Inclusion.
- DVR will work to reduce the prosperity gap for people with disabilities by 10% in 10 years (by 2029 - data available in 2030 or 2031).
- DVR will aim to have 1,740 successful employment closures for people with disabilities by June 30, 2022.
- The Business Enterprise Program, under the guidance of DVR, will create additional opportunities for blind entrepreneurs by increasing the number of permanent locations out for bid from 0 to 4 by 3/31/2022.
- DVR will have a pilot in place for hiring preference for people with disabilities by January 2023.
- The Office of New Americans will be built out further by identifying additional state funding streams that can be used to support the work of the office and increasing private funding for New American work by 50% over the next fiscal year.



# EXCEPTIONAL SERVICES

Exceptional execution of core services in partnership with customers and stakeholders. In order to ensure CDLE is meeting the standard of exceptional services, Divisions have identified the following goals to help us get there:

- OPS will obtain 90% operational compliance in all OPS programs by 2022, and 95% over the next 3 years by 2025.
- OPS will also add a stronger emphasis on owner education and awareness of regulatory requirements, delivered through training webinars, outreach events, and training by staff and inspectors. This includes strong enforcement action and in conjunction, they will enable and encourage owner/operators to look for and report releases themselves instead of discovery by state inspectors.
- OPS will strive to reach a 5% increase in the number of petroleum releases discovered and reported by petroleum storage tank owner/operators by 2022, and 10% over the next 3 years by 2025.
- OPS will advocate for legislation in place to direct OPS to regulate EV Charging stations by 2022.
- OPS is committed to ensuring the installation of hydrogen fuelling infrastructure, either a hydrogen production plant or fuelling station in Colorado by 2023.
- In order to help get Colorado to the Governor's Vision of 100% Renewable Energy by 2040, OPS will assist the Colorado Energy Office in the development of the Colorado Hydrogen Roadmap and continued robust engagement with hydrogen stakeholders locally and nationally.
- To further help get Colorado on the path to 100% Renewable Energy by 2040, there will be continued collaboration with OPS, the Energy Office and the Colorado Electric Vehicle Coalition to recognize the necessity of regulatory oversight of EV charging stations to ensure consumer protection and equity in the marketplace.
- The Division of Labor Standards and Statistics will release at least 15 new or substantively updated guidance publications per month (up from 12 last year), focusing on labor law areas that are new and/or generate the most questions to the Division.
- DLSS will resolve at least 75% of wage claims under 6 months from their filing.
- DVR will focus on customer-centric, community-based services that rapidly engage and maintain the engagement of the people we serve.
- DVR will increase the number of signed Individual Plans for Employment (IPEs) from 43.9% to 54.8% by March 31, 2023.
- DVR will provide 80% of services within the community by June 2023.
- DVR will average a successful wage of \$17.40 by June 30, 2022.
- The Office of New Americans will Oversee the development of a toolkit and trainings for workforce centers to assist in the integration of New Americans into services.





# EMPLOYERS THRIVE

Cultivate processes and policies that help employers thrive. Outlined below are the goals and strategies that each division has set forth in order to help employers thrive.

- The Division of Labor Standards and Statistics will facilitate hiring by clarifying the rules for new hires in the many new and/or changed federal and Colorado labor laws in order.
- DLSS will increase by 25% the number of Division decisions posted publicly like court decisions are (after already increasing the number last year), focusing on decisions with useful guidance for a broad range of employers, employees, and other stakeholders.
- Prompt, efficient resolution of wage disputes which will also support the goals of helping employers thrive and workers prosper.
- The Office of Just Transition will work on the following goals which fall under the buckets of helping employers, communities and workers thrive:
  - Help the most heavily impacted transitions communities (“Tier One Transition Communities”) set themselves up for long-term success in job creation and economic diversification by building the capacity, expertise, and resources to develop and implement locally-driven economic transition strategies.
  - Help engage all interested and affected parties in transition communities in robust and inclusive processes to ensure deeper community understanding and support for local transition strategies.
  - In collaboration with other state agencies and through public-private partnerships, establish effective and accountable mechanisms to attract financing and facilitate investment to power local economic strategies and growth.
- CLDE will focus efforts on re-employment campaigns and consolidate efforts on workforce development and federal assistance and work to create more uniform efforts of workforce center social media pages in order to create a more unified and clear message to customers.
- CDLE will also help Colorado’s employers recover from the setbacks from the Pandemic through outreach, stakeholder engagement, etc. GPPR will set up a new page where people can access a calendar of upcoming hearings, public commenting opportunities, and more in order to better inform the public on CDLE legislation, rules and regulations.
- CWDC will increase Access and Engagement with the TalentFOUND Network by individuals and employers as measured by:
  - Increase the number of users on My Colorado Journey to 50,000;
  - Increase the number of employers using MCJ for internal career growth to 10.

