



May 2019 Bootcamp Cohort



Discover Homebuilding Career Fair in March 2019



Hope House Workshop with HBA's Professional Women in Building Council in March 2018



Bootcamp graduate from series of professional photography for advertising purposes



**COLORADO  
HOMEBUILDING  
ACADEMY**

Training • Careers • Opportunity

# 2019 Annual Report

# 2019 At a Glance

Dear Academy friends and supporters,

The Colorado Homebuilding Academy (the Academy) made enormous strides toward achieving important goals it set out in 2019. We maintain a robust recruiting effort and continue to see an overall increase in program attendance, retention, graduation and job placement. The Academy continues to enhance its ability to effectively capture employment data from low-income students and those with barriers to employment. The launch of our first bi-annual survey took place in the month of December 2018 and yielded incredible results, some of which are included in this summary.

Adult Construction Skills Bootcamp programming expanded in Q4 2018 to meet a growing student population. The Academy launched an accelerated version of the program that maintains the same number of total training hours condensed into a 4-week series of classes. We expect to continue experiencing recruitment gains throughout the remainder of our grant as greater scheduling flexibility improves program accessibility.

Starting towards the end of 2018, we grew our capacity to serve students on multiple fronts. We are also able to demonstrate actionable plans for streamlining data collection, particularly for tracking students with barriers to employment and low-income parents.



**Cheryl Schuette**  
*Acting Director*

## TRAINING

64%

increase in grads  
2018 (137) ⇨ 2019 (225)

72%

Completion Rate

## EMPLOYMENT

\$19

average wage

85%

of those responding to a  
bi-annual survey had a job

## RECRUITMENT

66%

increase in enrollment  
2018 (289) ⇨ 2019 (313)

\*86%

increase in # cohorts offered  
2018 (14) ⇨ 2019 (26)

\*Important note: The # of Bootcamp Accelerated (BCA) course offerings, which we started in late 2018, grew from 2 offerings in 2018 to 9 in 2019 equivalent to a 350% increase. BCA coupled with BC offerings led to this 86% increase in the increase in # of cohorts, and required more energy in recruiting, teaching, and job placement.



# Measurable Outcomes

## Reaching a broad audience through recruitment and outreach efforts

Over the course of 2019, the Academy was able to dramatically expand its recruitment and outreach efforts to both engage as broad an audience as possible and to target groups most likely to engage with Academy workforce training programs. These efforts improved the Academy's brand recognition, both locally and nationally, resulting in significant program growth. As evidenced in the outcomes listed below, the Academy was able to vastly exceed both its passive and active recruitment goals thanks to the robust outreach campaign implemented. The quality of the promotional videos, print materials, and online outreach developed has set the Academy apart from other workforce entities in the construction sector and propelled massive growth in the Academy's outreach and recruitment efforts. The momentum generated by this success will impact Colorado's construction workforce for years to come.

EVENTS	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Apr-May 2019	Total
Events Attended	14	10	9	20	5	19	77
People Recruited	233	216	128	302	153	307	1,339

## VIDEO LIBRARY

Our online outreach/recruitment video library expanded by 26 videos, with ten new videos for our Discover Homebuilding campaign. A total of nine employers partnered with the Academy to create these Discover Homebuilding videos, which showcased diversity in the construction field by highlighting opportunities for youth, women, persons of color, and military veterans. Our 'Student Success' video series is proving especially salient for our recruitment efforts as these videos were able to capture the stories of students and their journeys through workforce development, thus allowing our recruitment to relate to the personal lives of our potential recruits. These 'emotional' engagement videos were complemented by other, more 'rational' videos that focus on industry data trends and other statistics like earning potential. In total, this diverse video series is an evergreen

VIDEOS	Number of Videos	Views
Discover Homebuilding	10	1,491
Graduate Success	5	810
Recruitment	8	3,852
Denver Const. Sector Partnership	3	234
<b>CYCLE 3 TOTAL</b>	<b>26</b>	<b>6,387</b>



## DIGITAL ADVERTISING

In total, the Academy's digital advertising received 12 million views and 83 thousand clicks across social media, Google Search, and other websites. Another success of 2019 was the partnership with PIN Business Network that began in March 2019. PIN Business Network's advanced data targeting services are now helping us reach a specific audience of persons most likely to enroll in Academy programs. This partnership will continue past 2019 thanks to leveraged funding from Mile High United Way.

