

# Arapahoe/Douglas Workforce Development Board Meeting

August 7, 2025



# Welcome!



**Scan the QR code below to  
view the meeting materials**



# Kiewit Company Overview

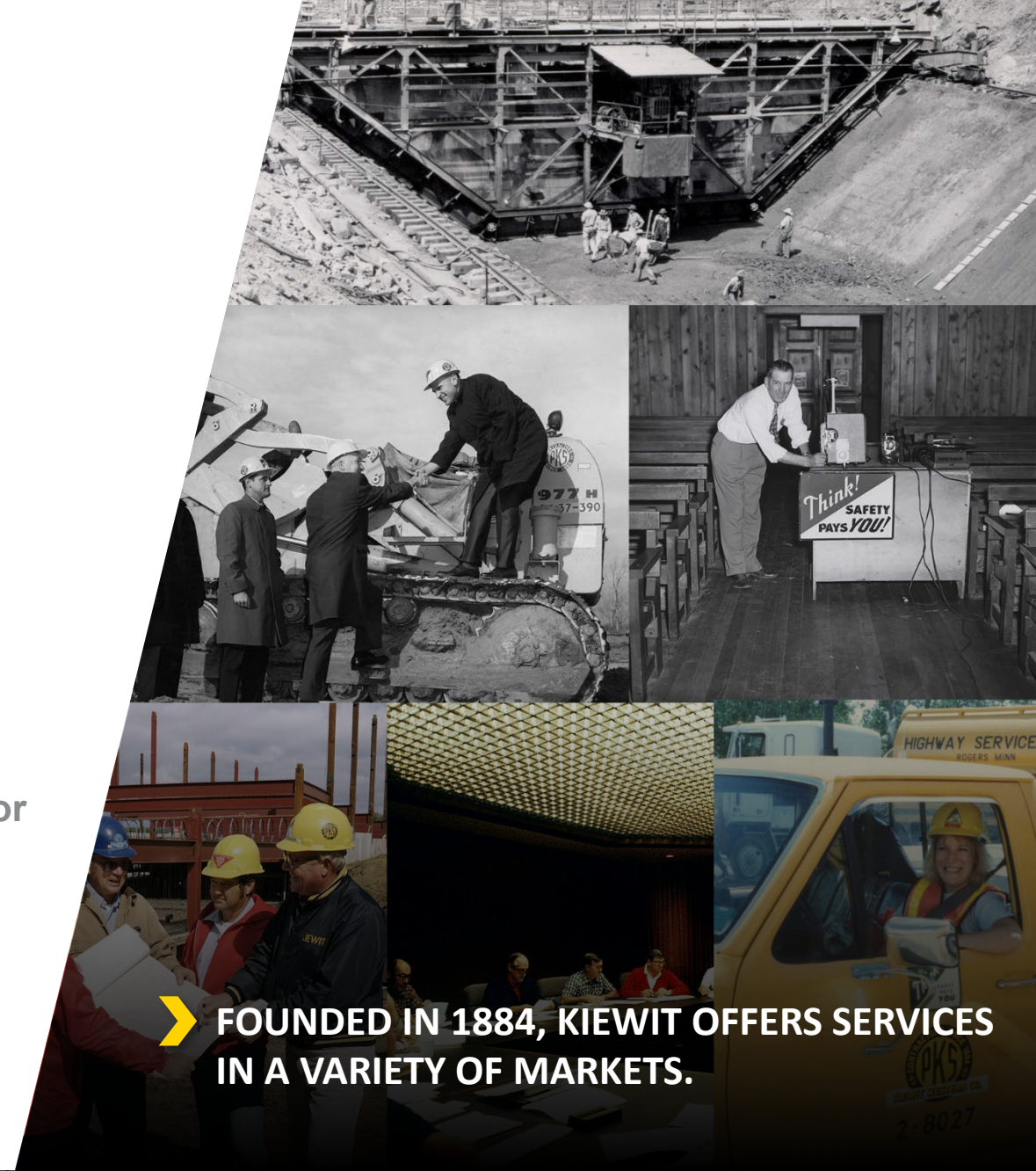
# KIEWIT COMPANY OVERVIEW

- \$16.8 BILLION EARNED REVENUE IN 2024
- FORTUNE 500 COMPANY FOR 20+ YEARS
- 31,800 CRAFT AND STAFF EMPLOYEES

Engineering  
News-Record  
**2025 Rankings**

#1 Transportation Contractor  
#1 Domestic Heavy Civil Contractor  
#2 Power Contractor  
#3 Overall Contractor

➤ **FOUNDED IN 1884, KIEWIT OFFERS SERVICES IN A VARIETY OF MARKETS.**





# KIEWIT OFFICE LOCATIONS AND MARKETS



**BUILDING - 7%**



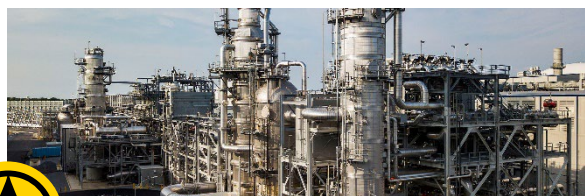
**INDUSTRIAL - 6%**



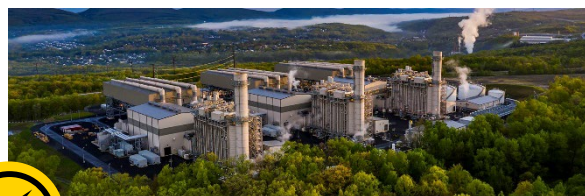
**MARINE - 9%**



**MINING - 1%**



**OIL, GAS & CHEMICAL - 10%**



**POWER - 31%**



**TRANSPORTATION - 23%**



**WATER/WASTEWATER - 15%**



# Skills-First Approach

Presented by  
Jessica Maiorca,  
CWDC



Colorado Workforce  
Development Council

# Living out Our Mission as a Skills-Based Talent Development Network

Skills-First Practices and Learning & Employment Records

August 7, 2025

Jessica Maiorca, Sr Consultant for WIOA and Policy Innovation

# Agenda



- Why Skills Matter
- Use cases of skills-first practices in Colorado
- Learning & Employment Records
- How LERs can advance skills-first practices
- Current work on skills-first practices and LERs in Colorado
- Your role as a workforce development board and employers



# Why Skills Matter

By focusing on *what people can do*, organizations can:

- Recruit, hire, and promote based on skills.
  - Ensure alignment.
  - Use consistent language.
  - Reduce bias.
- Increase retention / reduce turnover.
- Access broader, more diverse talent pools.



