# Table of Contents

Why are We Here?.................................................................3
About Denver Construction Careers Program (DCCP)..................4
DCCP from Pilot to Program..................................................5
Acknowledgements..................................................................6
Program Requirements.........................................................6
Building Denver’s Construction Workforce.............................7
The Why Behind the Work - DCCP Worker Profile.....................8
Pilot Findings.........................................................................9
2022 Work Plan.................................................................10
Conclusion...........................................................................11
Appendices........................................................................12
  • A: Active Projects..........................................................13-17
  • B: Closed Projects..........................................................18-24
  • C: WORKNOW Report....................................................25
  • D: The Why Behind the Work Continued..........................26
Why Are We here?

The Mayor and City Council are committed to ensuring that Denver residents – particularly those in economically disadvantaged areas and backgrounds – benefit from unprecedented investments made in Denver’s infrastructure.

“Central to President Biden’s recovery plan is an infrastructure package the size of which we’ve not seen since the Great Depression. To seize this unique moment in history, and to ensure that we really do build back better and sustain this recovery, we need to leverage the federal government’s investment. We need to seize this opportunity to kickstart our recovery and sustain it. Simply put – infrastructure creates jobs, supports communities and grows the middle class.”

-Denver Mayor Michael B. Hancock

This report provides a summary of the Denver Construction Careers Pilot (DCCP) and its work, data, and lessons learned throughout the three years of the pilot.
About DCCP

WHAT WE DID

The purpose of the pilot is to test and identify best practices for connecting Denver residents to jobs created by large-scale, publicly funded construction projects. The pilot’s focus on $10+ million projects allowed the City to evaluate and develop best practices for future workforce policies.

HOW WE DID IT

DCCP has focused on more than 15 major projects over the last three years. These have included the most iconic venues that make Denver a world-class city, such as Denver International Airport, Denver Museum of Nature & Science, and the Denver Art Museum. The projects total more than $1.5B in value, creating job opportunities for Denver residents and other key populations, increasing access to opportunity for those that need it most.

The City and County of Denver learned a great deal about economic recovery after the Great Recession. One of the most important lessons was that not everyone experienced Denver’s prosperity equitably. The Denver Construction Careers Pilot is one of many solutions we’ve developed to ensure Denver residents have access to the prosperity tied to infrastructure development in Denver.

Jen Morris
Executive Director
Denver Economic Development & Opportunity
Denver Construction Careers from Pilot to Program

December 31, 2021 was the three-year mark of the Denver Construction Career Pilot. Based on the data delivered from the pilot, city leadership has decided to convert the $1.2M pilot to an official program with $3.2M in annual funding. The increase of $2M in additional funding will be leveraged to continue to bolster the worker pipeline, sustain existing program supports, and expand staff and community resources.

Over the last 36 months, the DCCP reported outstanding outcomes for workers on 15 city-funded projects:

- 9,679 workers earned an average wage of $30.73/hr
  - Total Gross Pay was $96M for all workers
  - 3.1M hours were performed by total workers
  - 15% of hours were performed by workers living in target zip codes
- 777 apprentices worked on the pilot projects earning an average wage of $24.00/hr
  - Total Gross Pay was $7.5M for apprentices
  - 317K hours were performed by apprentices
  - 10% of hours were performed by apprentices living in target zip codes
- 5,007 new hires earned an average wage of $28.18
  - Total Gross Pay was $39.9M for new hires
  - 1.4M hours were performed by new hires

Moving forward, the Denver Construction Careers Program will cover projects above $10M in construction value beyond the initial list of 20 pilot projects. City construction workforce development requirements will be established in policy in 2022. The city will be allocating funds to expand Denver Public Schools capacity for the Careers In Construction established through a special revenue fund. The DCCP team will be working with Colorado Department of Labor and Employment to expand access to construction apprenticeship programs in the Denver metro area.
Acknowledgements

The DCCP team would like to acknowledge and thank all the contributors to the DCCP over the past three years. We have had the opportunity to learn from and leverage expertise from multiple organizations. We’ve had input from our sister cities and their supporting organizations. We’ve used best practices from local, state and community partners. Additionally, we’ve leveraged industry and trade partner relationships to build sustainable solutions for Denver area residents.

