



Central 70 Workforce Development Program

Quarterly Report Submission (QR #13)

Q3 2019:

July 2019-September 2019

Submitted: February 2020

Quarterly Overview

Follow-up to Building an Inclusive Workforce Series

After WORKNOW's June "Building an Inclusive Workforce Series," Kiewit began co-hosting "Women in Construction" Hands-on Workshops in partnership with their signatory unions. This quarter, day-long workshops were hosted at the Carpenters and Operators training facilities. The intent was to provide exposure for women and people of color to know which trades they would like to pursue as a career. Several participants are already working on the Central 70 project or other Denver-area projects.

WORKNOW Office Hours and "Stretch and Flex" Meetings

WORKNOW discontinued office hours at the Neighborhood Training Center but continued providing weekly office hours at the Central 70 Project Office. Kiewit also invited WORKNOW to share information about supportive services at three "Stretch and Flex" crew meetings in September. These were well-received, so the plan is for these to continue.

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, 163 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 1,282 WORKNOW enrollees.

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.*

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Key Accomplishments

- *111 Central 70 employees have been placed and/or supported by WORKNOW to date.*
- *WORKNOW began sharing info about supportive services during Central 70 "Stretch and Flex" morning meetings.*
- *69% of WORKNOW enrollees this quarter were people of color.*
- *Kiewit and WORKNOW partnered to host two "Building Inclusive" workshops, focusing on increasing women working in construction.*

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. 13 sessions were held. A monthly session in Spanish was launched in Q3—two of the 13 sessions were in Spanish at community locations. 100% of attendees enrolled in WORKNOW.

Friends and Family Referrals*

There are incentives for WORKNOW members to share WORKNOW cards with interested individuals within their own personal networks. This quarter, 45% or 73 of enrolled members reported hearing about WORKNOW from a friend or family member. These WORKNOW cards are also provided to current Central 70 employees to help refer friends a family as well.

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) information shared at all 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. CORE partners received program talking points training and marketing toolkits prepared by the Outreach and Recruitment committee in order to facilitate partner referral and intake.

Members of the WORKNOW Outreach and Recruitment committee continued a series of informal info “pop-up” kiosks across metro Denver. This quarter, 3 “pop-up” sessions were supported within the Central 70 priority zip code areas, including Latin Night (80216), the Brick City Reunion (80205), and Montbello Alive (80239 and 80249).

2. Training and Job Readiness

Supportive Services*

61 unique individuals received supportive services and/or personal protective equipment (PPE) this quarter. This represents 37% of new enrollees. Leveraged funding through Gary Community Investments supported the addition of support services such gas stipends, grocery stipends, tool stipends, and apprenticeship stipends to individuals in training or recently hired.

Career Coaching*

WORKNOW restructured its navigator team to improve consistency and effectiveness of referrals. This grant supports the new position that analyzes overall WORKNOW navigator activities, aligning processes and digitizing forms. This quarter, all of the CORE Partners reported an increase in the referral of WORKNOW members to supportive services.

Training Referrals

69 individuals completed and received their certificate in this timeframe.

Training Partner Programs:

Core Craft Skills Overview

- Construction Careers Now (CCN):*
28 individuals completed this 48-hour basic skills boot camp.

- Colorado Homebuilding Academy (HBA) and CHIC: OSHA 10
11 individuals completed an OSHA-10 Certification.

- Colorado Homebuilding Academy (HBA): OSHA 30
1 individuals completed this OSHA-30 Certification.

- Colorado Homebuilding Academy (HBA): Bootcamp
1 individuals completed this entry-level construction training course that helps students earn Basic Construction Skills Training, an OSHA-10 Certification, and Connections with Employers.

- Colorado Homebuilding Academy (HBA): Concrete Safety Fundamentals*
1 individuals completed the 18-hour Concrete and Safety Fundamentals course.

- LiUNA Local 720: Apprenticeship Bootcamp
2 individuals completed this course.

Advancement Courses

- Associated General Contractors (AGC):
 - Intro to Blueprint Reading* - 4 individuals completed.

Non-certified training

- FrontLine Construction Solutions:
The agreement with FrontLine solutions began in Q4 2018, but officially launched in May 2019 with 16 referrals. 11 of the 16 referrals were enrolled this quarter. FrontLine Construction Solutions offers modules for professional service modules including Project plans & specs, Leadership on a Job Site, Document Control Best Practices, Introduction to Project Contracts, etc. The online model allows incumbent workers to access content on a flexible training schedule.

- Colorado Contractors Association: Traffic Control Safety Basics
Traffic Control Safety Basics launched this quarter to help individuals who have no interest in heavy highway construction, but are interested in joining a traffic control team. 15 individuals completed the course in this quarter.

3. *Placement and Retention*

WORKNOW is now supporting 3 primary projects in the Denver Metro area, including Central 70, the National Western Center, and city of Denver’s Elevate Denver Bond projects.

