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Why are we here?

This report provides a summary of the work, data, and lessons learned after four years in operation of the Denver Construction Careers Program (DCCP).

“Denver is making historic, generational investments in community-supported infrastructure. These investments will do more than build projects--they will build futures and opportunities for our residents who need them most. The Denver Construction Careers Program leverages those investments to drive economic opportunities for our residents, creates good-paying jobs and careers, and expands the construction talent pipeline. This is how we level the playing field and create an economy that works for everyone.”

Mayor Michael B. Hancock
About DCCP

WHAT WE DO

The purpose of DCCP is to leverage the historic investments being made in infrastructure and public facilities by connecting Denver residents to jobs created by large-scale, publicly funded construction projects. The program’s focus on projects with a construction value of $10+ million allowed the City to evaluate and develop best practices for future workforce policies.

HOW WE DO IT

DCCP has focused on more than 16 major projects over the last four years. These have included the most iconic venues that make Denver a world-class city, such as the Colorado Convention Center, 16th Street Mall, Denver Central Public Library and the Great Hall Expansion at Denver International Airport. 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 last Great Recession. One of the most important lessons was that not everyone experienced Denver’s prosperity equitably. The Denver Construction Careers Program 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
Based on the data delivered from the three-year pilot phase (2019 to 2021), city leadership funded the program with $3.2M budget in 2022, which was leveraged to bolster the worker pipeline, sustain existing program supports, and expand staff and community resources.

Over the last four years, DCCP reported outstanding outcomes for workers on 16 city-funded projects:

- **13,967 workers earned an average wage of $31.23/hr**
  - Total gross pay was $144M for all workers
  - 4.6M hours were performed by total workers
  - 15% of hours were performed by workers living in target zip codes

- **1,062 apprentices earned an average wage of $25/hr**
  - Total gross pay was $11M for apprentices
  - 447K hours were performed by apprentices for a 9.7% apprenticeship ratio
  - 10% of hours were performed by apprentices living in target zip codes

- **7,918 new hires earned an average wage of $29.25/hr**
  - Total gross pay was $67M for new hires
  - 2.3M hours were performed by new hires

DCCP will establish a workforce policy in early 2023 that will set workforce requirements on city construction projects with $10M+ in construction value. Additionally, the city has created a special revenue fund to support the efforts of Denver Public Schools to expand programming for careers in construction. Furthermore, the DCCP team has partnered with the Colorado Department of Labor and Employment (CDLE) to offer resources for businesses seeking to develop construction-related registered apprenticeship programs in the Denver Metro area.
Acknowledgements

The DCCP team would like to acknowledge and thank the contributors 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 residents.

Program Requirements

Denver Economic Development & Opportunity (DEDO) works to create an economy that works for everyone. DCCP implemented this mission by focusing on these key areas for capital improvement projects:

1. **WORKFORCE COORDINATOR**
   Contractor must 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:
   - 3.75% of hours by residents in target areas* or from target populations
   - 3.75% by first-year apprentices

4. **REPORTING & TRACKING**
   Contractor must document progress on employing target populations through the following systems:
   - LCPtracker (Prevailing Wage System)
   - Connecting Colorado (State Workforce System)

*Target area zip codes: 80204, 80205, 80207, 80216, 80219, 80223, 80239, and 80249
Building Denver's Construction Workforce

WORKFORCE DATA | JANUARY 2019 - DECEMBER 2022

$144M
Total gross pay
4.6M Hours
Performed by total workers

$67M
Total gross pay for new hires
2.3M Hours
Performed by new hires

$11M
Total gross pay for apprentices
447K Hrs
Performed by apprentices

13,697
# of workers
$31.23/hr
Average wage

7,918
New hires
$29.25/hr
Average wage

1,062
apprentices 9.7% utilization ratio
$25.00/hr
Average wage

TARGET ZIP CODES WHERE WORKERS LIVE

545 Workers
282 Workers
568 Workers
213 Workers

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.
"Born and raised in Chicago, I am the second oldest of nine children. My family is spread across the country in Georgia, Texas and Illinois. After my incarceration, I became involved with the Second Chance Center and relocated to Denver. Even the Broncos’ record hasn’t made me leave!

The Second Chance Center has allowed me to build fundamental skills and create strong friendships and mentorships. I was able to receive my pre-apprenticeship certification and recently earned my forklift certification. Through my work on the 16th Street Mall project, I have gained a deeper understanding of construction and project management. On top of budgeting, manpower management, and labor skills, I realized that quality communication is vital to any project. I have had the opportunity to learn new skills and feel confident teaching them to others.

I hope to soon open my own janitorial and construction clean-up services business using these skills and connections. I am thankful to have met such wonderful mentors through this project who have guided me and look forward to integrating myself further into Denver’s community."