# Use cases



[Barefoot PR](#), Denver, 15 employees

[Christian Living Communities](#), across Colorado, 800 employees

[Denver Health](#), Denver, 8,500+ employees

[DIPCO](#), Delta, 20 employees

[Kanso Software](#), Denver, 15 employees

[Sage Hospitality Group](#), based in Denver but all across the U.S., 7,000 employees

[Sashco](#), Brighton, 120 employees

# What is a Learning & Employment Record (LER)?



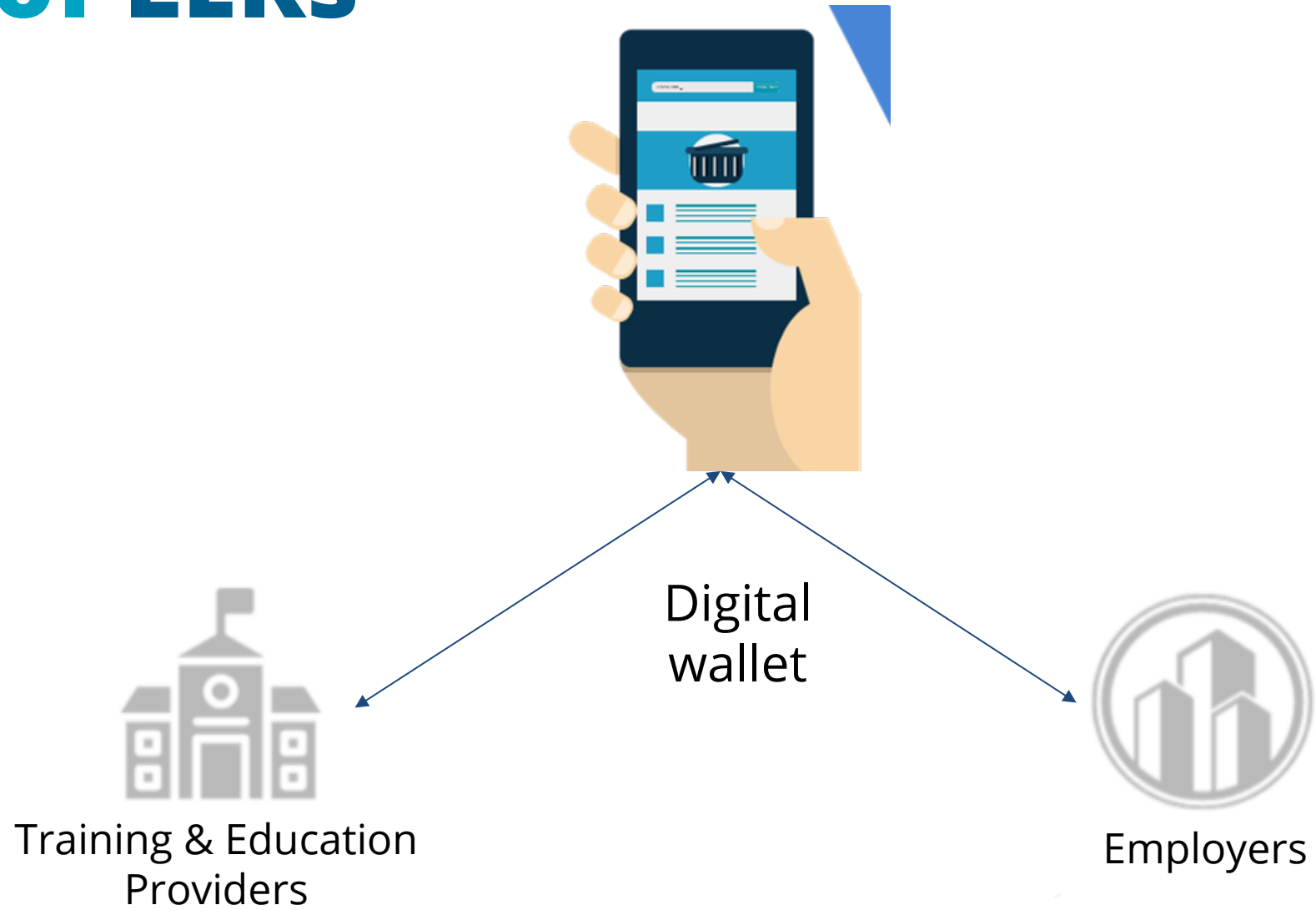
A **verifiable, digital** record of an individual's learning and work used to showcase skills for jobs and education. LERs are often held in a digital wallet.

