



Central 70 Workforce Development Program

Quarterly Report Submission #9

July 2018-September 2018

Submitted: October 2018

Quarterly Overview

Increased coordination between Kiewit Meridiam Partners, CDOT, and WORKNOW

Hiring continued to pick up this quarter. KMP continued hosting bi-weekly contractor Meet and Greets. Participant feedback indicated that Meet and Greets structured like mini-hiring fairs would attract more job seekers. KMP implemented that feedback, using September to redesign the Meet and Greet structure. These new Meet and Greets will kick off in October 2018.

The WORKNOW Placement and Advancement (PA) Subcommittee officially launched in August, chaired by CDOT's Central 70 Workforce Liaison. Kiewit, Denver Workforce System (Rescare), Denver Office of Economic Development, Worklife Partnership, CDOT's statewide workforce program (RISE), and Associated General Contractors are all represented in the subcommittee. The initial focuses of the subcommittee have been planning: (1) a Central 70 "Project Road Show" that would allow the Central 70 project team to present specific hiring pathways to WORKNOW navigator (coaching) partners and (2) the first Central 70 Hiring Fair, which will take place in November 2018. With the PA subcommittee's guidance, KMP has planned a hiring fair that decreases barriers to transportation and childcare and will provide direct access to WORKNOW resources, such as coaching and PPE during the event itself.

The WORKNOW Advisory Group (AG) launched this quarter; CDOT's Chief Engineer and KMP's CEO both agreed to serve as members. The AG includes project owners, service funders, primes/general contractors, and community organizations; the AG will provide WORKNOW with a high-level strategic perspective of the construction industry. In contrast, the WORKNOW Community Advisory Circle (CAC) also launched this quarter. The CAC provides WORKNOW the essential perspective of community organizations, WORKNOW members, and local residents. The AG and CAC provide WORKNOW with guidance from many perspectives.

Neighborhood Training Center

This quarter, training and resource activities continued at the NTC located in Elyria-Swansea, a community adjacent to I-70 that is impacted most by the project. With the help of WORKNOW

Quarter #9 Key Accomplishments

- *Four WORKNOW participants enrolled in Registered Apprenticeship programs.*
- *As construction picks up, thirteen WORKNOW individuals have been placed on Central 70.*
- *Sixty-six percent of WORKNOW enrollees in Q9 were people of color.*
- *Twenty-six percent of WORKNOW enrollees in Q9 were women.*
- *The Neighborhood Training Center was repurposed to better fit the needs of WORKNOW classes and navigators (career coaches).*

partners, the NTC received another redesign. New signs were hung inside and outside, rooms were repurposed to better serve career coaches and classes, and WORKNOW began holding official office hours in September. An example of new NTC signage is included in Appendix A.

This FHWA grant supports the WORKNOW Navigator assigned to Construction Careers Now (CCN) participants. CCN is the evening class that is administered at the NTC. This Navigator spends the majority of her time at the NTC office space in evenings, supporting trainees who have requested coaching services.

Strategic Partnership

WORKNOW activities are separated into three major categories: 1) Targeted Outreach and Recruitment, 2) Training and Job Readiness, and 3) Placement and Retention.

This quarter, 151 individuals were enrolled in WORKNOW’s intensive services, including training and work readiness, career planning, resource assistance, and employment, in support of the Central 70 Project. This brings the total to 593 WORKNOW enrollees. Enrollment saw a 19% increase from the previous quarter.

The City of Denver’s National Western Center (NWC) Project has also invested in the WORKNOW platform, which means additional support for outreach, training, coaching, and hiring for individuals interested in entering the construction industry.

This report includes all WORKNOW participants and activities. Activities funded partially or entirely by Central 70 are denoted by an asterisk (); even WORKNOW participants who have not received services directly funded by Central 70 will be eligible for recruitment on the project, thus leveraging funds to increase placement, retention, and advancement of workers on infrastructure projects, including Central 70.*

1. Targeted Outreach and Recruitment

WORKNOW Information Sessions*

WORKNOW and the CORE partners continued hosting weekly information sessions on program activities and support at two primary locations – CDOT’s Neighborhood Training Center and WORKNOW partner Montbello Workforce Center (part of the Denver Workforce Services American Job Center system). These sessions are advertised with all WORKNOW and CORE partners, as well as the Central 70 outreach team members and the Central 70 website. Twelve sessions were hosted this quarter for 60 individuals.