Hiring connections happened through three meet and greet contractor connection opportunities, two hands-on event activities for women in construction (supporting a partnership between Kiewit and the Carpenters, and Kiewit and the Operating Engineers), and referrals to open position postings on the Kiewit website, or through signatory unions.

63 participants secured new construction positions with an average starting wage of \$18.17— 7 of these new placements were on CDOT’s C70 project, and an additional 5 were hired by C70 contractors, but not on the Central 70 project. 58 of the 163 (36%) new enrollees entered the program as incumbent workers seeking coaching support and family resource services to support retention.

In addition to large hiring events and general navigator education about Project pathways, 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,
- Central 70 subcontractor training and workforce materials provided at monthly project meetings and contract kick-off meetings.
- Provide information about signatory unions, subcontractors, and upcoming hiring events on the Central 70 jobs website: c70jobs.codot.gov

85% of the 63 industry employed new workers retained their position for at least 90 days across Q3. Within cohorts that have been enrolled for a minimum of one-year (Q3 2018), 69% have retained industry employment for more than one-year. To support and maintain retention on partner projects, WORKNOW navigators launched in Q3 follow up exit interviews with individuals who left positions or were terminated within the first 30 days.

Status of Activities and Deliverables

- **Community Job Readiness and Workforce Needs Assessment:** Completed in Aug. 2016.
- **Training Sessions/Supportive Services:** Task order #3 was executed with the Community College of Denver on June 14, 2018. Activities under task order #3 include 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. Design on these additional pathways documents began in Quarter 10. The final product was expected to be complete this quarter, but production was delayed.

- **Workforce Development Website and Smartphone Application:**

Workforce Development Website: Completed Fall 2017. Direct links to the WORKNOW website have been updated and all quarterly reports are also accessible via the website. The website was updated in Quarter 9, and continues to be updated regularly 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 proceeded with a license agreement for a trade skills matching app, which will allow contractors to search for and request applications from potential employees based solely on the individuals' previous job experience, training certifications, and skills.

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

Tracking Outcomes

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

Objectives	Key Metrics	2017 Total	2018 Total	Q1 19	Q2 19	Q3 19	2019 Total	Cumulative
Overall	Number of WORKNOW* Participants	172	541	189	217	163	569	1282
	Number of WORKNOW* Participants Utilizing Supportive Services [§]	66	390	114	102	61	277	733
	Number of WORKNOW: Central 70+ Participants Utilizing Supportive Services [§]	60	157	47	46	12	105	322
Targeted Outreach and Recruitment	Number of Individuals Attending WORKNOW: Central 70+ Construction Outreach Sessions	106	529	41	51	64	156	791
	Number of Individuals Attending WORKNOW* Construction Outreach Sessions	106	529	41	51	64	156	791
	Number of WORKNOW* Construction Outreach Sessions	7	60	17	18	12	47	114
Training and Job Readiness	Number of Individuals Enrolled in WORKNOW: Central 70+ training programs	78	125	62	48	58	168	371
	Number of Individuals Completing WORKNOW: Central 70+ training programs (60 Annual Goal)	71	117	57	42	57	156	344
	Percent of Individuals Completing WORKNOW: Central 70+ training programs (Annual Only)	91%	94%					
	Number of WORKNOW: Central 70+ Training/Certificate Courses Offered	8	11	4	6	11	21	40
	Number of Individuals Enrolled in WORKNOW* training programs	114	326	107	82	75	264	704
	Number of Individuals Completing WORKNOW* training programs	110	287	93	73	69	235	632
	Percent of Individuals Completing WORKNOW* training programs (Annual Only)	89%	88%					
Placement and Retention	Number of WORKNOW* Placements in Construction Industry Jobs, not Central 70 (40 Annual Goal)	99	208	41	67	63	171	542
	Number of WORKNOW* Placements in Construction Industry OJT trainee/apprenticeships	19	42	7	8	14	29	102
	Average WORKNOW* Participant Starting Wage			\$19.11	\$19.25	\$18.17		
	Number of WORKNOW* Placements in Jobs on Central 70	N/A	14	9	19	7	35	49
	Number of WORKNOW* Placements in Central 70 OJT trainee/apprenticeships on Central 70	N/A	3	1	9	5	15	18
	Average Starting Wage for WORKNOW* Individuals Placed on Central 70	N/A						
	Percentage of WORKNOW* Individuals Retained after 90 days (75% Quarterly Goal)			81%	88%	85%		
Demographic Breakdown of WORKNOW* Participants	Gender: Percentage of Female Participants			22%	22%	12%		
	Veteran: Percentage of Participants who are Vets			11%	9%	7%		
	Race: Percentage of Non-White Participants			69%	66%	69%		
	Education: Percentage of Participants with HS/GED or less			54%	49%	51%		

* **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. 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 \$33,214.05 under task order #3 this quarter. To date, \$214,356.14 has been paid under task order #3, and the remaining balance on this FHWA grant is \$102,363.36.