## Core Features

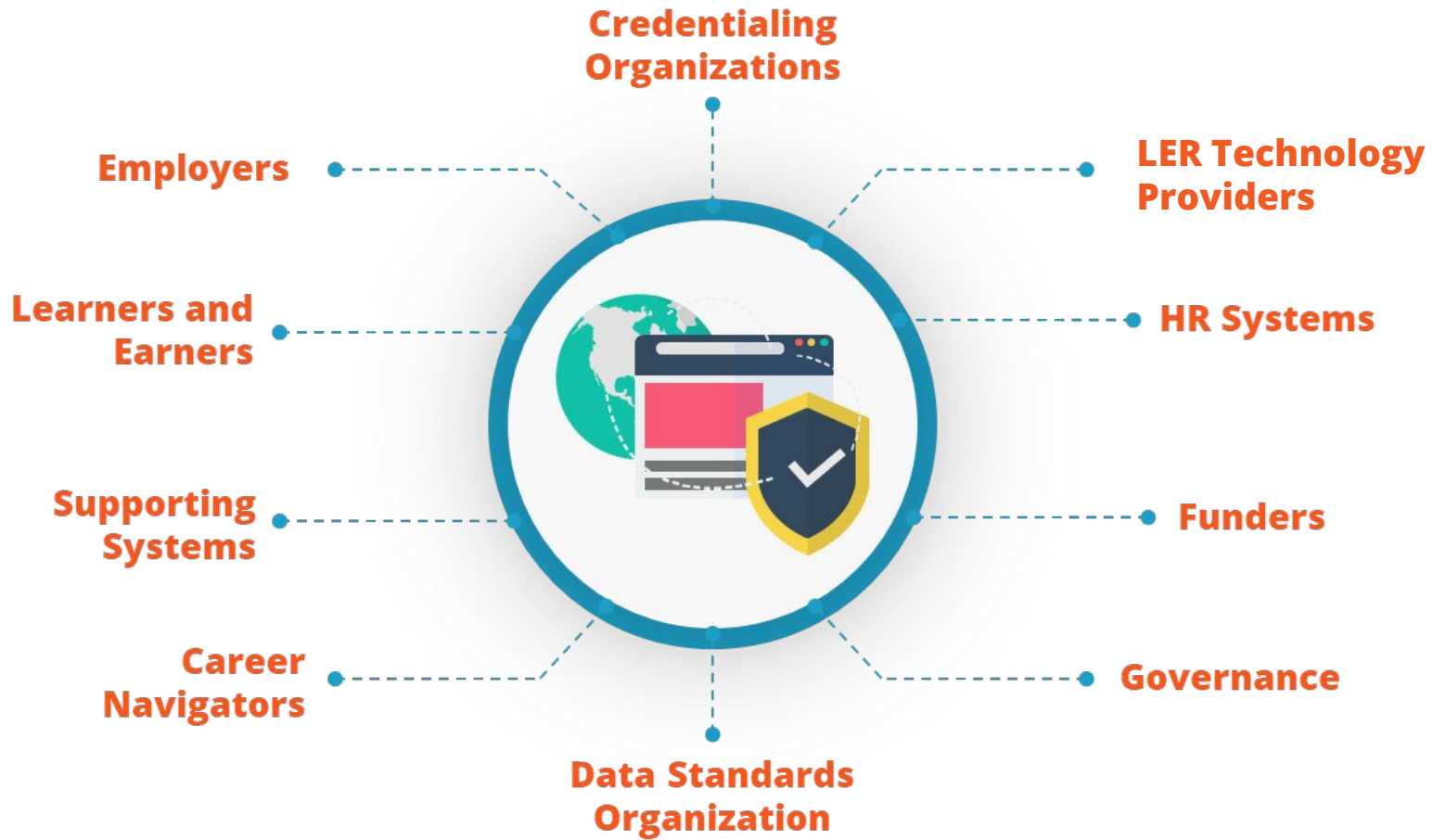
- Includes learning from jobs, school, training, military, etc.
- Contains verifiable, tamper-proof credentials
- Owned and shared by the individual
- Portable and interoperable across systems
- **Lists acquired skills**

*T3 Hub & Credential Engine*

# Flow of LERs



# LER Ecosystem



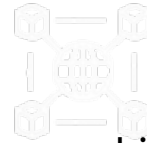


# How LERs Can Advance Skills-First Practices



## Smarter Talent Decisions

- Skills attached to each LER are verified
- Smarter recruitment, hiring, and promotion - skills can be compared to job posting skills
- Better alignment can increase retention and reduce turnover
- Emphasizes skills instead of credentials exclusively, reducing bias



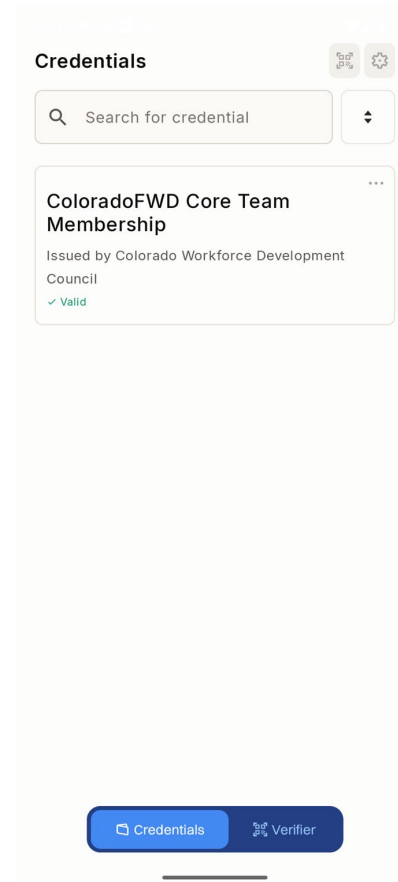
## Portability and Interoperability

- Travels with the individual via digital wallet
- Selective disclosure - the individual chooses what to share
- Can integrate across other platforms to apply for jobs, explore career pathways, etc.

