



## **Central 70 Workforce Development Program**

### **Quarterly Report Submission #8**

**April 2018-June 2018**

*Submitted: July 2018*

## **Quarterly Overview**

### ***Increased coordination between Kiewit Meridiam Partners, CDOT, and WORKNOW***

This quarter, Kiewit Meridiam Partners (KMP), developer for the Central 70 project, hired a Workforce Development Coordinator (WDC) whose responsibilities include coordinating workforce recruitment, outreach, and hiring, as well as monitoring and reporting on Central 70 workforce efforts. The WDC has begun coordinating closely with the Central 70 workforce support platform, WORKNOW.

This quarter, KMP and WORKNOW began cohosting Contractor Meet and Greet sessions at the Central 70 Neighborhood Training Center (NTC) to support informal community connections with job seekers interested in working on Central 70. Sessions featured project contractors, local unions and registered apprenticeship programs for carpenters, laborers, operating engineers, and electricians.

KMP also launched Workforce Task Force meetings with CDOT and WORKNOW representatives. These bi-weekly meetings address strategic integration of WORKNOW supportive programs with Central 70 hiring needs. These conversations inform future WORKNOW training and supportive resources investments.

### ***Project Management Communication Portal launched to support WORKNOW***

This quarter, Colorado Resource (CORE) Partners, the alliance of organizations that integrates training and community resources, launched a project management communication portal. Partners will utilize the tool to make referrals, inform navigators of general hiring opportunities (such as project job fairs) and specific position openings (such as “call outs” to hiring halls, or sub-contractor posted positions), as well as illustrate program outcomes and activities through shared calendars and dashboards. You can explore the CORE Partner website, including partner information and dashboards at <https://colocorepartners.com/>.

### ***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

## **Quarter #8 Key Accomplishments**

- *KMP and WORKNOW cohosted 7 Meet and Greet sessions with Central 70 signatory unions and subcontractors. On average, these sessions had 6 to 8 attendees.*
- *Eight WORKNOW participants enrolled in Registered Apprenticeship programs.*
- *Seventy-seven percent of WORKNOW enrollees in Q8 were people of color.*
- *Nineteen percent of WORKNOW enrollees in Q8 were women.*

impacted most by the project. WORKNOW navigators host weekly information sessions at the NTC (see more detailed information in the Targeted Outreach and Recruitment section below), allowing community members to drop in and learn about WORKNOW resources and upcoming opportunities on Central 70. Construction Careers Now also uses the space for hands-on training. This quarter, WORKNOW and CDOT has several brainstorming sessions to identify ways to make the NTC more inviting and useful. These plans will be implemented and reported on next quarter.

## **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, 127 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 442 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.*

### **1. Targeted Outreach and Recruitment**

#### WORKNOW Information Sessions\*

WORKNOW and the CORE partners continued hosting weekly information sessions on program activities and support at 3 primary locations – CDOT’s Neighborhood Training Center, Community College of Denver’s Center for Workforce Initiatives, 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. Nineteen sessions were hosted this quarter for 133 individuals.

#### Additional WORKNOW Community Outreach

Additional WORKNOW services information is provided through: 1) the website [www.work-now.org](http://www.work-now.org), 2) all ten partner locations in neighborhoods across the Central 70 corridor, and 3) 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.

#### Veteran Affairs Outreach\*

This quarter, 9% of WORKNOW participants reported Veteran Status (See Tracking Outcomes Section on page 6 of this report), an increase of 3% from last quarter. To improve services to local veterans,

WORKNOW and CDOT staff met with a Colorado Department of Labor and Employment (CDLE) Veterans Rep on May 4. WORKNOW has begun advertising all training and resource opportunities through the CDLE Veteran Workforce Improvement Program (V-WIP). V-WIP distributes program information and accelerates referral process for Veterans' case managers across the metro Denver region to build on this target population.