-Orpheus, apprentice
Program Findings

The DCCP team has experienced successes (green lights), detours (yellow lights), and roadblocks (red lights) that have led to positive changes within the program.

GREEN LIGHTS - Program Wins
- Supported external partners in developing and creating pre-apprenticeship programs for target populations
- Creation of public-facing project dashboards
- Partnered with City agencies to develop workforce ordinance language
- Developed significant workforce data systems improvements
- Creation of DCCP approval process for pre-apprenticeship programs
- Denver Construction Careers Contribution Fund: Special Revenue Fund approval for DPS Students

YELLOW LIGHTS - Program Opportunities
- Tracking and validating target population data
- Improving collaboration with Union and non-union organizations through:
  - Paid pre-apprenticeship programs
  - Support for direct-entry agreements
- Expanding external partnerships to address the shortage of qualified construction workers in Denver
- Ensuring consistency of workforce requirements across city agencies through the development of the DCCP Workforce Ordinance

RED LIGHTS - Needs More Attention
- Potential impact of the DCCP Workforce Ordinance on small and minority-owned businesses
- The complexity of Federally funded construction projects in relation to city workforce requirements
- Inconsistent Voluntary Reporting of “Target Population” Data
- The high cost of living in Denver and wage competition challenges
2023 Work Plan

People
• Continue to impact Denver residents’ lives and their ability to thrive in Denver, which is the core goal of DCCP
• Leverage our community partnerships to provide training and upskilling to economically disadvantaged communities
• Take advantage of the particular strengths of our expanded DCCP team members

Policy
• Solidify DCCP Workforce Ordinance language regarding workforce requirements on city-funded projects
• 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)

Programs
• Moving forward with review and distribution of funds from the Construction Careers Contribution Funds Program to encourage youth to explore the benefits of a career in construction
• 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
• Continuous improvement of DCCP services to support job seekers, agencies, and industry workforce efforts including enriching the WORKNOW program

EDI
• Be constantly mindful of equity, diversity, and inclusion in all workforce efforts

Data & Technology
• Moving from Target Zip Codes to Statistical Neighborhoods to better reflect our impact on Denver residents in economically disadvantaged communities
• Creating dashboards to reflect the methodology of new data collection points
• Improve our analytic capabilities to gather and report on more actionable data to move the program forward
• Development of public facing story maps to highlight the positive impact of DCCP workforce policy on Denver city-funded construction projects

Budget
• DCCP has been allocated a $3.2M operating budget, which is divided between salaries and professional services. The program is slated to distribute up to $1.5M through a formal RFP process to community partners

Other Initiatives
• 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
• Tap into state and federal funding grants to support the Training Center of Excellence.
• Revisit collaboration of the Civilian Conservation Corps cohort training model in support of Denver Public School students
• Work with local colleges and high school programs to promote youth career opportunities in the construction industry
Conclusion

The information in this report depicts the impact of increased engagement with contractors, city agencies, and community resource partners. 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.

This past year, DCCP has been involved in extensive policy work in the development of the Workforce Ordinance. To date, DCCP has concluded internal review of the ordinance draft and is actively engaged in external outreach and Council briefings. The ordinance draft is scheduled to go before Council for approval in the spring of 2023.

Expanded team capacity has afforded DCCP the ability to pursue multiple initiatives that were previously on hold. The increased capacity will allow DCCP to focus on innovative and impactful program development with both internal and external partners. The intent of our collaborative pursuits is to support Denver residents to achieve successful and sustainable careers in the construction industry.
APPENDICES
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
- 1,179 Workers worked 528,138 Hours
- $18,721,713.72 Total Gross Pay
- $35.45 Average Hourly Wage
- 331 Denver residents (28%) worked 130,902 Total Hours (25%)
- 183 were from Target Zip Codes (16%) and worked 76,212 Total Hours (14%) with $30.84 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 13.5%
- 106 Apprentices worked 71,458 Hours
- $1,811,890.53 Total Gross Pay
- $25.36 Average Hourly Wage
- 22 Denver residents (21%) worked 16,766 Hours (23%)
- 11 from Target Zip Codes worked 8,730 Hours
- 33 from Target Pops worked 30,626 Hours

Target Pop/Zip Codes Utilization (3.75% Goal): 7%
- 11 from Target Zip Codes worked 8,730 Hours
- 33 from Target Pops worked 30,626 Hours

First Year Apprentice Utilization (3.75% Goal): 6%
- 64 First Year Apprentices worked 34,051 Hours
POLICE DISTRICT 5 STATION REPLACEMENT

PRIME: W.E. O'NEIL CONSTRUCTION

OVERVIEW
The Police District 5 Station replacement project will transform a vacant space into a modern police facility to support the growing northeast Denver community including the Montbello, Stapleton and Green Valley Ranch neighborhoods. This project will create a site that can appropriately house the current staffing, which is currently at 180 percent capacity.

