



Central 70 Workforce Development Program

Quarterly Report Submission #10

October 2018-December 2018

Submitted: February 2019

Quarterly Overview

Increased coordination between Kiewit Meridiam Partners, CDOT, and WORKNOW

This quarter, the Central 70 project team launched a “project road show” series to visit each CORE partner and overview position pathways and hiring opportunities with Kiewit, signatory unions, and project sub-contractors. This quarter, road shows were held for 4 CORE partners: CWI, Focus Points, Colorado Homebuilding Academy, and Denver Workforce offices in Denver and Montbello.

The first major Central 70 hiring fair was held on November 3, 2018, ramping up for the 2019 peak in hiring. With WORKNOW’s guidance, KMP hosted a hiring fair that decreased barriers to transportation and childcare and will provided direct access to WORKNOW resources, such as coaching and PPE during the event itself. One hundred forty-six job seekers logged in at the event and full attendance tallied just over 200. Thirteen individuals secured employment with Central 70 contractors or signatory unions. The event also resulted in nearly 30 individuals enrolling in WORKNOW to access training or resource services. Photos from the event are included in Appendix A on page 9.

The Central 70 Project team celebrated WORKNOW’s first operational year with CORE partners at an event hosted by Gary Community Investments. The first year far exceeded enrollment goals, in part due to the Central 70 project’s funding support, as well as KMP’s collaboration to recruit and hire local workers. Photos from the event are included in Appendix B on page 10.

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 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.

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

Quarter #10 Key Accomplishments

- *As construction picks up, thirty WORKNOW individuals have been placed on Central 70.*
- *Sixty-nine percent of WORKNOW enrollees in Q10 were people of color.*
- *Twenty-three percent of WORKNOW enrollees in Q10 were women.*
- *Over 146 job seekers attended the first Central 70 job fair, and WORKNOW has tracked 13 career placements as a direct result of the event.*

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, 112 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 705 WORKNOW enrollees. This is a decrease from the previous quarter, which seems to reflect decreased enrollment activity during the holiday season.

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. Eleven sessions were hosted this quarter for 70 individuals; sixty-two (88%) of attendees went on to enroll.

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.

The WORKNOW-Central 70 partnership was highlighted in another *Denverite* article this quarter, quoting an individual who was hired by a Central 70 subcontractor at the project's November Hiring Fair. He started in an entry-level position and has since been enrolled in a traffic signal registered apprenticeship. The link is included in Appendix C on page 11.

2. Training and Job Readiness

Supportive Services*

Ninety-one unique individuals received supportive services and/or personal protective equipment (PPE) this quarter. This represents 81 percent of new enrollees. Fifty of the 91 accessed two or more supports within the quarter. Forty-seven individuals requested and received industry boots.

Leveraged funding through Gary Community Investments supported the addition of support services such as gas stipends, grocery stipends, tool stipends, and apprenticeship stipends to individuals in training or recently hired.

Career Coaching*

One hundred of the 112 (89%) 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.

Training Referrals

One hundred-six individuals were referred to training activities; ninety-one (86%) completed and received their certificate in this timeframe.

Training Partner Programs:

Core Craft Skills Overview

- Construction Careers Now (CCN):*
Fifty-one individuals completed this 48-hour basic skills boot camp. The CCN recruiters continued holding office hours at the NTC every afternoon from 2pm-5pm.
- Colorado Homebuilding Academy (HBA) and Community College of Denver (CCD): Construction Skills Bootcamp OSHA 10
Twenty-one 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 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
Six individuals completed the 18-hour Concrete and Safety Fundamentals course.
- DenverWorks: Flagging
Course launched in December 2018; outcomes will be reported next quarter.
- DenverWorks: First-Aid
Course launched in December 2018; outcomes will be reported next quarter.

Advancement Courses

- Associated General Contractors (AGC): Intro to Blueprint Reading*
Two individuals completed this training course.
- Colorado Contractors Association: Commercial Driver’s License (Class B)*
Two individuals completed this course and took their CDL B test.
- Community College of Denver: Welding Fundamentals for Construction
Three individuals completed this course.
- FrontLine Construction Solutions: Online Training
Launched in December 2018 – first completers will be reflected in the next quarterly report.

Non-certified training:

Math Tutoring Provided by Athletics and Beyond

In the pilot program, Athletics & Beyond’s Club Z tutoring services partnered with Colorado Home Building Academy and the Denver Joint Electrical Apprenticeship Training program. Through separate funding, 38 individuals accessed tutoring support in November and December. The pass rate of individuals applying to DJEATC who completed training with Club Z was 83%; general pass rates vary from 65 to 75%, according to DJEATC staff.

*C70 Project English and Spanish Courses**

CORE partner Focus Points Family Resource Center launched English and Spanish language courses for C70 prime contractor Kiewit to support effective communications across supervisors and employees. This was aimed at increasing retention of apprentices and new employees when language could be a barrier.

3. Placement and Retention

The first major Central 70 hiring fair was held on November 3, 2018, ramping up for the 2019 peak in hiring. One hundred forty-six job seekers logged in at the event and full attendance tallied just over 200. According to participant feedback to date, 13 individuals secured employment with Central 70 contractors or signatory unions. The event also resulted in nearly 30 individuals enrolling in WORKNOW to access training or resource services.

Central 70 project team members launched a “project road show” series in Quarter 4 2018 to visit each CORE partner and overview position pathways and hiring opportunities with Kiewit, signatory unions, and project sub-contractors. This quarter, road shows were held for 4 CORE partners: CWI, Focus Points, Colorado Homebuilding Academy, and Denver Workforce offices in Denver and Montbello. Additional road shows are planned for 2019.

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,
- 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.