Program Requirements

Denver Economic Development & Opportunity (DEDO) works to ensure an inclusive and innovative economy for all Denver residents, businesses, and neighborhoods. DCCP implemented this mission by focusing on these key areas for capital improvement projects.

1. WORKFORCE COORDINATOR

Contractor was required to identify a workforce point of contact to ensure the implementation of the Workforce Plan.

2. OUTREACH & ENGAGEMENT

Approach and plan for defined target areas and populations:
- Veterans
- Justice-involved (formerly incarcerated)
- TANF recipients
- History of homelessness
- History with foster care
- WORKNOW members and graduates of pre-apprenticeship programs

3. TRAINING STRATEGY

15% of construction hours performed by registered apprentices. Of those:
- 25% of hours by residents in target areas or from target populations
- 25% by first-year apprentices

4. REPORTING & TRACKING

Contractor was required to document progress on employing target populations through the following systems:
- LCP tracker (Prevailing Wage System)
- Connecting Colorado (State Workforce System)
Building Denver's Construction Workforce

FULL PILOT DATA
JANUARY 2019 - DECEMBER 2021

$96M
Total Gross Pay
3.1M hours performed by total workers
9,679 # of Workers
$30.73/hr Average Wage

$39.9M
Total Gross Pay for New Hires
1.4M hours performed by new hires
5,007 New Hires
$28.12/hr Average Wage

$7.5M
Total Gross Pay for Apprentices
317K hours performed by apprentices
777 Apprentices
$24.00/hr Average Wage

TARGET ZIP CODES
WHERE WORKERS LIVE: FULL PILOT DATA

419 Workers
211 Workers
434 Workers
165 Workers
112 Workers
121 Workers
68 Workers
104 Workers

Neighborhoods Include:
- East Colfax
- Elyria Swansea
- Globeville
- Montbello
- Northeast Park Hill
- Sun Valley
- Valverde
- Villa Park
- West Colfax
- Westwood

Denver Neighborhood Equity & Stabilization (NEST) Target Zip Codes are neighborhoods facing significant economic, social and cultural change and are selected based on a variety of economic indicators.
The Why Behind the Work

DCCP Worker Profile – Ralph Left Hand Bull

I am a Denver native and grew up here in the Denver metro area and was a direct product of the system. By system, I mean Social Services and eventually a justice-impacted individual. I was incarcerated for thirteen years where I learned to teach classes and produce murals for the facility. Upon release in 2017, I worked in a restaurant (Tocabe) making $10/hour and then found my true calling to become a hard-working tradesperson.

I completed my Parole sentence early and have presented at a pre-release orientation class for recently released justice-impacted people. My wife introduced me to Servicios de La Raza and I met the wonderful people of Local 9 who have since become my second family. I attended the Step up MC3 apprentice readiness program for five weeks and selected the "Sheet Metal" trade as my career.

I was indentured into the Local 9 (union) in May of 2018 and began my journey to success. I have worked for two contractors in my four years and have stepped foot on thirteen projects including the Federal Center, DEN, and two hospitals. I have attended elite courses with SMACNA Colorado and tabled at job fairs in the Department of Corrections for my Union. I also have done promotional videos for WORKNOW Colorado and Local 9.

I continue to excel in my position as an apprentice which has given me the opportunity to become a Foreman faster than most apprentices in my company. Since the pandemic has started, I have worked continuously without a layoff. I have also stepped up in a position to give back to the community that I am from.

I have been asked to assist with the MC3 curriculum as a teacher through the great staff at the Second Chance Center. This takes place in a classroom and hands-on lab setting at the CITC where I get to help fellow justice-impacted people understand what it takes to be involved in a successful career within the trades. I have made a wonderful friend in the building trades (Jason Wardrip) who is always offering me chances to give back.

Continued on page 26
With the completion of its pilot phase, the Denver Construction Careers team has experienced a series of successes (green lights), detours (yellow lights), and roadblocks (red lights).