Project Highlights:
- Address identified issues and create a public plaza, parking, and a community room for public meetings and use by residents
- Will also be a joint facility with the 911 Combined Communications Center, allowing public safety staff to better serve and respond to the growing community

Total Worker Profile
- 90 Workers worked 21,481 Hours
- $7,000,000 Total Gross Pay
- $32.59 Average Hourly Wage
- 24 Denver residents (27%) worked 5,000 Total Hours (23%) with
  - $33.00 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 13.4%
- 12 Apprentices worked 3,044 Hours
- $63,459 Total Gross Pay
- $20.85 Average Hourly Wage
- 2 Denver residents (17%) worked 422 Hours (14%)

Target Pop/Zip Codes Utilization (3.75% Goal): 2%
- 1 from Target Zip Codes worked 10 Hours
- 3 from Target Pops worked 384 Hours

First Year Apprentice Utilization (3.75% Goal): 2%
- 4 First Year Apprentices worked 1,000 Hours

Photo Credit: PD5
DENVER CENTRAL LIBRARY RENOVATION

PRIME: GH PHIPPS CONSTRUCTION

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
- 775 Workers worked 143,174 Hours
- $4,814,888 Total Gross Pay
- $33.63 Average Hourly Wage
- 201 Denver residents (26%) worked 39,659 Total Hours (28%)
- 116 were from Target Zip Codes (15%) and worked 21,603 Total Hours (15%) with $30.49 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 13%
- 69 Apprentices worked 18,580 Hours
- $445,388 Total Gross Pay
- $23.97 Average Hourly Wage
- 21 Denver residents (30%) worked 7,294 Hours (39%)
- 13 from Target Zip Codes worked 3,801 Hours
- 6 from Target Pops worked 2,699 Hours

Target Pop/Zip Codes Utilization (3.75% Goal): 3%
- 23 First Year Apprentices worked 3,020 Hours

First Year Apprentice Utilization (3.75% Goal): 2%
- 23 First Year Apprentices worked 3,020 Hours
DENVER INTERNATIONAL AIRPORT (DEN) GREAT HALL PHASES 1 & 2
PRIME: HENSEL PHELPS CONSTRUCTION

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
• 2,062 Workers worked 1,157,616 Hours
• $34,892,510 Total Gross Pay
• $30 Average Hourly Wage

Apprenticeship Utilization (5% Goal): 8%
• 159 Apprentices worked 93,977 Hours
• $2,629,549 Total Gross Pay
• $27.98 Average Hourly Wage
OVERVIEW

56th Avenue serves as a major east-west regional thoroughfare and a major connection to Denver International Airport (DEN) and the Montbello and Parkfield neighborhoods. Travel and safety improvements on East 56th Ave. from Peoria St. to Peña Blvd. will help safely move more people whether they’re in a car, on a bike, on foot or taking transit.

Project Highlights:

- Widen the roadway from one to at least two travel lanes in each direction to ease vehicle congestion
- Add a new median to separate eastbound and westbound vehicle traffic and to carve out a safe place for pedestrians to stop in the middle of the street before continuing to cross
- Install new traffic signals and pedestrian crossings all being ADA compliant
- Build a new multi-use path along the north side of E. 56th Avenue for pedestrians and bikes, providing better connections to neighborhood bike lanes and to the trail system at the Rocky Mountain Arsenal National Wildlife Refuge

Total Worker Profile

- 203 Workers worked 46,354 Hours
- $1,554,107.23 Total Gross Pay
- $33.53 Average Hourly Wage
- 44 Denver residents (22%) worked 12,226 Total Hours (26%)
- 27 were from Target Zip Codes (13%) and worked 7,287 Total Hours (16%) with
  - $31.42 Average Hourly Wage

Apprenticeship Utilization (15% Goal): 0.50%

- 2 Apprentices worked 233 Hours
- $5,285.57 Total Gross Pay
- $22.73 Average Hourly Wage
- 0 Denver residents worked 0 Hours
- 0 from Target Zip Codes worked 0 Hours
- 1 from Target Pops worked 1,207 Hours

Target Pop/Zip Codes Utilization (3.75% Goal): 3%

- 0 from Target Zip Codes worked 0 Hours
- 1 from Target Pops worked 1,207 Hours

First Year Apprentice Utilization (3.75% Goal): 0.50%

- 2 First Year Apprentices worked 233 Hours
OVERVIEW

Great cities never stand still. We think to the future. The 16th Street Mall Project is our past, present and future. It is the backbone of our City, our version of a Main Street and the catalyst for a great future ahead. The 16th Street Mall Project will revitalize the Mall from Market Street to Broadway. Our goal is improving safety and mobility, addressing deteriorating infrastructure and creating more opportunities for the people who live, work and visit the Mile High City to enjoy the Mall for years to come.