Fifty WORKNOW participants secured general new industry employment this quarter, and forty-six secured construction specific employment. Of the 112 new enrollees, 33 (29%) entered the program as incumbent workers, and 85 percent of the incumbent workers were registered apprentices.

Thirteen members were accepted as first-year apprentices, which brings the total number of apprentices for WORKNOW to 61. Forty-three of the 46 newly placed individuals retained their position for at least 30 days during this quarter, achieving a 93% retention rate.

Positions hired this quarter included HVAC apprentices, flaggers, electrical apprentices, grounds man, laborers, heavy equipment operators, quality control technicians, and administrative assistants. The average starting wage for the hired participants securing positions this quarter was \$17.12. This decrease over last quarter's average of \$18.71 is due attributed to a large number of individuals hired at an entry-level flagger's wage of \$13.50.

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. Design on these additional pathways documents began in Quarter 10, and the final product will be unveiled in Quarter 11.

- **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 proceeding 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. This quarter, CDOT engaged in conversations regarding the app's reporting capabilities, and the app is expected to launch in Spring 2019.

- **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	Jan 18- March 2018 Q1	Apr 1 – June 30 2018 Q2	Jul 1 – Sept 30 2018 Q3	Oct 1 – Dec 31 2018 Q4	2018 Total	Overall Tracking
Overall	Number of WorkNow* Participants	172	143	127	151	112	533	705
	Number of WorkNow* Participants Utilizing Supportive Services [§]	66	78	83	138	91	390	456
	Number of WorkNow: Central 70† Participants Utilizing Supportive Services [§]	60	29	20	68	40	157	217
Targeted Outreach and Recruitment	Number of Individuals Attending WorkNow: Central 70† Construction Outreach Sessions	106	215	133	111	70	529	615
	Number of Individuals Attending WorkNow* Construction Outreach Sessions	106	215	133	111	70	529	615
	Number of WorkNow* Construction Outreach Sessions	7	10	19	20	11	60	67
Training and Job Readiness	Number of Individuals Enrolled in WorkNow: Central 70† training programs	78	37	11	37	40	125	203
	Number of Individuals Completing WorkNow: Central 70† training programs (60 Annual Goal)	71	33	11	35	38	117	188
	Percent of Individuals Completing WorkNow: Central 70† training programs (Annual Only)	91%					94%	
	Number of WorkNow: Central 70† Training/Certificate Courses Offered	8	4	1	3	3	11	19
	Number of Individuals Enrolled in WorkNow* training programs	114	91	64	65	106	326	440
	Number of Individuals Completing WorkNow* training programs	110	80	62	54	91	287	398
	Percent of Individuals Completing WorkNow* training programs (Annual Only)	89%	N/A				88%	
Placement and Retention	Number of WorkNow* Placements in Construction Industry Jobs, not Central 70 (40 Annual Goal)	94	49	59	49	47	197	298
	Number of WorkNow* Placements in Construction Industry OJT trainee/apprenticeships	19	7	10	12	13	42	61
	Average WorkNow* Participant Starting Wage	\$15.62	\$16.78	\$16.55	\$18.73	\$17.12		
	Number of WorkNow* Placements in Jobs on Central 70	N/A	N/A	6	7	17	30	30
	Number of WorkNow* Placements in Central 70 OJT trainee/apprenticeships on Central 70	N/A	N/A	5	1	4	10	10
	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%	78%		
Demographic Breakdown of WorkNow: Participants	Gender: Percentage of Female Participants	19.8%	20%	19%	24%	23%		
	Veteran: Percentage of Participants who are Vets	6.8%	6%	9%	11%	10%		
	Race: Percentage of Non-White Participants	68.5%	64%	77%	66%	69%		
	Education: Percentage of Participants with HS/GED or less	36.5%	55%	47%	56%	52%		

* **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 \$30,382.98 under task order #3 this quarter. To date, \$54,728.22 has been paid under task order #3, and the remaining balance on this FHWA grant is \$262,283.08. CDOT continues to monitor expenditures closely by conducting two contract reviews with CCD each month. In the next quarter, CCD is expected to invoice CDOT is expecting significantly increased spending, due to several training classes beginning, the job app license being finalized, and the pre-apprenticeship training program launching.

Appendices:

Appendix A: Photos from the November 3, 2018 Hiring Fair



The child of a WORKNOW coach playing with the model airplanes he assembled in the kids areas.



Job seekers meet with Central 70 subcontractors, union reps, and WORKNOW navigators at the Nov. 3 Hiring Fair.



Several of the Kiewit team, including Shelly Shrestha, the Central 70 Workforce Coordinator, pose in front of Sturgeon Electric's hands-on traffic signalization demo.



Job seekers talk to Sturgeon employees about Traffic Signalization opportunities. One of these women received her first pair of work boots from WORKNOW while attending the Hiring Fair, and she is now working as an electrical apprentice at Sturgeon.

Appendix B: Photos from the End-of-Year WORKNOW Celebration



Partners in the WORKNOW's collective impact model came together in December 2018 to celebrate the first year of successful collaboration.



The Central 70 project team members (CDOT and Kiewit) responsible for setting and meeting the Project’s workforce goals. This picture embodies the collaborative Owner-Developer relationship around workforce goals on Central 70.



John Locke, KMP’s Civil Rights Program Manager, talks with a WORKNOW career coach and WORKNOW participant at the end of year celebration.

Appendix C: Link to WORKNOW News Article

Hernandez, E. (2018, December 12). A work development program is surpassing its goal of getting locals construction jobs around Denver. *Denverite*. Retrieved from <https://denverite.com/2018/12/12/a-work-development-program-is-surpassing-its-goal-of-getting-locals-construction-jobs-around-denver/>