**GREEN LIGHTS - Examples of Program Wins**

- Became a program in Q4’ 2021
- Creation of online resources
- Data-driven input for ordinance language
- Developed significant workforce data systems improvements
- Creation of “Net-New Registered Apprenticeship Programs”
- Denver Parks & Recreation - Civilian Conservation Corps Camp 1st Cohort – Summer 2021
- Denver Construction Careers Contribution Fund: Special Revenue Fund approval for DPS Students

**YELLOW LIGHTS - Program Opportunities**

- Talent Pipeline Management
  - Paid pre-apprenticeship programs
  - Direct-entry agreements
- Addressing hurdles to target hire with community partners
- Tracking and validating target population data
- Closer coordination with project managers prior to project start date
RED LIGHTS - Needs More Attention
- Inconsistent Voluntary Reporting of “Target Population” Data
- Significant EDI opportunities
- Testing direct-entry into apprenticeship program
- High cost of living in Denver
- Wage competition
- COVID-19 dynamic

2022 Work Plan

- Solidify Ordinance language regarding workforce requirements on city-funded projects.
- Develop the Training Center of Excellence to focus on increasing the pipeline of pre-apprentices through hands-on training and education, along with direct entry into city-funded projects.
- Collaborate with industry, union, and non-union partners to improve the talent pipeline.
- Increase visibility and collaboration with local community partners that serve our target populations to increase awareness of sustainable career opportunities in construction.
- Continue to enhance internal partnerships (Denver Department of Transportation & Infrastructure, Elevate Denver Bond, Denver Parks & Recreation, City Auditors Office and Community Planning, Neighborhood Equity & Stabilization, and Denver Department of Housing & Stability).
- Stand up at least five new Registered Apprenticeship programs.
- Improve our analytic capabilities to gather and report on more actionable data to move the program forward.
- Tap into state and federal funding grants to support the Training Center of Excellence.
- Expand the Civilian Conservation Corps cohort training model.
- Work with local colleges and high school programs to promote youth career opportunities in the construction industry.
- Continuous improvement of DCCP services to support job seekers, agencies, and industry workforce efforts including enriching the WORKNOW program.
- Be constantly mindful of equity, diversity, and inclusion in all workforce efforts.
Conclusion

During its pilot phase, the DCCP team had the unique opportunity to work on some of the city’s iconic venues and assets. The information in this report depicts the impact of increased engagement with contractors, city services, and non-profit supportive services. Through thoughtful engagement, the DCCP team has tackled some of the toughest issues facing construction, bolstering the skilled trades by leveraging the City’s capital improvement projects as career opportunities for workers.
APPENDICES
COLORADO CONVENTION CENTER EXPANSION

PRIME: HENSEL & PHELPS

OVERVIEW
This project will create 80,000 square feet of flexible meeting space in the new level on top of the existing Colorado Convention Center. The meeting space will be capable of being configured as a single, large room for ballroom-style events, or divided into smaller meeting rooms to host corporate meetings.

Project Highlights:
- LEED Gold Certification
- Enhanced technology and connectivity
- Flexible and unique meeting spaces

Total Worker Profile
- 463 Workers worked 124,691 Hours
- $4,071,345 Total Gross Pay
- $32.65 Average Hourly Wage
- 111 Denver residents (24%) worked 30,845 Total Hours (25%)
- 59 were from Target Zip Codes (13%) and worked 15,106 Total Hours (12%) with $28.67 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 15%
- 47 Apprentices worked 18,237 Hours
- $430,135 Total Gross Pay
- $24.00 Average Hourly Wage
- 10 Denver residents (21%) worked 4,650 Hours (25%)
- 4 were from Target Zip Codes (9%) and worked 2,687 Total Hours (15%)
- First Year Apprenticeship Hours 4,876 (27%) Goal was 25% of the Total
- Target Category Apprenticeship Hours 7,319 (40%) Goal was 25% of the Total Apprenticeship Hours
DENVER CENTRAL LIBRARY RENOVATION

PRIME: GH PHIPPS

OVERVIEW
The Library’s critical building systems, technology infrastructure and architectural features are more than 22 years old and have exceeded their life expectancy.