Project Highlights:
- Site Furnishings include items like tables, chairs, benches, planters and other things that create a space for people to spend time
- Play Features are structures designed specifically for engaging kids on the Mall
- Moments of Joy are elements designed to bring a bit of delight to the Mall; they make you smile, pause for a moment or snap a photo to share.

Total Worker Profile
- 184 Workers worked 33,608 Hours
- $917,336.90 Total Gross Pay
- $27.29 Average Hourly Wage
- 58 Denver residents (32%) worked 10,869 Total Hours
- 33 were from TargetZip Codes (18%) and worked 6,335 Total Hours with $24.74 Average Hourly Wage

Apprenticeship Utilization (15% Goal): .78%
- 5 Apprentices worked 263 Hours
- $4,913.40 Total Gross Pay
- $18.68 Average Hourly Wage
- 1 Denver resident (20%) worked 94 Hours (36%)

Target Pop/Zip Codes Utilization (3.75% Goal): 3%
- 0 from Target Zip Codes worked 0 Hours
- 0 from Target Pops worked 0 Hours

First Year Apprentice Utilization (3.75% Goal): 2%
- 1 First Year Apprentice worked 94 Hours
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, and 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
- 5078 Workers worked 60,068 Hours
- $1,726,691.83 Total Gross Pay
- $28.75 Average Hourly Wage
- 150 Denver residents (30%) worked 13,523 Total Hours (23%)
- 83 were from Target Zip Codes (16%) and worked 8,582 Total Hours (14%) with
  - $25.61 Average Hourly Wage

Apprenticeship Utilization (15% Goal): .78%
- 21 Apprentices worked 5,980 Hours
- $123,754.63 Total Gross Pay
- $20.70 Average Hourly Wage
- 6 Denver residents (29%) worked 1,275 Hours (21%)

Target Pop/Zip Codes Utilization (3.75% Goal): 5%
- 3 from Target Zip Codes worked 655 Hours
- 1 from Target Pops worked 2,128 Hours

First Year Apprentice Utilization (3.75% Goal): 3%
- 6 First Year Apprentices worked 1,536 Hours
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

This project closed in Q4 2021

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
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. Intended programmatic components include the addition of a natatorium, and gymnasium (add-alternate pending available funding) as well as auxiliary support facilities to support the expanded programming.

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

*This project closed in Q3 2020*

Total Worker Profile
- 1,184 Workers worked 148,129 Hours
- $4,314,482 Total Gross Pay
- $29.13 Average Hourly Wage
- 336 Denver residents (28%) worked 41,594 Total Hours (28%)
- 199 were from Target Zip Codes (17%) and worked 21,949 Total Hours (15%) with $29.13 Average Hourly Wage

Apprenticeship Utilization (no requirement): 7.7%
- 39 Apprentices worked 11,476 Hours
- $272,952 Total Gross Pay
- $24.00 Average Hourly Wage
- 7 Denver residents (18%) worked 1,664 Hours (14%)
- 4 were from Target Zip Codes (10%) and worked 1,524 Total Hours (13%)

This project closed in Q3 2020
OVERVIEW
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.

This project closed in Q2 2020

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%)
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

This project closed in Q1 2021
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

This project closed in Q1 2021

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%)
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

This project closed in Q1 2020

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%)

Photo Credit: VISIT DENVER; Jeff Wells
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.

This project closed in Q1 2020

Total Worker Profile

- 301 Workers worked 51,130 Hours
- $1,546,792 Total Gross Pay
- $30.25 Average Hourly Wage
- 103 Denver residents (34%) worked 17,319 Total Hours (34%)
- 75 were from Target Zip Codes (25%) and worked 6,796 Total Hours (13%) with $27.37 Average Hourly Wage

Apprenticeship Utilization (no requirement): 2.4%

- 11 Apprentices worked 1,222 Hours
- $24,361 Total Gross Pay
- $20.00 Average Hourly Wage
- 4 Denver residents (36%) worked 502 Hours (41%)
- 1 was from Target Zip Codes (9%) and worked 215 Total Hours (18%)
- On-the-Job Training Requirement (Goal 320 Hours): 1,222 Hours (382%)
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.

This project closed in Q1 2020

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): 13.5%

- 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%)
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 funded 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.

### JANUARY 2019 - DECEMBER 2022

- **330** WORKNOW Members on City Projects
- **$25.96** Average Wage
- **111** New Hires on Projects
- **23** WORKNOW Members Working on Multiple City Projects
- **53** # New Hires from Target Zip Codes
- **98** # of Apprentices
- **126/38%** Represented individuals from target population demographics
- **$148,974.13** $ spent on supportive services

**TOP TYPES OF SUPPORTIVE SERVICES**

Work Wear, Apprenticeship Stipends, Gas & Transportation