DIGITAL ADS	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Apr-May 2019	Total
Views	716,090	1,466,939	857,193	2,312,041	6,179,481	295,912	11,827,656
Clicks	5,927	8,630	7,842	22,929	36,101	1,398	82,827
Cost per Click	\$1.11	\$0.96	\$1.14	\$0.65	\$0.69	\$10.43	\$0.92
Amount Spent	\$6,236	\$7,971	\$8,338	\$13,671	\$25,007	\$14,587	\$75,811



## SUMMER POP UP JOBSITE TRAINING

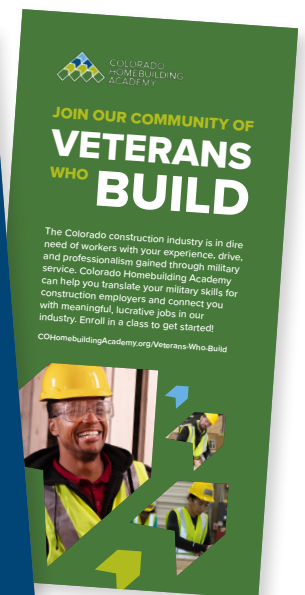
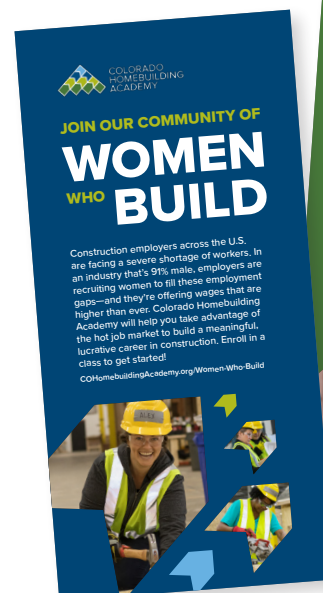
This 2019 we also began hosting Popup Bootcamps, which entail delivering our standard Construction Skills Bootcamp program at the job site of a partnering construction employer. The site offers additional advertising opportunities for local pedestrian and car traffic through branded fence wrapping that surrounds the site. Our Field Recruiter is also conducting targeted active recruitment of the neighborhoods in which our popup sites are located. These popup bootcamps will continue after the grant period.



## RECRUITMENT CAMPAIGNS FOR TARGET AUDIENCES

In 2019 the Academy also re-tooled the entirety of its print marketing and branding materials, and made text adjustments to our website. Specifics include materials for engaging women and veterans, employers, and high schools. These new materials were redesigned with audience engagement in mind, and were written without time-dating specifics as to allow for continued use and relevance long after wrapping a successful 2019.

% of Bootcamp Grads	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Apr-May 2019	Cycle 3 Total
<b>Women</b>	21%	37%	7%	26%	30%	35%	31%
<b>Veterans</b>	8%	5%	7%	6%	6%	8%	7%
<b>People of Color</b>	29%	62%	54%	53%	45%	40%	53%



Looking back on 2019, the Academy has many other outreach and recruitment successes to be proud of. Some highlights include:

- Presentation to the State Senate Committee on Education delivered by Academy Director and Youth Construction Apprenticeship student
- Academy featured in press outlets including: Colorado Builder Magazine
- Re-branding and launch of DiscoverHomebuilding.org
- Launch of 'Women Who Build' and 'Veterans Who Build' campaigns
- Wolverine Boots & Apparel's Project Bootstrap event donated 2 pairs of work boots to hundreds of Academy students; event was promoted across local media market

## Filling the needs for skilled workers in our targeted industry

The Academy has taken several steps over the course of 2019 to better connect our graduates to employers in the construction industry. We held a total of 14 career fairs over the course of the year, where 235 Construction Skills Bootcamp graduates and job seekers were able to connect with employers. Of particular note was our Discover Homebuilding Career Fair in March 2019, where over 60 students networked with employers, participated in demos of job site roles, and listened to speakers. Employers also sent representatives to give regular Class Presentations to our Bootcamp students, and over 13 of such presentations were delivered over the year.

Early on in 2019 we began implementing a more robust career mentoring system by increasing the quantity and quality of our 1-on-1 Career Coach meetings with students. As opposed to convening these meetings only once near the end of a student's program, our Career Coach now offers as many individual sessions as necessary to identify their particular employment skills and interests, and to match them with an ideal employer candidate. Notes from these meetings are now stored in our Customer Relationship Management (CRM) software, which helps quantify this work. This improvement is resulting in better post-program employment statistics as we are now doing a better job of ensuring that our job placements are the "right fit" for each of our graduates.

In addition, recent evaluations by third-party group ResultsLab showed that Academy graduates were able to obtain employment at similar rates regardless of race, gender, or history of incarceration. Interestingly, the data revealed that Hispanic graduates were able to secure employment at slightly higher rates than white/non-Hispanic graduates.