Project Highlights:
- The Golden Triangle Partnership has plans to improve public programming and other amenities that can be addressed through this renovation
- The Denver Art Museum and the Central Library envision an educational and cultural campus that is a premier family destination

Total Worker Profile
- 414 Workers worked 77,727 Hours
- $2,571,272 Total Gross Pay
- $33.08 Average Hourly Wage
- 99 Denver residents (24%) worked 20,321 Total Hours (26%)
- 53 were from Target Zip Codes (14%) and worked 9,677 Total Hours (12%) with $30.72 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 12.9%
- 48 Apprentices worked 10,040 Hours
- $238,515 Total Gross Pay
- $24.00 Average Hourly Wage
- 15 Denver residents (31%) worked 3,727 Hours (37%)
- 7 were from Target Zip Codes (15%) and worked 799 Total Hours (8%)
- First Year Apprenticeship Hours 3,210 (32%) Goal was 25% of the Total
- Target Category Apprenticeship Hours 799 (8%) Goal was 25% of the Total
OVERVIEW

The project intent was to improve safety in both directions of Peña Boulevard near the airport terminal by relocating the Return-to-Terminal route.

Project Highlights:
- Added two new inbound lanes
- Replaced aging pavement
- The original project scope was scaled back due to COVID-19 impacts

Total Worker Profile
- 748 Workers worked 147,836 Hours
- $4,322,273 Total Gross Pay
- $29.24 Average Hourly Wage
- 156 Denver residents (21%) worked 25,886 Total Hours (18%)
- 91 were from Target Zip Codes (12%) and worked 16,359 Total Hours (11%) with $27.62 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 2.9%
- 17 Apprentices worked 4,279 Hours
- $112,636 Total Gross Pay
- $26.00 Average Hourly Wage
- 3 Denver residents (18%) worked 366 Hours (9%)
- 1 was from Target Zip Codes (6%) and worked 254 Total Hours (6%)
- First Year Apprenticeship Hours 2,220 (52%) Goal was 25% of the Total Apprenticeship Hours
- Target Category Apprentice Hours Unavailable
DENVER INTERNATIONAL AIRPORT (DEN) GREAT HALL PHASES 1 & 2

OVERVIEW

DEN has embarked on a renovation of the Great Hall, which is the area under the tents of the airport’s Jeppesen Terminal. The terminal encompasses 1.5 million square feet.

Project Highlights:
When complete, the project will deliver a safer, more efficient Great Hall that serves as a warm welcome to Denver, keeps up with passenger demand, and leaves a lasting impression for all passengers and visitors.

Total Worker Profile
- 1.735 Workers worked 974,788 Hours
- $28,483,345 Total Gross Pay
- $29.22 Average Hourly Wage
- 471 Denver residents (27%) worked 247,592 Total Hours (25%)
- 283 were from Target Zip Codes (16%) and worked 149,078 Total Hours (15%) with $27.48 Average Hourly Wage

Apprenticeship Utilization (5% Goal): 7.7%
- 100 Apprentices worked 75,059 Hours
- $1,942,541 Total Gross Pay
- $26.00 Average Hourly Wage
- 23 Denver residents (23%) worked 22,395 Hours (30%)
- 9 were from Target Zip Codes (9%) and worked 7,427 Total Hours (10%)
- First Year Apprenticeship Hours 14,143 (19%) Goal was 25% of the Total Apprenticeship Hours
- Target Category Apprentice Hours Unavailable
OVERVIEW

The Green Valley Ranch Recreation Center Expansion includes an approximately 24,000 SF building addition as well as the reconfiguration and expansion of the existing recreation center parking lot and necessary site improvements to support the expansion. Intended programmatic components include the addition of a natatorium, gymnasium (add-alternate pending available funding) as well as auxiliary support facilities to support the expanded programming.

A total project budget for the design, construction and all soft costs of the facility has been established at approximately $15.6M.