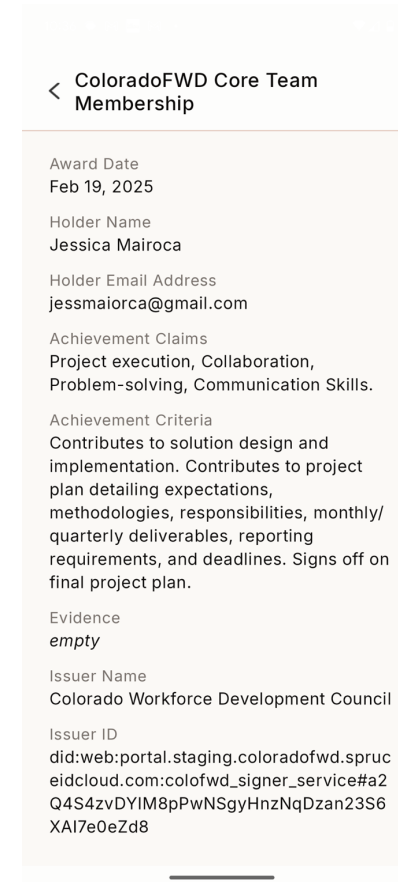
## Larger Talent Pools and Equity

- Opens up skilled talent pools for employers
- Expands access to opportunity for individuals with skills

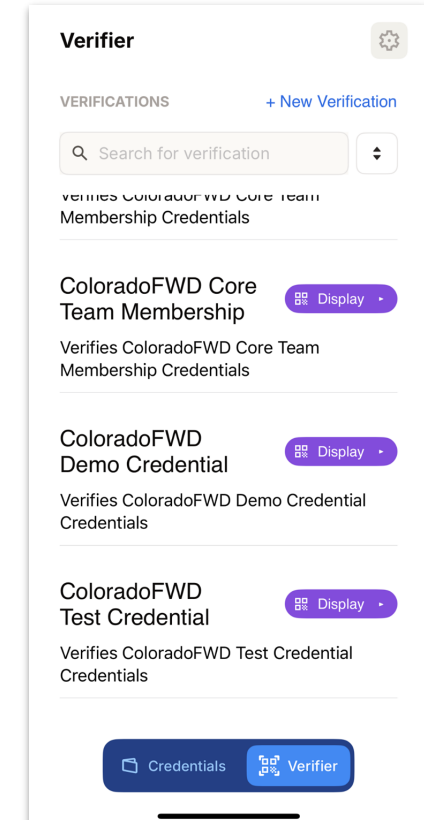
# FWD Digital Wallet



> Credential Wallet



> Credential



> Verifier

# Increasing Skills Visibility Across Colorado



My Colorado Journey



Colorado Credential  
Registry

# How WDBs Can Support Skills-First and LERs



- Champion Employer Adoption
- Align Workforce Systems and Tools
- Build Local Infrastructure
- Support Staff Readiness
- Expand Access and Equity

# A WDB's Role



## Champion Employer Adoption

- Convene employers to explore skills-first practices and LER use cases
- Support job description rewrites and validation of skills-based practices
- Share success stories and ROI data with business leaders

## Align Workforce Systems and Tools

- Integrate LERs into state systems such as Connecting Colorado
- Partner with local tech providers to ensure interoperability with digital wallets
- Use real-time labor market data to map in-demand skills to LER structures

## Build Local Infrastructure

- Cocreate training with employers about LER-validated skills
- Ensure stakeholders (case managers, employer teams) are fluent in skills-first practices and LERs
- Track usage and outcomes of LER-informed hiring

## Expand Equity Through Access

- Promote validating skills gained on the job and in life
- Use LERs to help job seekers surface hidden strengths
- Connect rural and/or underserved communities to broader opportunity networks



# Current Work by Colorado Public Workforce



- Pikes Peak Workforce Center and Workforce Boulder County
  - Engage Business Services and Career Services staff
  - Explore how skills-first practices can be advanced by using LERs and digital wallets
- Business Services Alignment Leadership Team (BSALT) Skills-First Talent Strategies Task Force
  - Promote skills-first hiring across industries, develop frameworks to integrate skills-based credentials into workforce strategies, collaborate with organizations like SHRM to implement these practices
  - Use modernized Connecting Colorado's skills-first hiring tools
- Career Services Alignment Leadership Team (CSALT) - developing

# Skills-First Local Workforce Board Challenge



**Goal:** Increase awareness and adoption of skills-first practices, and encourage local workforce boards to explore the use of LERs,



**Funding:** A \$5,000 grant is available to each local workforce board that completes a checklist of Skills-first Board Activation Practices by 8/31/25.



Optional Challenge #1: Each local workforce board can earn \$2,000 by developing and adopting a plan to (a) adopt skills-first practices and (b) best test and adopt the FWD Wallet locally. One local workforce board will win \$10,000 and be announced at the CWDC Council Meeting in Sep 2025.

Optional Challenge #2: Each local workforce board can earn \$2,000 by providing feedback on *Principles for LER Adoption*.

# Thank You



jessica.maiorca@state.co.us

# Next Steps

# ADWDB Skills-First Approach

- Overview of skills-first approach components
- Benefits for learners/workers, employers, education/training providers, and the community
- Alignment with the ADWDB strategic priorities
- Activities to support the approach

[ADWDB Skills-First Approach Draft](#)



# Governor's Executive Order

Presented by  
Rachel Snyder,  
Special Workforce  
Systems Advisor,  
Governor's Office



