

# Health First Colorado Office of Community Living Supported Employment Services Data Report: 2021 Baseline Data

## **January 2022**

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## **Executive Summary**

Since the passing of SB16-077 "[Employment First for Persons with Disabilities](#)" in 2016, Colorado has worked continuously to fulfill its mandate to be an Employment First State. This legislation established the Employment First Advisory Partnership (EFAP), consisting of representatives from multiple Colorado State Departments, Service Provider Agencies, and other Supported Employment Stakeholders including people with disabilities, families, support networks, and advocates. An initial achievement of EFAP was the Employment First recommendations made to the Colorado State legislature, which went on to become the basis of SB18-145, "[Implement EFAP Recommendations](#)". Additionally, June 2021 brought the passage of SB21-039, "[Elimination of Subminimum Wage Employment](#)".

This data report responds to the mandates in SB18-145 and SB21-039 for the Department of Health Care Policy & Financing (the Department) to provide data annually around Supported Employment and progress towards the elimination of subminimum wages for waiver members supported by the Home and Community Based Services Developmental Disability (HCBS-DD) and Supported Living Services (HCBS-SLS) Waivers. The data included in this report was gathered through an internal data request and external data collection including an inaugural point-in-time survey. The design and implementation of the point-in-time survey is described within the report and could not have occurred without assistance and support from the HCPF data committee and service providers, including the 11 service providers that participated in survey development.

The legislation calls for much of this data to be described at a county level. To ensure waiver member privacy, the Department categorized data by the five sub-regions as defined by [The Colorado State Demography Office](#). These regions are as follows: Central Mountains, Eastern Plains, Front Range, San Luis Valley, and Western Slope.

It may be difficult to draw broad conclusions about the state of Supported Employment from this single set of data, thus, this report is best utilized as a baseline for comparison against future data to measure progress and identify areas of need in Colorado.

The 2021 data showed that waiver members who were employed worked 13.25 hours per week on average and were paid an average of \$12.59 per hour. By region, waiver members worked in the range of 8-14 hours per week across the state and earned an average wage range of \$12.33 - \$12.72 dollars per hour.

From Department data we know that 11,437 waiver members were enrolled in the HCBS-SLS and HCBS-DD waivers and therefore eligible for Supported Employment services. Of these, 1,742 waiver members, or roughly 15%, utilized Supported

Employment services. In other words, and likely related to multiple reasons, 85% of waiver members were more than likely unemployed at that time.

The Department claims data for waiver members enrolled in non-work-related services showed 3,081 individuals utilized Specialized Habilitation, 5,650 individuals utilized Supported Community Connections, and 191 individuals utilized Pre-Vocational services. The average hours served in all three non-work-related day services was 7.5 hours a week. Of note, having a job and utilization of non-work-related services are not mutually exclusive; there are waiver members who utilize the non-work services listed above and are also employed.

The initial data request from the nine employers paying waiver members subminimum wage showed 195 waiver members are receiving subminimum wages. These 195 include waiver members that utilize Pre-Vocational or Group Supported Employment services. These waiver members worked an average of 13 hours per week and received an average of \$4.33 per hour.

The Department would like to acknowledge the HCPF Data Committee including representation from Alliance of Colorado, Division of Vocational Rehabilitation, Developmental Disabilities Council, Office of Employment First, and Continuum of Colorado. This committee worked to ensure the process for data collection was accessible from the start of the point-in-time survey design through the training and implementation of the data collection. The Department would also like to acknowledge all the service providers who tested and responded to the survey while addressing the many factors due to the COVID19 pandemic in these difficult times.

## Introduction

Colorado became an Employment First state with the passing of Senate Bill 16-077, "[Employment First for Persons with Disabilities](#)" in June 2016. Employment First is a framework centered on the premise that all people, including those with disabilities, are capable of full participation in employment and community life, and that community-based employment at or above minimum wage is the preferred outcome for anyone utilizing a public benefit (*Employment First | U.S. Department of Labor*, n.d.).