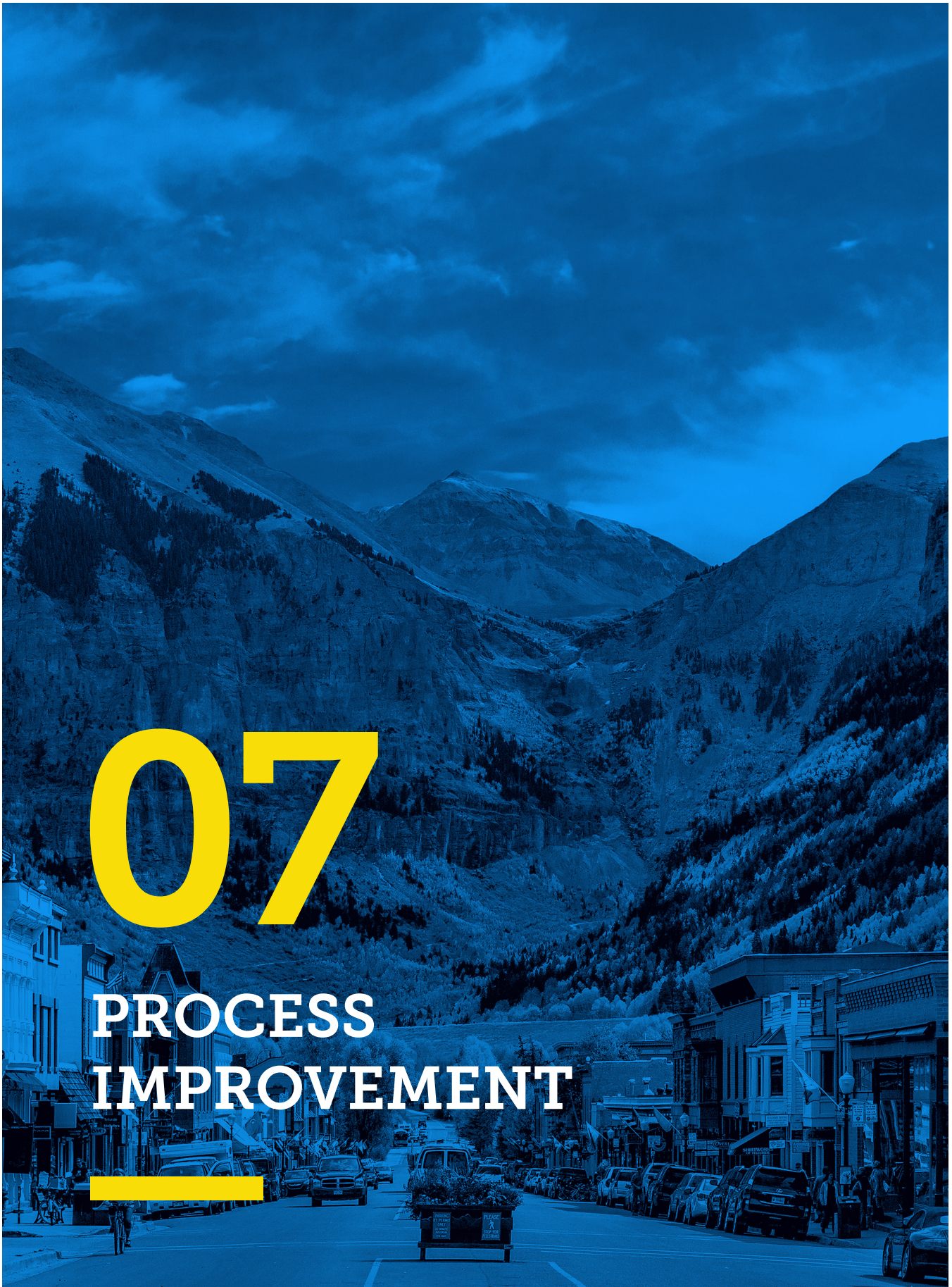


# FUTURE OF WORK

Ensure Colorado is prepared for the future of work.