# Reimagining the Future of the Postsecondary Talent Development System in Colorado

Implementing Governor Polis' Executive Order D 2025 006

DRAFT FOR DISCUSSION : Confidential, protected work product

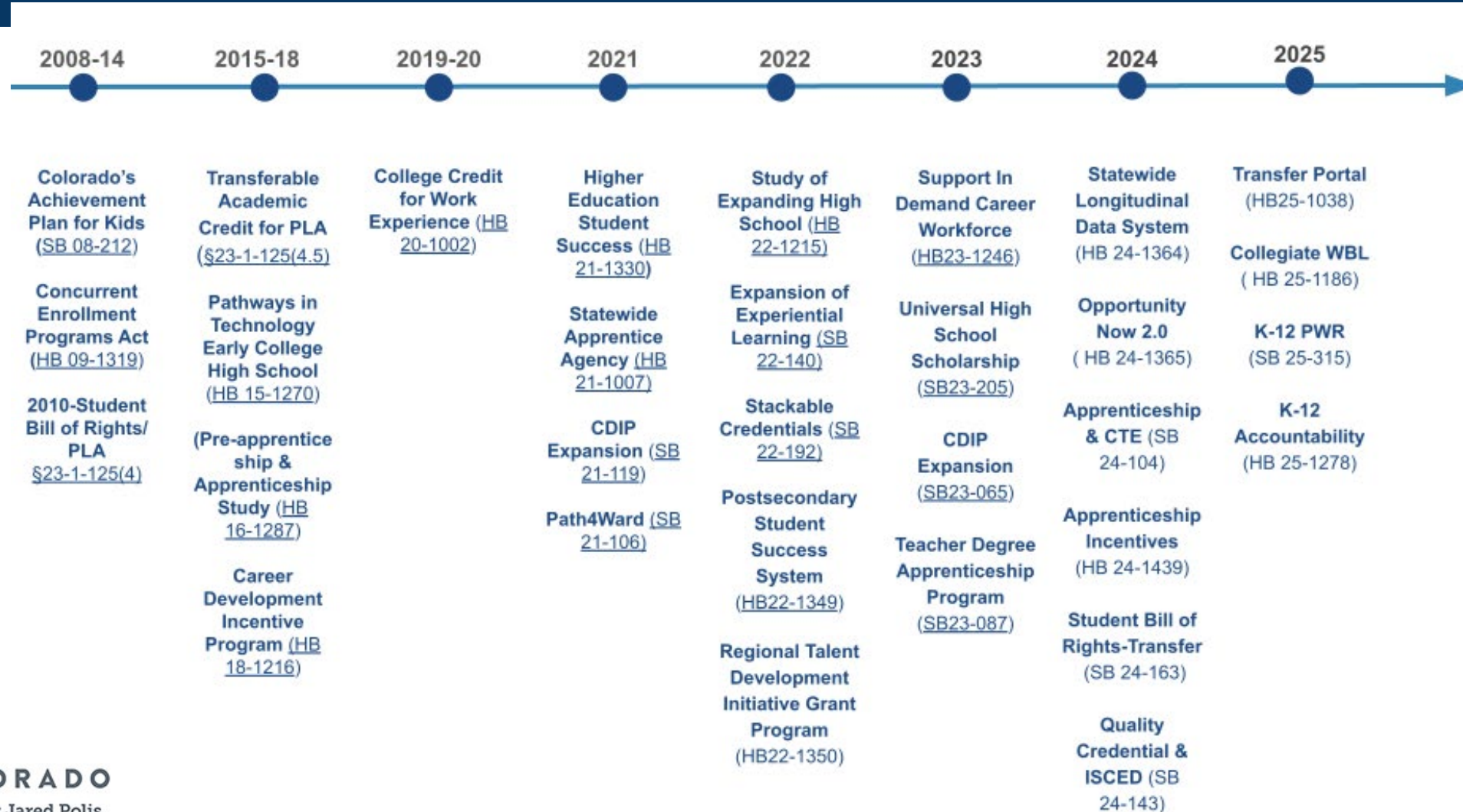
# Agenda

1. History & Context
2. Challenges We're Solving For
3. Executive Order
4. Next Steps

# Why this matters: Colorado's postsecondary system faces multiple pressures demanding change

- **Supply of talent will not meet demand** if we continue business as usual in our postsecondary system
- **AI is transforming jobs at a rapid pace** and a fragmented workforce and education system cannot keep up with the pace of skill change.
- **AI is eliminating entry level positions** so Coloradans will need proven pathways to connect people with careers.
- **Federal disruption requires an agile, efficient postsecondary system** that has clear funding priorities, streamlined service delivery, and consolidated agency functions.
- **Colorado's postsecondary system needs to do more with less state funds** which requires operational excellence and the prioritization of investments in services with proven results.

# Colorado has made significant progress to connect education and work





# 1330 Task Force

## About the Student Success and Workforce Revitalization Task Force ([HB21-1330](#))

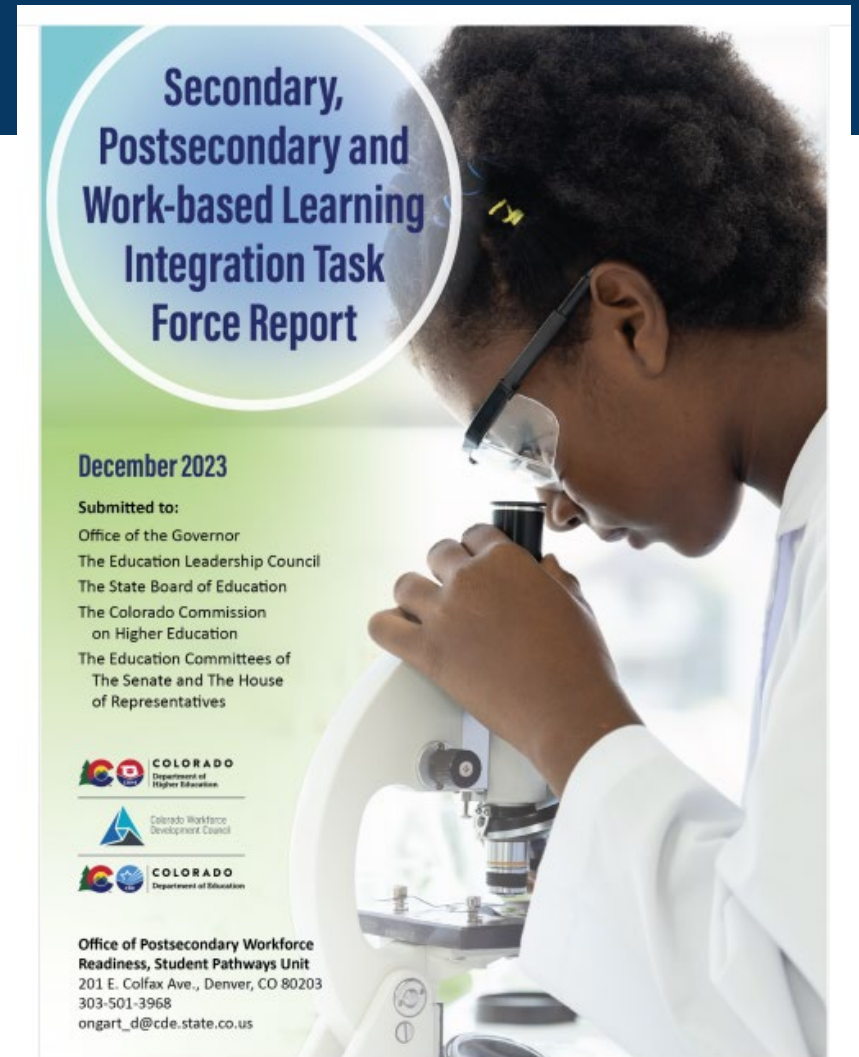
HB 21-1330 charged the Colorado Commission on Higher Education (CCHE) with reimagining the role of postsecondary institutions in a post-pandemic world to build economic resiliency and strengthen the state's workforce. The Task Force's report identified three strategic pillars for higher education and workforce development: building a learner-centered talent ecosystem, advocating for better results from targeted increases in state education investments, and cultivating a flexible and adaptive talent development system. Read more about this work [here](#).