SB16-077 also directed the formation of a partnership between Supported Employment Stakeholders and multiple Colorado State Departments called the Employment First Advisory Partnership (EFAP). The initial goal of EFAP was to develop a set of recommendations whose implementation would lead to systems changes within Colorado that would better support Employment First initiatives. The EFAP finalized their recommendations in a report title "[Expanding Employment Outcomes for Coloradans with Disabilities](#)" which was submitted to the Colorado General Assembly in November 2017 (EFAP, 2017). Those recommendations went on to become the basis of SB18-145.

This data report is the result of an EFAP recommendation included in SB18-145 to mandate annual reporting on Supported Employment data by the Colorado Department of Healthcare Policy & Financing (the Department). Included in the report is data for waiver members supported by the Home and Community Based Services Development Disabilities ([HCBS-DD](#)) and Supported Living Services ([HCBS-SLS](#)) Waivers. Data was collected internally through Medicaid claims data and externally including an inaugural point-in-time survey. The point-in-time survey was developed with assistance and close coordination from the HCPF data committee and Service Providers who graciously volunteered their time during survey development.

## 2021 Supported Employment Survey Design

### Point-In-Time Survey Design

To fulfill the data request in SB18-145, the Department first attempted to gather Supported Employment data by requiring Case Managers to enter information about waiver member's employment into the Business Utilization Service (BUS) Database during service planning process meetings. This method proved unsatisfactory as the data could only be collected sporadically and therefore could not provide an adequate reflection of Supported Employment at any given time. To determine a better approach to data collection, the HCPF data committee was formed.

The HCPF data committee met regularly in 2021 with representatives from Alliance of Colorado, Continuum of Colorado, the Developmental Disabilities Council, Division of Vocational Rehabilitation (DVR), the Colorado Office of Employment First (COEF), and

the Department. The goal of this committee was to support the Department in identifying and developing a method to gather baseline data for waiver members as it relates to their employment in Competitive Integrated Employment (CIE) settings. The ultimate recommendation from the HCPF data committee was to conduct a Supported Employment point-in-time survey.

It was determined that the point-in-time survey would collect data from a single day for waiver members who received Supported Employment services through the HCBS-SLS and HCBS-DD waivers. Prior to distributing the survey statewide, a draft was distributed to 11 volunteer Service Provider agencies. This group offered valuable feedback and the data committee was able to incorporate suggestions into the final survey form.

June 30 2021, was selected as the date for the point-in-time survey. To streamline the process for Service Providers, the Department pre-populate the first half of each Service Provider's unique survey with waiver member and service utilization information for every waiver member they provide Supported Employment services to. Employment data was to be entered by Service Providers into the second half of the survey for all waiver members who had a job on the date selected for the survey.

The following were the components of the point-in-time survey form:

**Pre-populated information provided by the Department:**

- Program Approved Service Agency
- Waiver Member First and Last name
- Waiver Member Identification Number
- Waiver Member's Case Management Agency
- Member's Waiver, HCBS SLS or HCBS DD
- Number of hours billed for Group Job Development
- Number of hours billed for Group Job Coaching
- Number of hours billed for Individual Job Development
- Number of hours billed for Individual Job Coaching

**Employment Data Completed by Service Providers:**

- Name of the Employer or Business
- The Member's Job Title
- Approximately how many hours worked per week
- Hourly wage
- Employment setting (see definition of CIE for reference). Use dropdown box to choose from:
  - CIE
  - Non-CIE
  - Not sure
- Has DVR been a part of this employment outcome? Use dropdown box to choose from:

- Yes
  - No
  - Unsure
- Does this person have a second job that is CIE? Use dropdown box to choose from
  - Yes
  - No

### Point-In-Time Survey Distribution

To encourage a high response rate, the HCPF data committee recorded a short training for service providers describing the survey purpose and directions for completion. The Department also identified a manager or supervisor at each agency who the Department believed would have access to the requested data and be successful in completing the survey form. The survey was distributed via encrypted email with the training and reference documents included, see appendix table 1. Initially, the goal was to have surveys returned by the end of August, but following multiple provider requests, the Department granted an extension to the end of October. Of the 99 Service Providers identified in an internal data request as having billed for Supported Employment in the requested range, 94 were emailed the survey form. Five service provider agencies were ultimately not included in survey distribution as the Department was unable to identify a secure contact for them. The Department followed up to offer technical assistance and encourage survey completion through email, phone, and video calls through the end of October. Medicaid Claims data was used to report the remaining data required under SB18-145.