Total Worker Profile
- 148 Workers worked 12,242 Hours
- $327,284 Total Gross Pay
- $26.74 Average Hourly Wage
- 44 Denver residents (30%) worked 2,662 Total Hours (22%)
- 25 were from Target Zip Codes (17%) and worked 1,074 Total Hours (9%) with $29.15 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 3%
- 2 Apprentices worked 373 Hours
- $6,706 Total Gross Pay
- $18.00 Average Hourly Wage
- 0 Denver residents (0%) worked 0 Hours (0%)
- 0 were from Target Zip Codes (0%) and worked 0 Total Hours (0%)
- First Year Apprenticeship Hours 4 (1%)
- Goal was 25% of the Total Apprenticeship Hours
- Target Category Apprentice Hours Unavailable
OVERVIEW

The bond improvements are situated on, or in, deferred maintenance/deficiency dense areas, rectifying 43 percent of the concentrated critical deferred maintenance needs through direct improvements or building out new functions. Projects include:

- New Animal Hospital facility
- Maintenance the Northeast Quadrant
- New Education Center
- Maintenance of the sea lion and seals exhibit and polar bear habitat

<table>
<thead>
<tr>
<th>Total Worker Profile</th>
<th>Apprenticeship Utilization (no requirement): 7.7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,184 Workers worked 148,129 Hours</td>
<td>39 Apprentices worked 11,476 Hours</td>
</tr>
<tr>
<td>$4,314,482 Total Gross Pay</td>
<td>$272,952 Total Gross Pay</td>
</tr>
<tr>
<td>$29.13 Average Hourly Wage</td>
<td>$24.00 Average Hourly Wage</td>
</tr>
<tr>
<td>336 Denver residents (28%) worked 41,594 Total Hours (28%)</td>
<td>7 Denver residents (18%) worked 1,664 Hours (14%)</td>
</tr>
<tr>
<td>199 were from Target Zip Codes (17%) and worked 21,949 Total Hours (15%) with $29.13 Average Hourly Wage</td>
<td>4 were from Target Zip Codes (10%) and worked 1,524 Total Hours (13%)</td>
</tr>
</tbody>
</table>

This project closed in Q3 2020
The DHHA Outpatient Medical Center will be a 290,000 square foot facility at the core of the campus. Replacing and expanding existing specialty clinics, it will provide capacity for DHHA to be able to meet the demand of Medicaid and uninsured patients as required to grow insured business to improve future financial viability. Finally, key city services, such as the Public Health Clinics, will relocate to this building and out of a building constructed in the 1930’s which is costly to maintain and needs to be upgraded for today’s care delivery model.

**Total Worker Profile**
- 1,721 Workers worked 676,728 Hours
- $21,366,665 Total Gross Pay
- $31.57 Average Hourly Wage
- 475 Denver residents (28%) worked 194,851 Total Hours (29%)
- 260 were from Target Zip Codes (15%) and worked 115,859 Total Hours (17%) with $29.74 Average Hourly Wage

**Apprenticeship Utilization (no requirement): 15%**
- 251 Apprentices worked 102,116 Hours
- $2,299,897 Total Gross Pay
- $23.00 Average Hourly Wage
- 48 Denver residents (19%) worked 21,063 Hours (21%)
- 17 were from Target Zip Codes (7%) and worked 9,840 Total Hours (10%)

This project closed in Q2 2020
DENVER CENTER FOR THE PERFORMING ARTS

PRIME: TURNER

OVERVIEW

When the Bonfils Complex was built, Time magazine called it “the crown jewel of the Rockies.” After almost three decades it was time for our theatre and public spaces to be renovated.

Project Highlights:
- Updating critical fire/life safety systems and rebuilding the Stage theatre
- Increased physical accessibility
- New seating and finishes, state-of-the-art technology, and improved egress
- Advanced energy efficiency by replacing lighting and mechanical systems

Total Worker Profile
- 732 Workers worked 223,834 Hours
- $7,185,302 Total Gross Pay
- $32.10 Average Hourly Wage
- 186 Denver residents (25%) worked 50,878 Total Hours (23%)
- 96 were from Target Zip Codes (13%) and worked 21,301 Total Hours (10%) with $26.20 Average Hourly Wage