## 2. *Training and Job Readiness*

*Due to reauthorization of annual training contracts, training activity this quarter was more limited and participant services focused on “soft skills” and upskilling coaching. Participants received boots and supportive services funded through this grant, but this quarter training programs were primarily funded through leveraged sources. Training activity spending will increase in subsequent quarters.*

### Supportive Services\*

Eighty-three of the 127 (65%) WORKNOW enrollees accessed supportive service resources including bus passes or personal protective equipment (PPE). Thirty-two of the 127 (25%) individuals requested and received industry boots. Thirty-seven of the 127 (29%) individuals accessed transit assistance, including bus passes and bus tickets.

Starting in late March, leveraged funding through Gary Community Investments supported the addition of support services such as gas stipends, grocery stipends and tool stipends as well (tool support restricted to newly employed individuals with an employer requested tool list). Through these funds, 40 individuals (31%) received these additional supports.

### Career Coaching

One hundred twelve of the 127 (88%) WORKNOW 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 shows a substantial increase from previous quarters reflecting increased capacity by program Navigators.

### Training Referrals

Sixty-nine of the 127 WORKNOW enrollees (54%) were referred to begin training with local partners. Sixty-six of the 69 (96%) referred completed their training within this timeframe.

### Training Partner Programs:

#### **Core Craft Skills Overview**

- Construction Careers Now (CCN):  
Twenty-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):  
Two individuals completed the Construction Skills Bootcamp at HBA, an 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.

### **Basic Industry Skills**

- WORKNOW:  
*OSHA 10*  
Seven individuals completed an OSHA-10 course provided directly by WORKNOW.

### **Concrete Safety Fundamentals**

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

### **Weatherization Fundamentals**

- LiUNA (Laborer's JATC): Four individuals completed a two-week weatherization training with the local laborer's JATC. They were then given an OJT position with Energy Resource Center, a contractor who is completing housing upgrades for homes one block north and one block south of I-70. These housing improvements are part of the Central 70 ROD agreement. Utilizing the WORKNOW partnership, the mitigation efforts were able to adopt a workforce component.

### *Saturday Core Skills Class*

WORKNOW partners hosted three Saturday core skills classes, including one Registered Apprenticeship 101 course and two construction resume workshops. Twenty-eight individuals attended these courses.

## **3. Placement and Retention**

KMP continued working toward Notice to Proceed 2 (NTP2); they are expected to meet the conditions for NTP2 in July 2018. This will kick off construction activities, with the major hiring expected to occur in November and December of 2018, ramping up for the first peak in construction occurring in January 2019.

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

Fifty-nine WORKNOW participants secured new industry employment this quarter. An additional five individuals secured non-industry employment, predominantly in warehousing. Of the 127 new enrollees,

21 (17%) entered into the program as incumbents employed in the industry and seeking upskilling resources or activities to support career advancement.

While the majority of WORKNOW hiring continues to be for projects across the metro region, the Central 70 Contractor Meet and Greets officially launched this quarter. These are bi-weekly sessions co-hosted by WORKNOW and KMP began on April 24, 2018 and have included a rotation of signatory unions and Central 70 subcontractors. Eight of the 59 new placements (14%) represented individuals enrolled in registered apprenticeship OJT positions. Pictures of KMP at a CCN Hiring Fair and the first Meet and Greet Session are in the Appendix of this report.

Positions hired this quarter included equipment operators, drivers, flaggers, office admins, carpenters, heavy equipment apprentices and electrical apprentices. The average starting wage for the participants securing positions this quarter was \$16.55. This slight decrease from \$16.78 the previous quarter is attributed to an increase in new first-year apprentices, the bulk of who started positions at \$14.15 or \$14.75 per hour. Since apprentice pathways do lead to long-term advancement and wage gain, focusing retention and supportive services on assisting this population is a worthy investment. Each of the first year apprentices supported through this quarter's activities are still enrolled and active; their first wage period increase should occur in three to four months.

## **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 ([codot.gov/projects/i70east/job-opportunities](http://codot.gov/projects/i70east/job-opportunities))  
Direct links to the WORKNOW website have be updated and all quarterly reports are also accessible via the website.