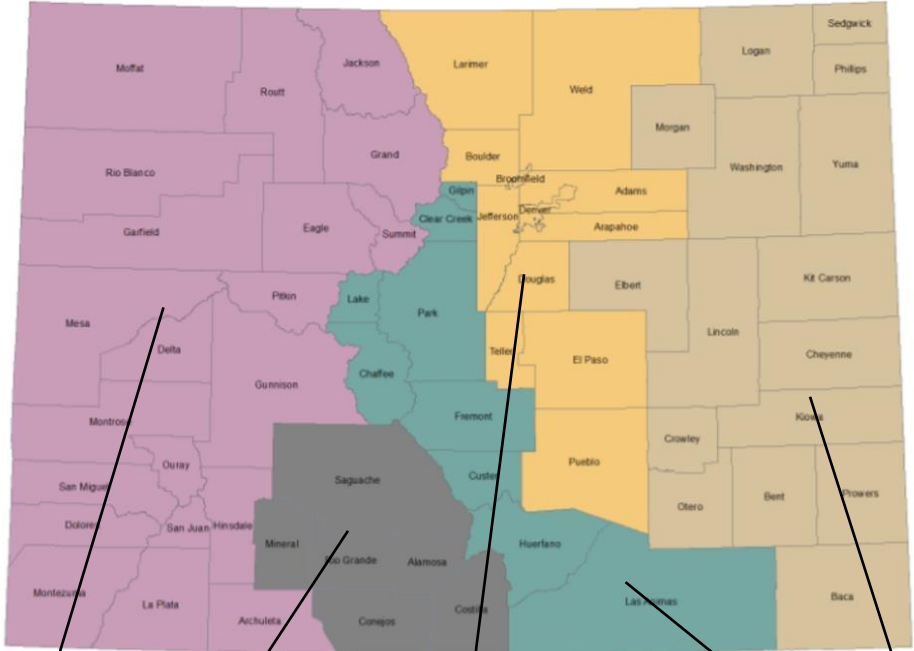
### Data Collection for SB21-039

Additionally, with the passing of SB 21-039, "The Elimination of Subminimum Wage Employment", the Department was also requested to collect data regarding waiver members who are paid a subminimum wage (SMW) for their work. Some employers hold what is known as a 14(c) certificate which are issued under section 14(c) of the Fair Labor Standards Act and authorize employers to pay subminimum wages to workers with disabilities that impair their productivity for the work they perform on the job. As of June 30, 2021, the Department was aware of nine employers in Colorado that continue to hold a 14(c) certificate which allows them to pay subminimum wages. The legislation mandated employers report to the Department the total number of employees receiving SMW, the average hours worked per week, and the average hourly wage for each employee receiving SMW starting in June 2021. This data will be reported annually until those employers phase out SMW which they must do by 2025. The form completed by these nine employers can be seen in Figure 1 below.





**Colorado's Five Regions as Designated by the  
State Demography Office**



**Regions:** Western Slope San Luis Valley Front Range Central Mountains Eastern Plains

*Figure 2*

Reporting Data by Employment Sector

This year's survey did not specifically ask for employment sector, and rather than making our best assumptions of the correct sector, the Department made the decision to share a list of businesses and job titles from completed surveys for this initial report in the appendix tables 2 and 3 found on pages 22-27. In future iterations of the survey, we plan to work closely with the Department of Labor and Employment to ensure Sector is reported on and the survey can facilitate categorizing employers and/or job titles accurately into employment sectors.