Over the course of 2019 great strides were made to fill the skilled labor needs in the construction industry. Some of the most potent examples include:

- Graduation of the first cohort of Youth Construction Apprentices
- Launch of Construction Management and Estimating programs in collaboration with Community College of Aurora



**Discover Homebuilding Career Fair, March 2019**  
60 attendees



**Discover Homebuilding Camps**, Started in June 2019 and offers two-day camp for 16-18 yr olds. Focus: Construction career awareness, jobsite and safety training, career exploration. Offering 6 over course of summer 2019.

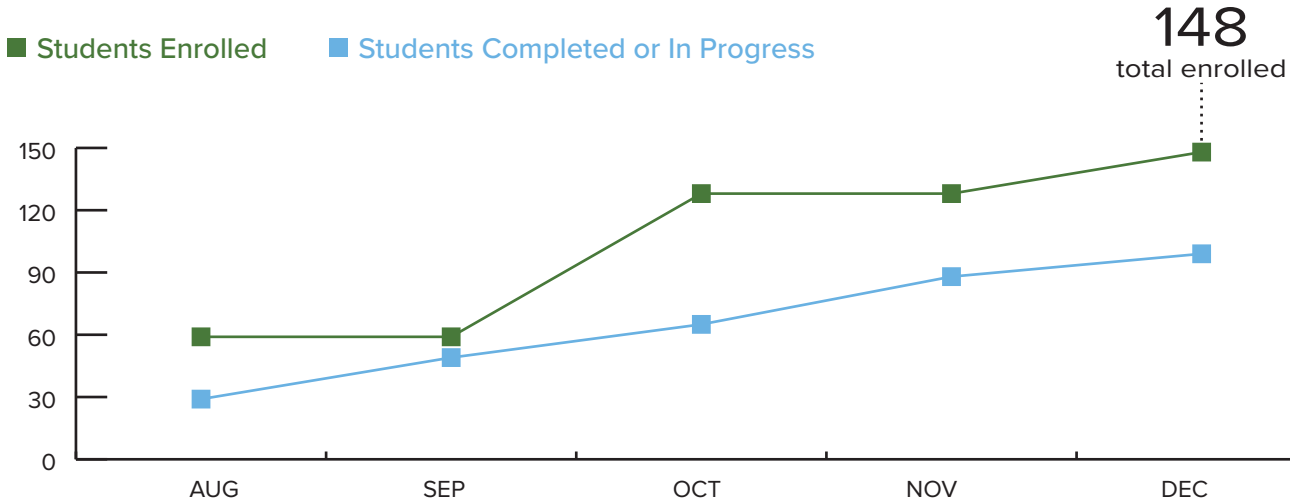


# Programming Expansion

## Increase scope of mission through innovative program options

Adult Construction Skills Bootcamp programming started to expand with earnest in Q4 2018 to meet a growing student population and carried over into early 2019. One example is the Academy launching an accelerated version of the program that maintains the same number of total training hours condensed into a 4-week series of classes. We continued experiencing recruitment gains throughout the rest of the year as greater scheduling flexibility improves program accessibility.

### Construction Skills Bootcamp Students (Cumulative)



Well into the 4th Quarter our adult Construction Bootcamp program continued to maintain strong participation and graduation rates, without experiencing a typical holiday decline in participation. Beginning in mid-2019, the accelerated Bootcamp continued to draw participants and its steady gains are expected to remain constant well into 2020.

Construction Management is having a successful start to 2019 as spring classes are nearing 95% enrollment. Anecdotally, our partners at Community College of Aurora tell us that Construction Management has had one of the best program launches they have witnessed.

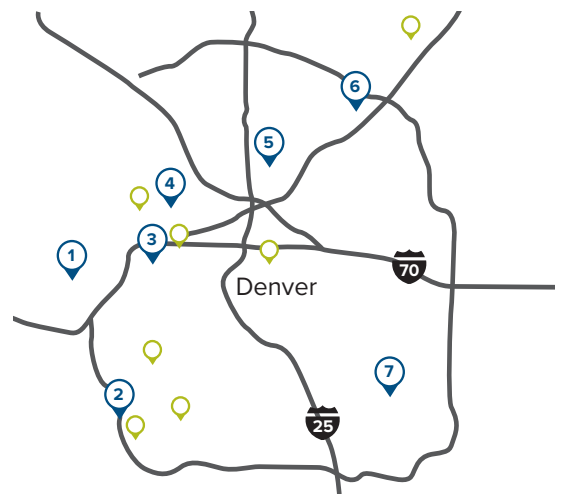
The Youth Construction Apprenticeship (YCA) program has shown considerable growth since the last year. The program experienced more than 70% growth in enrollment as compared to the 2018-2019 school year. The Academy intends to drive toward greater expansion and is pursuing talks with Denver Public Schools regarding school participation. Additionally, YCA has grown so much that we are starting to plan an expansion into a southern metro market. We are engaged in productive conversations with Jefferson County School District and several individual schools, including Bear Creek High School, Chatfield High School, Columbine High School, Sobesky Charter High School, and Prep Academy, to integrate programming into their following school calendar. North-metro schools have also expressed interest in the program, including Arvada West and Adams 27J.