Job App: In the interim, CDOT is using LCPtracker software for the payroll and OJT tracking during the project. LCPtracker is in the development phase for a workforce manager application that will allow WORKNOW coaches to track completed trainings and certifications. CDOT is also continuing conversations with a potential partner to develop an app that could be used by job seekers and employers to facilitate hiring ease.

- **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 18 Q1	April 1 – June 30 18 Q2	2018 Total	Overall Tracking
Overall	Number of <b>WorkNow*</b> Participants	172	143	127	268	442
	Number of <b>WorkNow*</b> Participants Utilizing Supportive Services <sup>§</sup>	66	78	83	161	
	Number of <b>WorkNow: Central 70†</b> Participants Utilizing Supportive Services <sup>§</sup>	60	29	20	49	109
Targeted Outreach and Recruitment	Number of Individuals Attending <b>WorkNow: Central 70†</b> Construction Outreach Sessions	106	215	133	348	454
	Number of Individuals Attending <b>WorkNow*</b> Construction Outreach Sessions	106	215	133	348	
	Number of <b>WorkNow*</b> Construction Outreach Sessions	7	10	19	29	
Training and Job Readiness	Number of Individuals Enrolled in <b>WorkNow: Central 70†</b> training programs	78	37	11	48	126
	Number of Individuals Completing <b>WorkNow: Central 70†</b> training programs ( <b>60 Annual Goal</b> )	71	33	11	44	77
	Percent of Individuals Completing <b>WorkNow: Central 70†</b> training programs (Annual Only)	91%				
	Number of <b>WorkNow: Central 70†</b> Training/Certificate Courses Offered	8	4	1	5	13
	Number of Individuals Enrolled in <b>WorkNow*</b> training programs	114	91	64	155	269
	Number of Individuals Completing <b>WorkNow*</b> training programs	110	80	62	142	252
	Percent of Individuals Completing <b>WorkNow*</b> training programs (Annual Only)	89%	N/A	N/A	N/A	
Placement and Retention	Number of <b>WorkNow*</b> Placements in Construction Industry Jobs, including Central 70 ( <b>40 Annual Goal</b> )	94	49	59	108	202
	Number of <b>WorkNow*</b> Placements in Construction Industry OJT trainee/apprenticeships	8	4	8	12	
	Average <b>WorkNow*</b> Participant Starting Wage	\$15.62	\$16.78	\$16.55		
	Number of <b>WorkNow*</b> Placements in Jobs on Central 70	N/A	N/A	8		
	Number of <b>WorkNow*</b> Placements in Central 70 OJT trainee/apprenticeships on Central 70	N/A	N/A	5		
	Average Starting Wage for <b>WorkNow*</b> Individuals Placed on Central 70	N/A	N/A	\$15.18		
	Percentage of <b>WorkNow*</b> Individuals Retained after 90 days ( <b>75% Annual Goal</b> )	N/A	N/A	71%		
Demographic Breakdown of <b>WorkNow*</b> Participants	Gender: Percentage of Female Participants	19.8%	20%	19%		
	Veteran: Percentage of Participants who are Vets	6.8%	6%	9%		
	Race: Percentage of Non-White Participants	68.5%	64%	77%		
	Education: Percentage of Participants with HS/GED or less	36.5%	55%	47%		

\* **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 child care 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 \$118.46 under task order #3 this quarter. The remaining balance on this FHWA grant is \$316,892.84. 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. This has left a large remaining balance for this OJT-SS grant. CCD has provided CDOT with a detailed drawdown schedule. CDOT will be monitoring expenditures closely and will continue conducting monthly contract reviews with CCD through the remainder of this contract.

**Appendix:**

The Kiewit Meridiam Partners Workforce Coordinator attends the April 11 CCN Hiring Fair at the Central 70 Neighborhood Training Center. Also pictured is the Denver Area Labor Federation representative who serves as a WORKNOW Navigator.



International Union of Operating Engineers LU 9 presents at the first Central 70 Contractor Meet and Greet co-hosted by Kiewit Meridiam Partners and WORKNOW on April 24. Fifteen WORKNOW participants attended to learn more about working for the Operators Union.