## Results

The Department began to analyze data from the completed surveys in November 2021. Of the 99 Service Providers identified as having billed for Supported Employment in the requested timeframe, 94 were sent the final pre-populated survey in an encrypted email. Survey response from Service Providers proved to be robust:

### Point-In-Time Survey Results

- 62 of 94 surveys returned completed (66%)
- 1,644 of 1,836 pre-populated waiver members (90%)
- Majority of surveys not returned from Service Providers serving 10 or fewer Waiver Members
- 90 additional Waiver Members added to survey forms by Service Providers

Two primary data points the Department looked at were average hours worked per week and average wage paid per hour to waiver members who were receiving Supported Employment services, through a Medicaid Waiver, in Colorado at the time of survey. Table 1 displays these data points for Colorado at large and shows that Waiver Members worked 13.25 hours per week on average and were paid an average of \$12.59 per hour. Table 2 shows average hours worked and wages by region, with a range 8-14 hours per week across the state and an average wage range of \$12.33 - \$12.72 dollars per hour.

<b>Statewide</b>	
Average Hours Worked Per Week	Average Wage Per Hour
13.25 hours	\$12.59

Table 1

### **Average Hours Per Week and Wages Per Hour by Region**

	Hours per Week	Wage per Hour
Front Range	14 hours	\$12.63
Central Mountains	12 hours	\$12.65
Eastern Plains	12 hours	\$12.72
San Luis Valley	8 hours	\$12.33
Western Slope	9 hours	\$12.46

Table 2

### SB18-145 Medicaid Claims Data Results

Tables 5-8 show the results of data from April 2021 Medicaid claims data and fulfill the data request required within SB18-145. This timeframe was chosen to align with the internal data request for the Supported Employment Survey. This data set is not able to report on average hours worked or average wages per hour. Table 3 shows the total number of waiver members who are eligible for Supported Employment services, and which HCBS Waiver those members are enrolled in. Table 4 provides a breakdown of waiver members by type of Supported Employment services they are receiving. Non-work-related day services are described in Table 5 and include type of service, total waiver members served, and average hours per week. Finally, Table 6 shows average hours served per week in non-work-related day services by region.

As can be noted between Table 3 and Table 4, of the 11,437 individuals who were eligible and identified for Supported Employment services, the Department’s Claims data showed that 1,742 waiver members utilized these services, or roughly 15% of the total. In Table 5 non-work-related day services data shows that 3,081 waiver members utilized Specialized Habilitation, or roughly 27% of the total.

**Total Waiver Members**

Eligible for Supported Employment Services	11,437
Enrolled in SLS Waiver	6,979
Enrolled in DD Waiver	4,485

Table 3

**Total Waiver Members Utilizing Supported Employment Services**

Group Job Coaching	646
Group Job Development	37
Group - Both	15
Individual Job Coaching	1138
Individual Job Development	153
Individual- Both	28

Table 4

**Non-Work-Related Day Services**

	Total Waiver Members	Average Hours Served Per Week
Specialized Habilitation	3,081	8.8 Hours
Supported Community Connections	5,650	6 Hours
Pre-Vocational	191	7.5 Hours

Table 5

<b>Average Hours Served Per Week by Region</b>			
	Specialized Habilitation	Supported Community Connections	Pre-Vocational
Front Range	9 hours	10 hours	6 hours
Central Mountains	6 hours	4 hours	
Eastern Plains	16 hours	4 hours	
San Luis Valley	14 hours	6 hours	
Western Slope	12 hours	6 hours	9 hours

Table 6

**SB21-039 Data Results**

The first set of data for SB21-039 was provided by the nine employers who held 14(c) certificates in June of 2021. The results can be found in Table 7.

<b>2021 Subminimum Wage Data</b>	
Employers	9
Waiver Members Paid SWM	195 Individuals
Average Hours	13 Hours per Week
Average Wage	\$4.33 Per Hour

Table 7

**Limitations**

The inaugural Supported Employment point-in-time survey proved to have some limitations, many of which are likely related to COVID-19 and/or the newness of the survey. The ongoing COVID-19 pandemic has continued to demonstrate significant impacts on waiver members and service providers when it comes to utilizing Supported Employment services. Regarding the point-in-time survey, the pandemic added complexity to service provider ability to answer simply whether some waiver members were considered “employed”; for example, those on furlough at the time of the survey. Finally, the data from this year’s point-in-time should be viewed within the context of the pandemic. This survey year may prove with time to be more of an outlier, though we are hopeful that as additional surveys are conducted there will be more balance and ability to compare data between years.