#### Fall 2019 Partner High Schools:

1. Arvada High School, Jeffco SD
2. Dakota Ridge High School, Jeffco SD
3. Wheat Ridge High School, Jeffco SD
4. Big Picture, Mapleton SD
5. Mapleton Early College, Mapleton SD

#### Partner High Schools

- Fall 2019 Partners
- Potential Partners in 2020

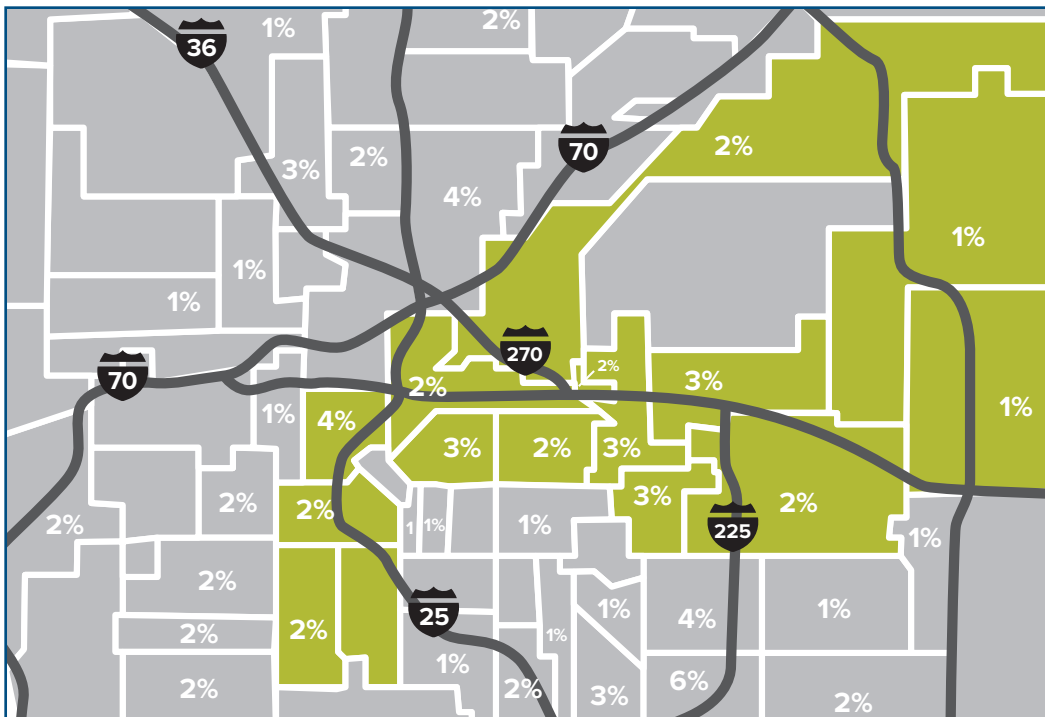


## Data & Reporting Plan

The Academy maintains a robust data and outcomes collection operation. We have worked with a 3rd party evaluator, ResultsLab, to align our data collection methods with data evaluation industry's best practices in order to fulfill our reporting obligations. So far, Academy staff have updated our student forms to collect income and parental data, and have begun a process to track student referrals and outcomes through the WORKNOW platform. Effort this quarter was devoted to manual data entries to derive low-income family status based on area median income and family size; moving forward, the Academy will create a streamlined electronic data collection process in concert with the WORKNOW platform. And since last fall, the Academy has been collecting ZIP code data in order to better understand our geographic reach and target our recruitment efforts according to local hire requirements.

## Where Our Adult Students Live in Denver

29% of adult students enrolled live in a WORKNOW target zip code (highlighted in green ■)



# Student Testimonials

“I have worked on various construction sites, doing cleanup for inspection, and I wanted more and need a pay increase. I’m proud I started the course and new addition to upgrading my skills. Now, I can start my own house and apartment building flipping business. But, right now I need to work and need a roof over my head.”