Apprenticeship Utilization (no requirement): 11%
- 56 Apprentices worked 24,637 Hours
- $568,332 Total Gross Pay
- $23.00 Average Hourly Wage
- 12 Denver residents (21%) worked 6,326 Hours (26%)
- 4 were from Target Zip Codes (7%) and worked 3,274 Total Hours (13%)

This project closed in Q1 2021
APPENDIX B- CLOSED PROJECTS

DENVER MUSEUM OF NATURE & SCIENCE

PRIME: HASELDEN

OVERVIEW

The Museum is an assortment of buildings that have been constructed by connecting one to another since the first structure opened in 1903. Approximately every decade since 1908, another wing has been constructed. In 2014, the Museum moved all collections to the new preservation areas. In anticipation of these vacated spaces, the Museum initiated a Facility Master Plan for future public and non-public uses including improvements required to transition the space use, such as:

- Major HVAC equipment upgrades; and
- Life safety improvements to replace smoke control systems, damper control systems, and air control systems in the Central Atrium

Total Worker Profile

- 311 Workers worked 57,676 Hours
- $1,855,024 Total Gross Pay
- $32.16 Average Hourly Wage
- 60 Denver residents (19%) worked 8,945 Total Hours (16%)
- 31 were from Target Zip Codes (10%) and worked 3,461 Total Hours (6%) with $29.49 Average Hourly Wage

Apprenticeship Utilization (no requirement): 11.3%

- 21 Apprentices worked 6,543 Hours
- $139,748 Total Gross Pay
- $21.00 Average Hourly Wage
- 3 Denver residents (14%) worked 1,527 Hours (23%)
- 1 was from Target Zip Codes (5%) and worked 320 Total Hours (5%)

This project closed in Q1 2021
OVERVIEW

The North Building renovation is comprised of several feature projects aimed at:
- Updating and upgrading the North Building’s systems, safety and integrity
- Expanding the Center for Learning & Engagement
- Increasing the transparency and welcome of the museum
- Deliver knock-out art experiences by improving gallery infrastructure and aesthetics

**Total Worker Profile**
- 1,893 Workers worked 447,895 Hours
- $13,973,104 Total Gross Pay
- $31.20 Average Hourly Wage
- 575 Denver residents (30%) worked 125,862 Total Hours (28%)
- 302 were from Target Zip Codes (16%) and worked 72,597 Total Hours (16%) with $29.49 Average Hourly Wage

**Apprenticeship Utilization**
- (no requirement): 13.5%
- 193 Apprentices worked 60,410 Hours
- $1,499,550 Total Gross Pay
- $25.00 Average Hourly Wage
- 46 Denver residents (24%) worked 11,145 Hours (18%)
- 21 were from Target Zip Codes (11%) and worked 4,052 Total Hours (7%)

*This project closed in Q1 2020*
OVERVIEW

The project constructed a new bicycle and pedestrian bridge with stairs and ramps crossing over the Union Pacific railroad line, south of the existing crossing at 47th Avenue and York Street. Improving this connection and crossing was identified as a top priority and transformative concept in the 2015 Elyria Swansea Neighborhood Plan. The critical mobility improvement is focused on providing safe bicycle and pedestrian connections between Elyria and Swansea Neighborhoods, and between Swansea Elementary School and the Valdez-Perry Branch Library.

<table>
<thead>
<tr>
<th>Total Worker Profile</th>
<th>Apprenticeship Utilization (no requirement): 2.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>301 Workers worked 51,130 Hours</td>
<td>11 Apprentices worked 1,222 Hours</td>
</tr>
<tr>
<td>$1,546,792 Total Gross Pay</td>
<td>$24,361 Total Gross Pay</td>
</tr>
<tr>
<td>$30.25 Average Hourly Wage</td>
<td>$20.00 Average Hourly Wage</td>
</tr>
<tr>
<td>103 Denver residents (34%) worked 17,319 Total Hours (34%)</td>
<td>4 Denver residents (36%) worked 502 Hours (41%)</td>
</tr>
<tr>
<td>75 were from Target Zip Codes (25%) and worked 6,796 Total Hours (13%) with $27.37 Average Hourly Wage</td>
<td>1 was from Target Zip Codes (9%) and worked 215 Total Hours (18%)</td>
</tr>
<tr>
<td></td>
<td>On the Job Training Requirement (Goal 320 Hours): 1,222 Hours (382%)</td>
</tr>
</tbody>
</table>