From a survey design standpoint, limitations were identified once data analysis began and will be utilized to improve design and data collection for next year. To improve survey design, there are internal suggestions to simplify the pre-populated section, increase specificity and clarity in survey questions, and implement steps that aid in reducing unintentional errors and blank data points. The point-in-time survey will also benefit from increased education to providers around the criteria a job must have to meet the definition of Competitive Integrated Employment (CIE). In addition, increased technical assistance to address questions and data entry errors providers report, to ensure providers feel confident about completing the survey.

### **Conclusion**

Through multiple legislative efforts, Colorado is committed to and making continued steps to implement Employment First policies and practices throughout the state. The data in this report is a useful baseline that Colorado can utilize to measure progress towards improving employment outcomes for waiver members. We expect the data will only become richer with additional surveys being completed. While the COVID-19 pandemic has created continued difficulties for waiver members who want to seek employment and the service providers who wish to support them, the Department is hopeful that through the robust relationships between stakeholders engaged in Employment First we will continue improve the Supported Employment system and better employment outcomes for waiver members.

### **Acknowledgements**

The Department would like to acknowledge the HCPF Data Committee that includes representation from: Alliance of Colorado, Colorado Division of Vocational Rehabilitation, Colorado Developmental Disabilities Council Colorado, Colorado Office of Employment First, and Continuum of Colorado. This committee worked to ensure the process for data collection was accessible from the start of the point-in-time survey design through the training and implementation of the data collection. An important part of the committee contribution was the recruitment of service providers to assist in testing the survey. The Department would like to acknowledge the eleven service provider agencies who provided crucial feedback before the survey was sent statewide. The Department would like to acknowledge all the service providers who responded to the survey while addressing the many factors due to the COVID-19 pandemic.

## **Glossary**

### **Competitive Integrated Employment (CIE)**

The Workforce Innovation and Opportunity Act (WIOA) defines competitive integrated employment as work that is performed on a full-time or part-time basis for which an individual is: (a) compensated at or above minimum wage and comparable to the customary rate paid by the employer to employees without disabilities performing similar duties and with similar training and experience; (b) receiving the same level of benefits provided to other employees without disabilities in similar positions; (c) at a location where the employee interacts with other individuals without disabilities; and (d) presented opportunities for advancement similar to other employees without disabilities in similar positions.

### **Day Habilitation**

Day Habilitation is a category of waiver benefits that include assistance with the acquisition, retention or improvement of self-help, socialization and adaptive skills that take place in a nonresidential setting, separate from the member's private residence or other residential living arrangement, except when services are necessary in the residence due to medical or safety needs. The benefits under this category are Specialized Habilitation and Supported Community Connections.

### **Employed**

Employed means the engagement of activities and services being done as part of a job or occupation that leads to the payment of wages.

### **Home and Community Based Services (HCBS) Waiver**

Section 1915(c) of the Social Security Act permits a state to waive certain Medicaid requirements in order to furnish an array of home and community-based services that promote community living for Medicaid beneficiaries and, thereby, avoid institutionalization. Waiver services complement and/or supplement the services that are available through the Medicaid State plan and other federal, state and local public programs as well as the supports that families and communities provide to individuals.

### **Home and Community Based Services Developmental Disabilities (HCBS-DD) waiver**

The Home and Community-Based Services Waiver for Persons with Developmental Disabilities (DD) provides access to 24-hour, seven days a week supervision through Residential Habilitation and Day Habilitation Services and Supports. Living arrangements can range from host homes settings with 1-3 persons, individualized settings of 1-3 persons, and group settings of 4-8 persons, as well as residential supports for participants who live in their own home or who live with and/or are provided services by members of their family.

## **Home and Community Based Services Supported Living Services (HCBS-SLS) waiver**

The HCBS-SLS waiver provides necessary services and supports for individuals with intellectual or developmental disabilities so they can remain in their home and communities. The HCBS-SLS waiver promotes individual choice and decision-making through the individualized planning process and the tailoring of services and supports to address prioritized, unmet needs. In addition, this waiver is designed to supplement existing natural supports and traditional community resources with targeted and cost-effective services and supports.