Beginning in September, sessions shifted from the Community College of Denver’s Center for Workforce Initiatives (CWI) to community-centered locations including rec centers and libraries. Eight sessions were hosted with 51 attendees at three locations – Valdez Perry Library, Green Valley Ranch Recreation Center, and Montbello Recreation Center.

Walk-ins not registered for a session were served at CWI. These walk-ins sessions were primarily on Friday afternoons for incumbent workers already employed in the construction industry. To support

accessible service delivery, in Quarter 4 2018, WORKNOW will create a digital version of the information sessions will also be loaded on the partnership website and the CORE Partners project management portal.

Additional WORKNOW Community Outreach

Additional WORKNOW services information is provided through: (1) the website www.work-now.org, (2) the Facebook page <https://www.facebook.com/WORKNOWColorado>, (3) all ten partner locations in neighborhoods across the Central 70 corridor, and (4) through peer participants who attend neighborhood association meetings, church services, local retailers including barber shops and markets to share information with friends, family members and neighbors on how to apply and access services.

WORKNOW executed a press release to celebrate the 200th employment connection for WORKNOW. Four media outlets printed stories; the link to a newspaper story is in Appendix B.

2. Training and Job Readiness

Supportive Services*

One hundred thirty-eight unique individuals received supportive services and/or personal protective equipment (PPE) this quarter. One hundred ten of those were new enrollees; the remaining 28 individuals were previous enrollees seeking tool or gas support related to new employment. Eighty-nine individuals requested and received industry boots. Sixty-eight accessed transit assistance including bus passes and bus tickets.

Leveraged funding through Gary Community Investments supported the addition of support services such as gas stipends, grocery stipends and tool stipends to individuals in training or recently hired. Through these funds, one hundred thirty-eight individuals received these additional supports. The allocation breakdown included – Tool Support 36%, Food and Emergency Services 52%, and Gas 12%.

Career Coaching*

One hundred forty of the 151 (93%) newly enrolled participants accessed an intensive career planning session with a WORKNOW coach. These sessions include resume review, interview prep and training counsel depending on participant interest or need. Sessions resulted in the completion of a personalized plan of advancement, or POA, to help participant set short and long-term training and employment career goals. This percentage continued to increase from previous quarters.

Training Referrals

Sixty-five individuals were referred to training activities; fifty-five (85%) completed and received their certificate in this timeframe. This is a slight decrease from previous quarters primarily due to numbers of individuals referred who did not attend due to overtime offering from employer.

Training Partner Programs:

Core Craft Skills Overview

- Construction Careers Now (CCN):*

Thirty-eight individuals completed this 48-hour basic skills boot camp. The CCN recruiters continued holding office hours at the NTC every afternoon from 2pm-5pm. CCN recruiters also provided key

insights for planning the Saturday Skills Courses described below; this coordination provides added soft skills for CCN completers and WORKNOW participants prior to monthly job fairs.

- Colorado Homebuilding Academy (HBA): Construction Skills Bootcamp
Two individuals completed this entry-level construction training course that helps students earn Basic Construction Skills Training, OSHA-10 Certification, Other Industry Certifications, Set of Starter Tools, and Connections with Employers.
- Colorado Contractors Association (CCA): Labor Basics
Six individuals completed this course that focuses on flagging and erosion control training.
- Colorado Homebuilding Academy (HBA): Concrete Safety Fundamentals*
One individual completed the 18-hour Concrete and Safety Fundamentals course.

Advancement Courses

- Associated General Contractors (AGC): Stormwater Management*
One participant completed this training course.
- Associated General Contractors (AGC): Intro to Blueprint Reading*
Four participants completed this training course.
- HCC Contractor Academy: Field Document Management
Three participants completed this training course.

Saturday Core Skills Class

WORKNOW partners hosted three Saturday core skills classes, including one Registered Apprenticeship 101 course and two construction resume workshops. Fourteen individuals attended these courses. This is a decrease from last quarter, but all attendees said they were “highly satisfied” with the course in exit surveys. WORKNOW intends to continue this support for individuals who may not be able to attend weekday offerings at partner locations.