This project closed in Q1 2020
OVERVIEW
Denver Botanic Gardens’ mission is to connect people with plants, providing delight and enlightenment to everyone. Part of the final phase of the 2007 board-approved Master Development Plan, the build-out of the Center for Science, Art and Education will showcase art, library and herbarium collections, as well as the Gardens’ important science and botanical illustration programs. The Center’s opening will cement the reputation of both the Gardens and Denver as integral in the definition of thriving, sustainable communities.

Total Worker Profile
- 1,077 Workers worked 202,778 Hours
- $6,405,592 Total Gross Pay
- $31.59 Average Hourly Wage
- 291 Denver residents (27%) worked 56,411 Total Hours (28%)
- 170 were from Target Zip Codes (16%) and worked 28,175 Total Hours (14%) with $27.93 Average Hourly Wage

Apprenticeship Utilization (no requirement): 9.6%
- 77 Apprentices worked 19,474 Hours
- $434,017 Total Gross Pay
- $22.00 Average Hourly Wage
- 17 Denver residents (22%) worked 3,933 Hours (20%)
- 8 were from Target Zip Codes (10%) and worked 1,000 Total Hours (5%)

This project closed in Q1 2020
Denver’s unique WORKNOW collaboration is a shared commitment across public, private, and nonprofit sector stakeholders to ensure families living in communities directly affected by construction projects benefit from them.

The City and County of Denver has supported WORKNOW as a funding partner since 2017. WORKNOW partners, known as the Colorado Resource (CORE) Partners, include organizations that bridge construction industry job training with community resource partners to overcome barriers to construction workforce readiness and career success. Learn more about WORKNOW.

<table>
<thead>
<tr>
<th>JANUARY 2019 - DECEMBER 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKNOW Members on City Projects</td>
</tr>
<tr>
<td>New Hires on Projects</td>
</tr>
<tr>
<td>Average Wage</td>
</tr>
<tr>
<td>WORKNOW Members Working on Multiple City Projects</td>
</tr>
<tr>
<td>Represented individuals from target population demographics</td>
</tr>
<tr>
<td># of Apprentices</td>
</tr>
<tr>
<td># New Hires on from Target Zip Codes</td>
</tr>
<tr>
<td>$ spent on supportive services</td>
</tr>
</tbody>
</table>

**Top Types of Supportive Services**

Apprenticeship Tuition & Fees, Tools, Boots
The Why Behind the Work Continued

DCCP Worker Profile – Ralph Left Hand Bull

I am also involved in my community with a nonprofit called D3 arts and the National Compadres Network. I have built traditional Indigenous pow wow drums and Danza drums. My family and I are involved in a Danza group called "Grupo Tlaloc" and I practice my traditional ceremonies. I have done the opening blessing for MSU Denver’s Chicano studies department (Journey Through My Heritage) several times and held presentations for the Restorative Justice Coalition.

I attend MSU Denver as a student and have been involved with several departments on campus like TRIO and GITA. Recently I have been asked to be on the 40 West Arts District Committee in Lakewood. I have the opportunity to assist in placing murals and advancing the beauty and safety of the 40 West Arts District.

I have done the candidate blessings for several politicians in Jefferson County, and I was in attendance and supported the "Crown Bill" in Denver that State Representative Leslie Herod created and Governor Polis signed off on.

I feel this is important because I have long hair and have experienced negative conversations about cutting my hair to become a more presentable worker in the trade.

I know this may be a lot, but I have been busy in my apprenticeship, and I am a proud WORKNOW member. I was able to make it through my apprenticeship comfortably because of WORKNOW Colorado. I know that the sky is the limit, and I will continue to strive for the success of my community and show gratitude toward everyone who has been involved in my success. I couldn’t have done it without all of you.

Ralph (on left) teaches during Second Chance Center’s pre-apprenticeship training program.