# 1215 Task Force

## About the Secondary, Postsecondary and Work-Based Learning Integration Task Force ([HB22-1215](#))

The Secondary, Postsecondary and Work-based Learning Integration task force, established by the bipartisan House Bill 22-1215, was charged with “develop[ing] and recommend[ing] policies, laws and rules to support the equitable and sustainable expansion and alignment of programs that integrate secondary, postsecondary, and work-based learning opportunities in every region of the state.” The final Task Force Report included thirteen recommendations to modernize K-12 postsecondary and workforce readiness (PWR) programs; to increase the access to and the awareness and value of PWR programs; and models to create more sustainable funding for PWR programs. As a result of this work, the state has begun developing a statewide longitudinal data system ([HB24-1364](#)) and we recently passed legislation to take the state's lengthy portfolio of PWR offerings and prioritize paying for outcomes like students achieving early college credit, an industry recognized credential, or a work-based learning experience ([SB25-315](#)). Read more about this work [here](#).



# 2024-2027 WIOA State Plan

## About the 2024-2027 WIOA State Plan

The [2024-2027](#) Workforce Innovation and Opportunity Act (WIOA) Combined State Plan helps shape the strategic direction of workforce development in the state of Colorado and provides a comprehensive roadmap for driving workforce initiatives. Once drafted, the plans underwent a rigorous review process that began in September 2023, including evaluations from the Council members, the Governor's Office, partner agencies, and a 30-day public comment period. The 2024-2027 state plan was [approved](#) by the U.S. Department of Labor. Colorado's strategic priorities as identified in the plan include improving the affordability of career-connected education and training opportunities; improving the quality of opportunities by sharing the return-on-investment of our initiatives; improving the accessibility of equitable economic opportunities; and improving the connectivity between K-12, higher education, and the workforce.

## Colorado State Plan & Regional/Local Plans

### Our Role in WIOA

The CWDC operates as a neutral collaborator and convener with state and local agencies involved in the workforce system. It is our hope that the practices outlined in the Colorado WIOA State Plan establish and maintain trusting relationships with all partners as we implement WIOA and continue to make Colorado a model for the nation.

### 2024-2027 WIOA State Plan

The 2024-2027 Workforce Innovation and Opportunity Act (WIOA) Combined State Plan has been approved by USDOL signaling the state's commitment to increasing affordability, quality, equity, and access for all Coloradans. Approval is inclusive of the five waivers requested to cover the performance period from July 1, 2024 to June 30, 2028. The four-year plan helps shape the strategic direction of

### Read the State Plan

[Colorado's 2024 - 2028 WIOA State Plan](#) is approved, along with the five requested waivers for performance period July 1, 2024 to June 30, 2028, and went into effect on July 1, 2024.



**Executive Order 2025-006  
directs various CO agencies to  
reimagine the future of the  
postsecondary talent  
development system by  
developing a plan to:**

- Seamlessly integrate postsecondary education, skills attainment, and training strategies
- Future-proof talent development by investigating and scaling strategies to increase adaptability and efficiency
- Improve the ability for learners, employers, community members, and State agencies to navigate the system
- Increase postsecondary credential attainment, particularly for the students who historically have not connected to postsecondary education or training within six years of high school graduation
- Reduce bureaucratic barriers to cross-functional education and training

# A future system must drive performance and deliver on core values



## Alignment

Functions are integrated and/or coordinated to achieve a shared set of postsecondary education, workforce development, and economic development goals. Proven practices are consistent across delivery settings



## Navigability

The system offers multiple, inclusive on-ramps and pathways that accommodate diverse starting points, goals, and timelines all of which are easy to find and understand



## Flexibility

The system is nimble, adaptable, and sustainable – able to proactively anticipate and react to broader economic changes, and state/federal funding priorities



## Accountability

The system has clear roles and responsibilities along with measurable goals. Goals and performance are transparent across the system



## Efficiency

The system uses public resources well, producing a strong return on investment through a well-coordinated portfolio of scaled and cost-effective programs

## Performance

The system meets the needs of all learners (especially those that have been historically underserved), employers, and communities - achieving high satisfaction and strong employment outcomes

It equips both individuals and employers to adapt to changing economic needs, helping learners overcome barriers to mobility and enabling businesses to access talent pipelines



# By December 1st, 2025

- Baseline of postsecondary talent development system and opportunity list to close identified gaps between education and workforce development
- A new system administrative design that builds on work from previous task forces (i.e. initiative HB21-1330)
- Shared strategies and common principles for a unified future system
- Recommendations to ensure suggestions are successful and have high impact, grounded in operational challenges
- Implementation approach to improve administrative coordination
- Recommendations for the General Assembly



# How

- Agency Executive Directors recommended various division directors to help execute the deliverables of the EO and to participate in interagency conversations through a working group.
- Initial 8-week sprint to do early discovery and facilitate the interagency working group
  - Dept of Labor and Employment
  - Dept of Higher Education
  - Dept of Regulatory Agencies
  - Office of Economic Development and International Trade
  - Dept. of Education
  - BEL Commission
  - CWDC
  - Colorado Commission on Higher Education
- We are also engaging key workforce-related Board & Commission chairs in discovery conversations
- Hired a Workforce Systems Coordination Team
- Stakeholder Engagement - 1:1s, group discussions with intermediaries and other partners
- Alignment with related efforts

# Feedback

- What do you believe Colorado's education and workforce system needs to deliver for learners? For business?
- What's working in Colorado's education and workforce system today? What isn't?
- Who should we be talking to?