3. Placement and Retention

The first major hiring fair will occur in November 2018, ramping up for the first peak in construction occurring in January 2019. However, smaller scale hiring efforts and directly connections between Central 70 employers and WORKNOW continues.

KMP and WORKNOW continue using the jointly developed tools and processes included below:

- Position Information Notice Form and structured referral procedures for Central 70 contractors (KMP, Kiewit Infrastructure Co., and subcontractors) and signatory unions to connect directly with WORKNOW participants,

- Contractor Meet and Greet sessions at the NTC for all WORKNOW participants, and
- Central 70 subcontractor training and workforce materials provided at monthly project meetings and contract kick-off meetings.

In September, KMP distributed a letter to all subcontractors, introducing them to WORKNOW's business rep. WORKNOW now has the ability to reach out directly to any Central 70 subcontractor.

Forty-two WORKNOW participants secured new industry employment this quarter. Of the 151 new enrollees, 83 (55%) entered the program as incumbent workers; this represents the largest quarter enrollment of incumbent workers to date and is attributed to the start of registered apprenticeship classes and apprentice applicants seeking tuition or tool support. Forty-five of the 83 incumbent workers are currently enrolled in a registered apprenticeship earn and learn position.

Four of the 42 newly placed participants were new apprentices accepted into their position with support from WORKNOW. Forty-one of the 42 newly placed individuals retained their position for at least 30 days during this quarter, achieving a 98% retention rate.

Positions hired this quarter included flaggers, electrical apprentices, laborers, heavy equipment operators, quality control technicians, and document control clerks. The average starting wage for the participants securing positions this quarter was \$18.71, an increase of \$2.07 per hour over last quarter.

Status of Activities and Deliverables

- **Community Job Readiness and Workforce Needs Assessment:** Completed in Aug. 2016.
- **Training Sessions/Supportive Services:** Task order #3 was finalized and executed on June 14, 2018. Delayed partially due to the cyber security issues that occurred last quarter, the process to execute the new task order was complicated. Task order #3 was initiated with the Community College of Denver due to the expansion of partners and training needs. The focus areas for the new task order are still supportive resources, such as transportation and PPE, training for individuals entering and/or advancing in the construction industry, and coaching support.
- **Targeted Outreach and Networking Activities:** CDOT and CWI completed the first round of "Peer Pathway" training materials. Materials are being used by WORKNOW, CDOT, and KMP to inform and educate local residents about construction craft and professional service pathways. Based on success of initial materials, Gary Community Investments has committed to partnering with CDOT for the development of a second round of Peer Pathway materials. (See earlier Quarterly Reports to see how Gary Community Investments has played a crucial role in the creation of WORKNOW.) CWI initiated a second contract to produce five additional civil construction pathway documents including a photo shoot.
- **Workforce Development Website and Smartphone Application:**

Workforce Development Website: Completed Fall 2017. Direct links to the WORKNOW website have be updated and all quarterly reports are also accessible via the website. The website was updated in Quarter 9 to reflect hiring pathways as construction ramps up. The site also has a new shortened url to increase accessibility: c70jobs.codot.gov

Job App: CDOT is in conversations with FHWA regarding a possible license agreement with a local app developer. A potential scope of work was presented to FHWA for consideration in September 2018, and more details should be available in Quarter 10 after FHWA reviews the scope.

- **Understanding Marijuana & Drug Free Work Zones Brochure:** Completed in Jan. 2018. Digital version attached to Quarterly Report #6.

Tracking Outcomes Needs Update

Training programs were officially launched in Q3 2017, and annual goals are being tracked accordingly.