### **Non-Employed**

Non-Employed means someone who does not engage in activities or an occupation as part of a job for wages.

### **Pre-Vocational**

Pre-Vocational Services help members learn work habits and skills to help them get paid work or unpaid community work within 5 years. Examples of good work habits and skills include following directions, good attendance, completing tasks, solving problems and being safe. When compensated, waiver members are paid less than 50% of minimum wage.

### **Subminimum wage**

Subminimum wage is covered in Section 14(c) of the United States Fair Labor Standards act. It authorizes employers, after receiving authorization from the Federal Wage and Hour Division of the United States Department of Labor, to pay wages at less than the federal minimum wage to workers who have disabilities for the work being performed. Each State can ban this practice in their state.

### **Supported Employment**

Supported Employment is a category of waiver Supports and Services that include intensive, ongoing supports that enable a waiver member, for whom competitive employment at or above the minimum wage is unlikely absent the provision of supports, and who because of the waiver member's disabilities need support to perform in a regular work setting. The included benefits can be billed both individually and in group, and are:

- Job Development
- Job Coaching
- Job Placement

### **Supported Community Connections**

Supported Community Connections are services provided to support the abilities and skills necessary to enable the waiver member to access typical activities and functions of community life, such as those chosen by the general population, including community education or training, retirement and volunteer activities. Supported

community connections services provide a wide variety of opportunities to facilitate and build relationships and natural supports in the community while utilizing the community as a learning environment to provide services and supports as identified in a waiver member's service plan. These services are conducted in a variety of settings in which the waiver member interacts with persons without disabilities other than those individuals who are providing services to the waiver member.



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## Appendix

Table 8: Point-In-Time Survey

Point-In-Time Survey Responses by Agency	
Total Surveys Distributed	94
Total Surveys Completed	62
Response Rate	66%

Self-Reporting of Employment as Competitive Integrated Employment (CIE)	
CIE	69%
Not CIE	28%
Unsure	3%

Self-Reported DVR Involvement in Employment Outcomes	
Yes to DVR Involvement	39%
No to DVR Involvement	39%
Unsure	21%

Self-Reported Waiver Member with Second Job	4%
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Table 9: List of Businesses

Point In Time Survey Employers			
21st Century	Crestone Mercantile	JCPenney's	Prologis
ABM	Crumbl Cookie	JD's Baitshop	Prospect @ DIA
Ace Hardware	Culvers	Jefferson Farms	Qdoba Restaurant
Advance Auto Parts	Custom Print shop	Jersey Mikes Subs	Red Lobster
Allied Universal	D-11 School District	Job Search	Red Robin
Alpine Lumber	DIA	Jorgensens	Regal Cinema
Amazon	Denver Public Schools	Josephs Hardware	Region 9 SW De
AMC movie theatre	Denver Zoo	K-2 Metro Homes	Rifle Library
American Solutions for Businesses	Department of Transportation	Kit Carson County	Rio Grande
Aramark	Devonshire Acres	Knead the Bakery	Rise School
Arby's	Dicks Sporting Goods	Kohls	RM Pathfinders
Arc Thrift	Dinosaur Ridge	Kokopelli Beer Company	Rocky Mtn. Apparel
Argus	Dogtopia	Landscaping	Rollens
Art on 8th	Dollar Tree	Laporte Hardware	Ross Dress for Less
Aspen Grove Vet Clinic	Domino's Pizza	Lemay Avenue Health	Ross Montessori School
Atlantis Community	Door Dash	Levi's	Rudy's Texas Bar-B-Q
Atlas Real Estate	Douglas County School District	Life Time Fitness	RV World
Avon	Dunkin Donuts	Lifebridge Church	Safeway
B.I. Inc	Durango Rec Center	Little Caesars	Saint Vrain Valley School District
Baroz Autobody	Earls Loveland Floral	Little Man's Ice Cream	Sam's Club
Bass Pro Shop	Einstein's Bagels	Littleton Hospital	Santiago's
Baymont	Elite Brands of Colorado	Logan County Sale Barn	Sanyork Fair Trade
Bedford Furniture	Elizabeth Dean Clothing	Longmont Florist	Scoop it up