# Thank you! Questions?

## Contacts:

Workforce Systems Coordination Team

[katherine.keegan@state.co.us](mailto:katherine.keegan@state.co.us), Lead

[anna.deese@state.co.us](mailto:anna.deese@state.co.us), Higher Education

[rachel.snyder@state.co.us](mailto:rachel.snyder@state.co.us), Workforce





# Why this matters: Supply will not meet demand

**Between 2021 and 2031, an average of 355,000 job openings will be created annually in Colorado through new job creation and vacancies due to retirements.**

- 258,000 will be for workers with postsecondary credentials.
- 71,000 will be for those with a high school diploma.
- 25,000 will be for those with less than a high school diploma.

Of all jobs in Colorado, 73 percent will require some postsecondary training beyond high school in 2031.<sup>1</sup>

Each year, approximately **70,000** Coloradans complete a credential beyond a high school diploma.<sup>2</sup>

In-migration previously bridged this gap. In-migration a decade ago averaged to 74,000 people per year and, as of October 2024, has declined to fewer than 27,000.

Over the next five years, there will be 200,000 additional retirements in the state, as the share of Coloradans 55 years and older continues to increase

**Business as usual in our postsecondary system will not meet this demand.**

1. Jeff Strohl, Artem Gulish, and Catherine Morris. The Future of Good Jobs: Projections through 2031. Washington, DC: Georgetown University Center on Education and the Workforce, 2024.

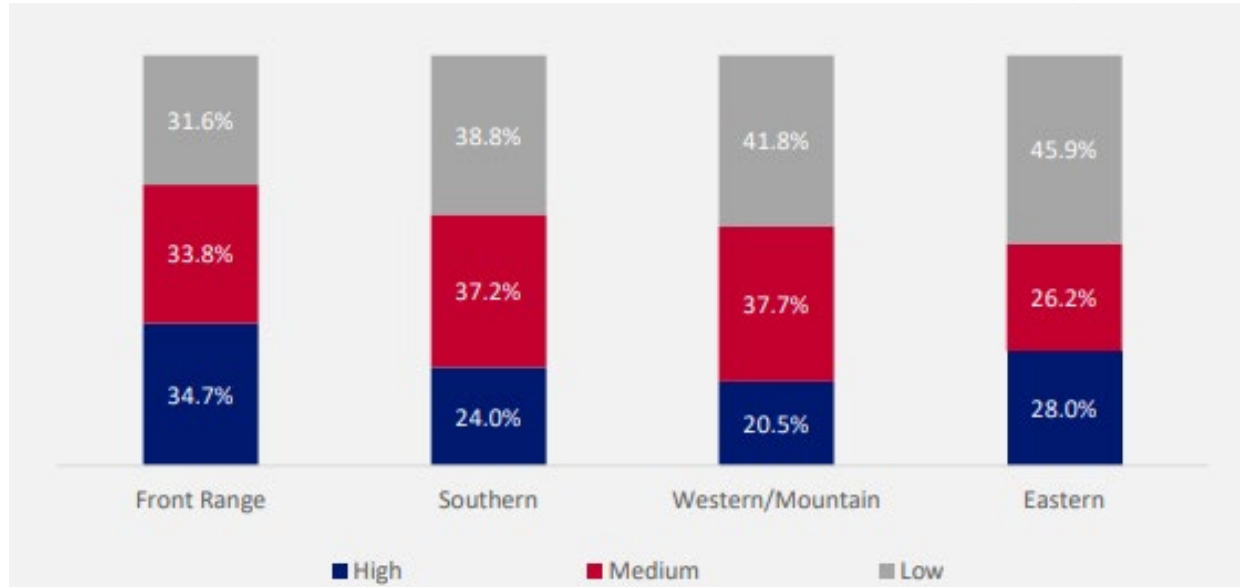
[cew.georgetown.edu/goodjobsprojections2031](https://cew.georgetown.edu/goodjobsprojections2031)

2. <https://cdhe.colorado.gov/completion>

# Why this matters: AI is transforming jobs at a rapid pace, and eliminating entry level positions.

- The average job has seen 32% of its skills change from 2022-2024, with AI driving more disruption than any other trend.<sup>1</sup>
- Technical skills become outdated in less than 5 years, with some technology fields seeing just 2.5 years.<sup>3</sup>
- There are more job postings asking for AI skills outside the tech sector than in the tech sector.<sup>1</sup>
- Postings that mention at least one AI skill advertise salaries 28% higher than those who do not.<sup>1</sup>
- Across Colorado, a majority of jobs have either medium or high rates of automation.<sup>2</sup>
- “White collar” and entry level jobs are more likely to be displaced due to AI adoption.<sup>4</sup>

Colorado Employment Distribution by Region and Automation Classification (2024Q1)<sup>2</sup>



- **A fragmented workforce and education system cannot keep up with the pace of skill change.**
- **As entry level jobs decline, Coloradans need proven pathways to connect people with careers.**