Objectives	Key Metrics	2017 Total	Jan '18-Mar '18 Q1	Apr '18-Jun '18 Q2	Jul '18-Sept '18 Q3	2018 Total	Overall Tracking
Overall	Number of WORKNOW* Participants	172	143	127	151	421	593
	Number of WORKNOW* Participants Utilizing Supportive Services [§]	66	78	83	138	299	365
	Number of WORKNOW: Central 70† Participants Utilizing Supportive Services [§]	60	29	20	68	117	177
Targeted Outreach and Recruitment	Number of Individuals Attending WORKNOW: Central 70† Construction Outreach Sessions	106	215	133	111	439	545
	Number of Individuals Attending WORKNOW* Construction Outreach Sessions	106	215	133	111	439	545
	Number of WORKNOW* Construction Outreach Sessions	7	10	19	20	49	56
Training and Job Readiness	Number of Individuals Enrolled in WORKNOW: Central 70† training programs	78	37	11	37	85	163
	Number of Individuals Completing WORKNOW: Central 70† training programs (60 Annual Goal)	71	33	11	35	79	150
	Percent of Individuals Completing WORKNOW: Central 70† training programs (Annual Only)	91%					
	Number of WORKNOW: Central 70† Training/Certificate Courses Offered	8	4	1	3	8	16
	Number of Individuals Enrolled in WORKNOW* training programs	114	91	64	65	220	334
	Number of Individuals Completing WORKNOW* training programs	110	80	62	55	197	308
	Percent of Individuals Completing WORKNOW* training programs (Annual Only)	89%	N/A			N/A	
Placement and Retention	Number of WORKNOW* Placements in Construction Industry Jobs, not Central 70 (40 Annual Goal)	94	49	59	49	150	251
	Number of WORKNOW* Placements in Construction Industry OJT trainee/apprenticeships	8	4	8	4	16	24
	Average WORKNOW* Participant Starting Wage	\$15.62	\$16.78	\$16.55	\$18.73		
	Number of WORKNOW* Placements in Jobs on Central 70	N/A	N/A	6	7	13	13
	Number of WORKNOW* Placements in Central 70 OJT trainee/apprenticeships on Central 70	N/A	N/A	5	1	6	6
	Average Starting Wage for WORKNOW* Individuals Placed on Central 70	N/A	N/A		\$17.83		
	Percentage of WORKNOW* Individuals Retained after 90 days (75% Annual Goal)	N/A	N/A	71%	72%		
Demographic Breakdown of WORKNOW* Participants	Gender: Percentage of Female Participants	19.8%	20%	19%	24%		
	Veteran: Percentage of Participants who are Vets	6.8%	6%	9%	11%		
	Race: Percentage of Non-White Participants	68.5%	64%	77%	66%		
	Education: Percentage of Participants with HS/GED or less	36.5%	55%	47%	56%		

* **WORKNOW** Participants are all individuals accessing training and/or supportive service resources through the **WORKNOW** construction workforce collaborative, which focuses on helping individuals find and keep good jobs in construction, including but not limited to the Central 70 Project.

† Reference to “**WORKNOW: Central 70**” means **WORKNOW** activities funded fully or in part by this federal grant, inclusive of individuals working on Central 70. The Central 70 Project is both a funding member and key beneficiary of **WORKNOW**. **WORKNOW** participants who have

not received services funded by the Central 70 project will still be recruited to work on Central 70, funds from multiple partners is being leveraged to increase overall impact.

§ **WORKNOW** supportive services include transportation support, PPE, and other wrap-around services, such as childcare resources, needed for individuals to access training and/or job opportunities. **WORKNOW: Central 70** funding is used only for those supportive services approved by FHWA.

Green = Goal is met or on-track.

Yellow = Goal is not on-track to be met

Budget Update

The Community College of Denver (CCD) invoiced CDOT \$82,988.70 under task order #2. As noted above, task order #3 was executed on June 14, 2018 to account for additional training and supportive resources that will accompany the start of construction. Task Order #3 has been executed for all activities in the following quarters.

CCD invoiced CDOT \$24,226.78 under task order #3 this quarter. The remaining balance on this FHWA grant is \$292,374.26. With the support of Gary Community Investments and the City and County of Denver, CCD has been able to leverage other funds for many of WORKNOW's kick-off activities in early 2018. This has left a large remaining balance for this OJT-SS grant. CDOT continues to monitor expenditures closely by conducting monthly contract reviews with CCD.

Appendices:

Appendix A: Example of New NTC Signage

Utilizing external partner funding, WORKNOW was able to assist in “rebranding” the Neighborhood Training Center. WORKNOW navigators are holding consistent Office Hours for individuals who might need to drop-in.



Appendix B: Link to WORKNOW News Articles

Beaty, K. (2018, August 20). I-70 expansion officials promised to hire locally — that effort is now picking up steam. *Denverite*. Retrieved from <https://denverite.com/2018/08/20/local-i-70-construction-hires-sign-up-for-new-program/>