Best Buy	Elizabeth Park and Recs	Lowes	Shacht Spindle
Best Western	Embassy Suites	Lucky's Market	Sky Ranch
Big 5	Epicurean Catering	Mackenzie's Place	Sky Ute Casino
Big Lot's	Ernie's	Macys	Smashburger
Big R Stores	Express shredding Solutions	Marriott	Smith Street LLC
BK Custom Construction	Fair Farms	Marshalls	Sodexo
Bloomin Promotions	Family Dollar	Metro Express Car Wash	Speedy Sparkle Car wash
Bones de Jour	Family Sports Center	Michaels	Sports Monster
Boulder Country Club	FED EX	Mici's Italian	Sprouts
Boys and Girls Club	Firehouse Subs	Miliken Animal Clinic	St. John's School
Brand Spankin' Used	Florida Mesa Elementary School	Mini Blessings	Staples
Brookdale	Flying Horse Steak House	Mod Pizza	Staybridge Suites
Broomfield Library	Ford Dealership	Morning Star	Subway
Burger King	Forney Industries	Morris Middle School	Sunny Vista Living Center
Burlington Coat Factory	Fort Collins Police Department	Mountain Man	Sunrise Living of Boulder
Buttonrock Bakery	Gems Cleaning	Mtn State Toyota	Swedish Hospital
Camp Bow Wow	Glenwood Medical Associates	Nature's Oasis	Taco Bell
Carmody Rec Center	Global Down Syndrome	New Horizon's	Target
Casey's Car Wash	Golden Corral	New Mercer Commons	Texas Roadhouse
Center at Rock Creek	Good Times	Next Door Eatery	The Donut Shop
Center Housing Authority	Goodwill	Niwot Market	The Micratel Inn
Central Rec Center	Great Wolf	Non-Profit Management	The Post
Cheddars Scratch Kitchen	Great Wolf Lodge	Office Max	The Shining Beautiful Series
Cherry Creek Country Club	Habitat for Humanity	Old Navy	The Summit Thornton

Chick Fil A	Habitat Restore	Olive Garden	The Villas at the Atrium
Children's Hospital	Hampton Inn	Oscar Blues	TJ Maxx
Chili's	Heritage Pet	Panera Bread	Torchy's
Cinemark	High Country Beverage	Papa Johns	Tractor Supply
City Market	Hilton Garden Inn	Peaks Care Center	Trader Joes
City of Fort Collins - Parks	Hobby Lobby	Peal Street Health Center	Two Sisters
Clarks Market	Holiday Inn Express	Pet Pantry	Waive The Grain
CO Pro Gym	Home Depot	Petco	Walmart
Columbine Health Systems, Inc	Hotel Colorado	Phil Long Toyota	Walgreens
Community Link	Hotel Elegante	Phillips 66	West Denver Veterinary Hospital
Cosmo-prof	Howard Disposal	Pinnacle Charter School	West Lake Care Community
County Clerks Office	Hugo School	Pizza Hut	Western Slope Liquor
Courtyard by Marriott Cherry Creek	IHOP	Planet Fitness	Whole Foods
Cracker Barrell	JCJ National Security	Pomeranze Reality	Yaye Organics
			YMCA