1. Beyond The Buzz: Developing the AI Skills Employers Actually Need. Lightcast, 2025. <https://lightcast.io/resources/research/beyond-the-buzz-developing-the-ai-skills-employers-actually-need>  
2. Colorado 2024: Automation & The World Of Work. BW Research Partnerships, 2024. <https://drive.google.com/file/d/14skFuJnKAX5wSUL3eZ91giaSudkt6ih4/view?usp=sharing>  
3. Matthias Oschinski, Ali Crawford, and Maggie Wu, "AI and the Future of Workforce Training," (Center for Security and Emerging Technology, December 2024), <https://doi.org/10.51593/20240033>  
4. Jim VandeHei and Mike Allen . "Behind the Curtain: A white-collar bloodbath." Axios, May 2025. <https://www.axios.com/2025/05/28/ai-jobs-white-collar-unemployment-anthropoc>



# Why this matters: Federal disruption demands an agile system

## *Federal changes to date include:*

- **Potential new grant structure:** WIOA flexible block grant restructuring
- **New Workforce Pell:** New program with cross sector eligibility requirements
- **Shifting Federal reporting and certification requirements:** Surge in compliance workload from new rules (e.g., SSN collection and verification for services). Constantly evolving compliance rules impose uncertainty about what standards restructured agencies must meet
- **Unpredictable Federal funding:** Fluctuating and diminished federal support due to funding and staffing cuts

**Colorado needs clear funding priorities, streamlined resources, and consolidate intra-agency functions.**

# Why this matters: We need do more with less state funds

- **Complex and Inefficient Funding Mechanisms and Fragmented Programs:** Colorado's siloed education and workforce system make it challenging to deliver quality programs at scale.
- **Data Limitations Hindering Strategic Decision-Making:** Policymakers and learners lack clear data to understand which programs work and which don't.
- **Administrative Workload Impacting Program Delivery:** Fragmented systems and a multitude of funding sources, each with its own requirements, leads to administrative inefficiencies.
- **Inequitable Access to Programs and Limited Support to Navigate the System:** With a fragmented funding and program delivery, access to quality education and training is often limited to individuals and regions with more resources.

**We need to ensure agency operational excellence, and  
prioritize the investments in navigation, programs,  
wraparound supports that has proven results.**

# Taskforce Updates

- Young Adult Outreach/Engagement
- Marketing/Outreach/Engagement
- Data & Labor Market Information

# Young Adult Outreach & Engagement

## Goal:

- Focus on increasing outreach, awareness, and engagement of A/D Works! services among young adults

## Current Objectives/Updates:

- Explore the role and duties of a youth ambassador to support outreach and spread awareness
  - Edited [ambassador guide/handbook](#)
- Gather feedback from the Marketing Taskforce on the handbook prior to finalizing

**Completion Timeline:** Finalize ambassador description and Marketing Taskforce review by October 2025

**Next Meeting:** September 4, 2025, from 1pm-2pm, virtual

# Marketing/Outreach/Engagement

## Goal:

- Focus on increasing job seeker and business engagement with A/D Works! services through marketing and outreach

## Current Objectives/Updates:

- Social media content planning session held to identify key audiences
- Increase board member engagement

Social Media  
Toolkit



**Completion Timeline:** Ongoing

**Next Meeting:** September 4, 2025, from 10am-11am, virtual

# Data & Labor Market Information

## Goal:

- New taskforce aimed at shaping data products and labor market information to best meet the needs of businesses and community partners

## Current Objectives/Updates:

- Expand audience and reach through social media posts, specifically focusing on tagging/hashtags and relevant content
- Increase in LMI/data post engagement and interactions on LinkedIn since the taskforce formation
- Connect with Sydney Golditch at [Sgolditch@arapahogov.com](mailto:Sgolditch@arapahogov.com) if interested in supporting the taskforce

**Completion Timeline:** Ongoing

**Next Meeting:** September 26, 2025, from 8:30am-9:30am, virtual



# Director's Report

# Informational Items

- ADWDB-05-2025 - Priority of Service for Veterans and Eligible Spouses

# Upcoming Events

## Talent Development System Program Activities

A/D Works! Presents Talent and Trends: Navigating Workforce Growth

August 13, 2025: 5:00 p.m. – 6:30 p.m.

In-Person Event

<https://rebrand.ly/ivp4m05>

Discovering Arapahoe/Douglas Works! Business Services

August 20, 2025: 12:00 p.m. – 1:00 p.m.

Virtual Event

Email Sarah Pompeii at [spompeii@arapahoegov.com](mailto:spompeii@arapahoegov.com) to RSVP.

ADWDB Data & Labor Market Information Task Force Meeting

August 26, 2025: 8:30 a.m. – 9:30 a.m.

Virtual Event

Email Sydney Golditch at [SGolditch@arapahoegov.com](mailto:SGolditch@arapahoegov.com) to RSVP.

Apprenticeship Colorado hosts bi-weekly orientations for potential Sponsors interested in learning more about registering a Registered Apprenticeship Program (RAP) in Colorado. Orientations occur on the

- first Tuesday of the month at 3:00 p.m. - <https://rebrand.ly/ke9u92e>
- third Tuesday of the month at 9:00 a.m. - <https://rebrand.ly/6qdpkqh>

## Community Events

South Metro Denver Chamber's 2025 Annual Women in Business Conference

August 21, 2025: 9:00 a.m. – 4:00 p.m.

In-Person Event

<https://rebrand.ly/cghejph>

Arapahoe County's CommUNITY Partners Power Hour  
Held from 3:30 p.m. – 4:30 p.m. on the 4th Tuesday of every other month.

Upcoming Meeting Dates: June 24th, August 26th, October 28th

Virtual Event

Join the Microsoft Teams meeting  
(<https://rebrand.ly/cw8ygng>) at the designated time.

CWDC has Community of Practice meetings to engage individuals involved in sector strategies throughout the state to come together to learn about new opportunities and insights, address collective challenges, and share promising practices. For upcoming meetings, check the CWDC Public Events Calendar,

<https://cwdc.colorado.gov/news-events/calendar>

# Next Meeting

## October 2, 2025

Social Media  
Toolkit



Record Member  
Activities