- The Office of Just Transition will hire a Program Manager to design and begin to implement the Coal Transition Worker Assistance Program as established by House Bill 21-1290, including strategies previously outlined in the Colorado Just Transition Action Plan.
- The Office of Just Transition will ensure that Tier One Transition Communities have full and easy access to all relevant state programs and tools that can help them achieve early success in job creation through business retention, expansion and attraction.
- The OFOW will publish a comprehensive digital inclusion workforce development plan which will include data on talent development needs and proposed strategies to build broadband infrastructure and build digital skills of Coloradans. The data will form the baseline for 2022/2023 talent development goals.
- Through the efforts of the Digital Inclusion Committee of the Broadband Advisory Board, the OFOW will establish a baseline of digital inclusion levels across Colorado communities and populations to inform 2022/2023 digital skill development goals for the state. Digital inclusion rates will include a measure of whether communities have access to technology, access to digital skill development support, current digital skill levels, and access to high speed internet.
- The OFOW, in partnership with a third-party research institution, will launch a study to explore the platform-based worker industry in Colorado.
- The CWDC will develop a methodology to support the BEL Commission in tracking apprenticeship across agencies and grant streams by October 31, 2021.
- CWDC will Advance Talent Equity agenda by piloting use of racial equity impact assessment with 15 employers by December 31, 2021.
- CWDC will 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.
- CWDC will work to implement the Tools and Strategies for Moving to Action technical assistance module and equip 50 organizations with the tools to enhance equity by June 30, 2022.







# PROCESS IMPROVEMENT HIGHLIGHTS FY20/21

## DIVISION: UNEMPLOYMENT INSURANCE

- The Division of Unemployment Insurance CDLE's UI Division managed an increase in claim volume of 1,100% and stood up multiple new federal and state programs while launching the modernization of the UI System (MyUI+).
- In response to the unprecedented increase in claims filed and call center volume, the UI Division launched Virtual Agent technology to answer frequently asked customer questions via telephone and chat and implement Robotic Process Automation "bots" to automate manual workload in order to increase staff productivity.
- In order to address the unparalleled amount of fraud, the UI Division also implemented ID.me biometric identity verification to reduce fraudulent claim activity.

## DIVISION: EMPLOYMENT & TRAINING

- E&T launched the Veteran Vortex Portal (VETS Vortex) which provides a virtual one-stop shop, connecting Veterans staff with all the resources to effectively serve their customers. Results include:
  - Increased caseloads with no reduction in quality of service
  - Prioritized job referrals for LVER/RVERs
  - Improved accountability, geographic reach, collaboration and resource sharing
- In adapting to the virtual workplace environment with the increased amount of unemployed Coloradans, Colorado Workforce Centers in partnership with E&T conducted a statewide Virtual Job Fair. 7,453 job seekers registered for the Job Fair, over 400 employers participated, 1,248 resumes were submitted to employers, and more than 1,904 online chats were conducted between employers and job seekers.
- For the first time in at least 15 years, annual compliance monitoring of the workforce centers was a coordinated, interdivisional joint effort by the WDP Regional Services Unit, the Fiscal Monitoring Unit, and the Equal Opportunity (EO) Officer. Program, Fiscal, and EO monitoring reviews were conducted simultaneously, with combined entrance and exit meetings, and a combined report.
- CDLE has been recognized as an innovator in equity-driven apprenticeship policy and implementation for its development of the Apprenticeship Hub model, which is significantly reducing the time to program registration, increasing the number of programs in new industries, and connecting employers to diverse workforce talent.

## **DIVISION: OIL & PUBLIC SAFETY**

- Over the past year, OPS has made a 100% transition from paper to mobile inspection application usage in petroleum programs.
- In adjusting to the effects of the Pandemic in its initial months, OPS worked collaboratively with the Governor's Office and CDPHE, and provided fuel formulation (RVP) waivers to the petroleum industry to ensure adequate and uninterrupted fuel availability in Colorado during the initial months of the pandemic.
- Migration of 20 year old Colorado Storage Tank Information System (COSTIS) to a new Salesforce COSTIS InterActive platform.
- Technology investments across OPS enabled seamless transition to working from home with no impact to customer services and pivoted to continue stakeholder engagement and rulemaking through virtual committee and commission meetings.
- OPS reduced the risk of petroleum releases by providing over \$1M in incentives for storage tank owners to remove and or upgrade to more protective storage tank systems and provided over \$36M in reimbursement to Petroleum Storage Tank Owner/Operators for cleanup of releases.