Table 10: List of Job Titles

Point-In-Time Job Titles			
Administrative	Event Staff	Food Bank Associate	Production Assistant
Ambassador	Event Staff	Food prep	Production Worker
Assembly	Horse Rescue Staff	Food Prep/Server	Program Aide
Assistant Baker	Hostess	Food Service Worker	QA Specialist
Assistant Barista	Housekeep. Assistant	Freight Associate	Receiving
Associate	Housekeeping Technician	Fries/Lobby	Receptionist
attendant	Houseman	Front Desk	Records Technician
Backroom Associate	Houseman/Banquet	Front Desk Receptionist	Recycler
Bagger	HR Specialist	Online Advisor	Recycling Specialist
Balcony Sweep	Ice Bagger	Front End Attendant	Recycling Technician
Books/Production	Independent Contractor	Front End Lead	Register Attendant/Order Taker
Box Folder	Inventory specialist	Front End/Electronics Associate	Rental Car Washer
Brand Associate	Item Processor	Fry cook	Representative
Busser	Janitor	Fryer	Residential Assistant/Housekeeper
Cable Stripper	Janitor/Maintenance	Fuel Station Attendant	Restaurant staff
Cafeteria Attendant	Janitor/Stocker	Garden Center Associate	Retail Assistant
Camp Counselor	Janitorial Services/greeter	Garden Team Member	Sales Associate
Car Detailer	janitorial worker	General Merchandise Associate	Sandwich Artist
Car wash attendant	Jewelry Attendant	Green House Worker	Seamstress
Card Production	Jr Staff	Greeter	Security Guard

Care Giver	Kitchen Assistant	Greeter/ Cart cleaner	Server
Cart Attendant	Kitchen Associate	Grounds Crew	Server/Busser
Cart Handler	Kitchen Crew	Groundskeeper	Sewing
Cashier	Kitchen helper	Handyman Associate	Shop Assistant
Certified Nursing Assistant	Kitchen staff	Maintenance Associate	Shop Maintenance
Checker	Kitchen Team Member	Maintenance Worker	Silverware Roller
Cleaner/Sales	Kitchen/Dining Assistant	Maintenance/Shredding	Sorter
Cleaning Assistant	knitter	Materials Handler	Sorting Associate
Cleaning Crew	Laundry Aid	Medical Records Assistant	Staff Member
Cleaning Technician	Laundry Assistant	Member Associate	Stock Clerk
Clerical	Laundry attendant	Member Frontline Cashier	Stocker
Clerk	Lawn and Garden Associate	Member Services/Clothing	Stocker/ Floor Cleaner
Clothing Assistant	Lifeguard	Merchandise Associate	Stocker/Processor
Clothing Sorter	Line Cook	Nutrition Aide	Stocker/sales
Computer Disassembler	Line Worker	Nutrition Services	Stocker/Truck Unload
Concession Worker	Loader/Cart Attendant	Office Administrator	Stocker/Warehouse
Consultant	Lobby Attendant	Office Assistant	Stocking associate
Cook	Lobby Janitorial	Office Maintenance	Stocking Crew
Courtesy Clerk	Lost Prevention Specialist	Office Support	Stockroom Attendant
Craft Artist	Lot Associate	Operations Officer	Store Associate
Dishwasher	Lot Attendant	Operations Team Member	Style Team Member
Community Outreach	Lumber Yard Worker	Overnight Stocker	Supply Tech
Custodial Technician	Lunch Worker	Owner, CEO	Support Staff
Custodian	Mail Attendant	Package Handler	Teacher Assistant
Customer Service	Mail Room Attendant	Packaging	Team associate

Day Porter	Mail Runner	Packaging Assistant	Team member
Delivery Assistant	Maintenance	Packer	Team Member Receiving
Delivery driver	Facilities Assistant	Packer/Baker	Textile Hanger/Tagger
Dietary Aid	Factory Trainee	Paraprofessional	Usher
Dining Facility Attendant	Farm Hand	Park Maintenance	Veterinary Technician Assistant
Dining Room Assistant	File Clerk	Parks Worker 1	Warehouse Associate
Dishwasher	Fitting Room Associate	Parks/Office Janitor	Warehouse Technician
Document Shredder	Float	Scorekeeper	Weaver
Dog Bather	Floor & Lot Associate	Podcaster/Jewelry Designer	Window Washer
Dog Walker	Floor Associate	Potter's Assistant	Wine Glasses & Silverware
Donation Attendant	Floral Clerk	Prep Cook	Woodley's Cleaning Associate
DR Attendant	Floral Designer	Prep Crew	Yard Maintenance Crew Member
E-commerce associate	Food and Grocery Associate	Prep worker	Yard Hand
Equipment Inventory Clerk	Food and Nutrition Aide	Produce Associate	