## **DIVISION: WORKERS' COMPENSATION**

- The Division of Workers' Compensation permanently adopted procedural rules to accommodate electronic filing of documents which also allowed customers and staff to work remotely and began the process of migrating to a Digital File Room.
- DOWC successfully transitioned to remote work while maintaining the same level of service for our customers by increasing access to virtual services in the Division of Workers' Compensation.
- The Division released a fully redesigned Employer's Guide which includes images and graphics to help educate employers about their responsibility under the workers' compensation act. Under the guidance of the Governor to ensure everything CDLE does is done through a lens of Equity, Diversity and Inclusion, a Spanish translation of this guide was released in March 2021, the first available employer resource available in Spanish from the Division.

## **DIVISION: LABOR STANDARDS AND STATISTICS**

- DLSS implemented multiple online and/or fillable PDF versions of our complaint and appeal forms -- to facilitate public access and cut down on paper and staff processing time.
- Produced material on how to execute settlements of disputed wage claims, and distributed it to all parties to such claims (and on the division website) -- which has increased the number of claims that parties settle, rather than continuing to litigate their disputes.
- Created 4DX-inspired productivity targets and tracking sheets, to monitor and set goals for productivity -- which has helped Labor Standards cut in half the time it takes to resolve a claim, from filing to a final decision.



## **DIVISION: VOCATIONAL REHABILITATION**

- DVR implemented the reorganization of Employment First positions, training, and Pre-ETS all in the Competitive, Integrated Employment unit under one manager.
- In order to maintain quality services while transitioning to remote work due to the Pandemic, DVR implemented e-signature work arounds and policy changes that allowed virtual services and e-case management work arounds and policy changes that allowed virtual services. Through this effort, DVR was able to process over 1,400 successful employment outcomes.
- Using process improvements and the Four Disciplines of Execution (4DX), in its it's first year, DVR exceeded its Wildly Important Goal (WIG) of increasing the number of individual employment goals in opportunity occupations to 606 by March 31, 2021, with a final count of 619.

## **OFFICE OF JUST TRANSITION**

- In conjunction with the Governor's Office, the Treasurer's Office, and other key stakeholders, OJT launched a process to engage state and national philanthropic organizations, as well as potential investors, in developing long-term strategies for financing a just transition in coal communities.
- OJT streamlined communication from the OFOW through launch of newsletter, website, and weekly series and began hiring key staff positions within the office in order to drive implementation of the Action Plan, including community and workforce managers.

## **OFFICE OF NEW AMERICANS**

- Over the past fiscal year, the Office of New Americans worked with advocates, sister state agencies, the Governor's Office and the legislature, to move immigrant-inclusive policies which led to the codification of the Initiative into an Office of New Americans.
- The Office developed Colorado's first action plan for immigrant integration and its first annual report.

## **OFFICE OF THE FUTURE OF WORK**

- Over the past year, the Office of the Future of Work Published the first Annual Report, provided more than 50 presentations on the future of work to over 2,600 Coloradans, launched OnwardCO.org which 120,000 Coloradans have used to connect to a resource, published the SB207 Independent Contractor Study.

# PROCESS IMPROVEMENT INITIATIVES

In addition to our goals that are outlined above, CDLE is additionally undertaking the process improvement initiatives outlined below. We approached setting our process improvement initiatives for the next fiscal year from a new vantage point that is in alignment with the Governor's Reimagine State Government directive to ensure we are agile, responsive, leveraging new innovations, eliminating waste and delivering exceptional services to all Coloradans. CDLE is committed to continually improving our services and gathering feedback from stakeholders and implementing changes in order to provide better services.

- Ensure user friendly language on the Unemployment Insurance Division website and user accessibility through identifying six pain points and implement changes and consolidating the "Contact Us" page in order to reduce confusion.
- With the help of GPPR, UI will also update and disseminate the Claimant Handbook in an effort to compile information on UI services for claimants.
- The Office of New Americans aims to oversee the development of the access research project, including the mitigation of identified barriers and develop a statewide integration plan.
- The Office of New Americans will develop a statewide integration plan, to include recommendations on opportunities to fix access issues from the access research project.
- Looking forward, the Office will be looking to identify additional state funding streams that can be used to support the work of the Office, increase private funding for OFOW work by 50% over 20/21 and hire staff to assist with OFOW in meeting its goals corresponding with additional funding obtained.