**Theresa L. Banks-Newsome, BC-20**

The four week intensive training course brought me loosely connected information I had picked up throughout years of informal construction experiences and synthesized it in an intelligent, common-sense approach. I feel much more confident in my abilities to work safely and efficiently on a job site thanks to the professionalism and expertise of the instructors and specifically Eric White. Thank you!

**Garrett Hupe, BCA-01**

“As someone who moved 1,800 miles to attend this program; I’m glad I made the decision. I learned a lot in these last four weeks; all credit goes to my instructor, Eric. He was gracious, helpful and patient with all of us.”

**Jeremy Rodriguez, BCA-01**

“This course has changed my life. I am a college graduate with a large amount of debt. My current field, Psychology, was not helping me pay off debt unless I went back to school for a Master’s degree. That obviously required more debt. The Academy helped me gain confidence as a woman entering construction. I am now doing something I love (the Academy helped me get a job as a laborer at Basement Finishing Colorado) and with a direction to move up in the company. I am very grateful for this opportunity! I can’t say enough about how wonderful this place is the instructors, classmates, and staff!”

**Catherine Ebenal, BC-19**



# Recruitment & Enrollment

## Participant numbers

The Academy is pleased to report our passive recruitment proved to be exceptionally successful in reaching a broad and diverse audience, and we were able to exceed our passive recruitment goal set in 2018 by a factor of over 23. Active recruitment was also incredibly successful, as we were able to exceed our goal by over 1,000 individual active recruits. Additionally, the Academy's enrollment exceeded our target goal by 0.4%.

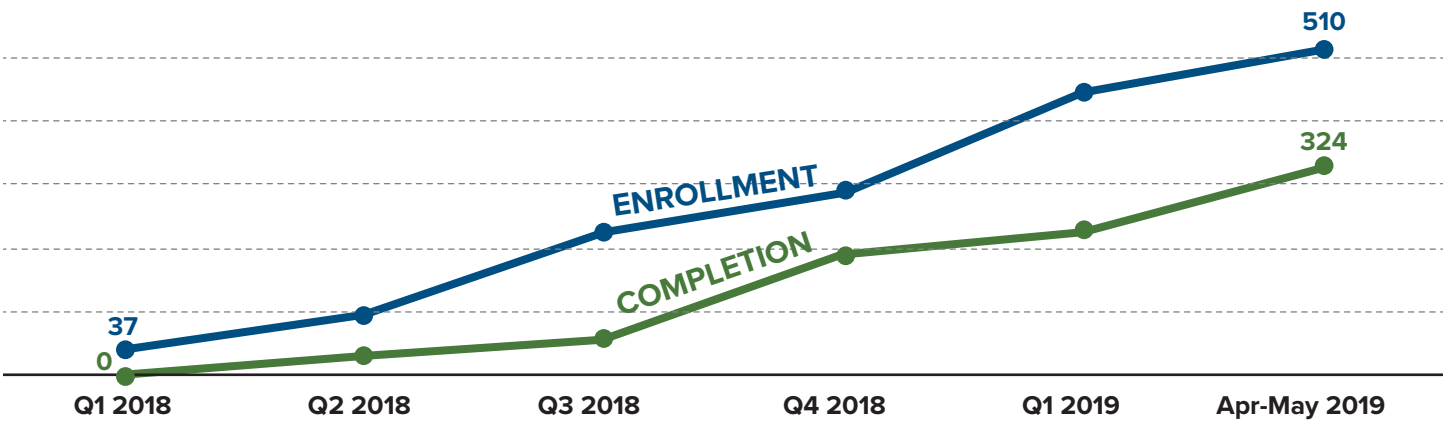
Our completion outcome came very close to meeting the target at 75%. Our construction employment outcome was not met due to lack of graduate data. The goals set forth for 2019 were optimistic and did not anticipate the challenges of receiving graduate feedback. Even though the Academy was unable to fully meet these goals, the data nonetheless represents a significant increase in the Academy's output over a similar 18 month period.

Moreover, a deeper look into outcome data shows real increases quarter over quarter, revealing a trend of momentum that will continue into the future. Enrollment statistics, for instance, show significant growth during the second half of the grant period. The Academy believes this trend aligns with the temporal realities of the outreach-to-enrollment timeline: it is only after an individual becomes engaged with the passive and active outreach activities of the Academy that he/she can be identified by the Academy recruiter and engage in the enrollment process. It makes sense, then, that the dramatic successes of the Academy's outreach campaign result in a delayed response in the Academy's enrollment outcomes. The trends revealed by the Academy's outcomes thus point to sustained success in the long term. Because of the dramatic over performance in outreach goals, the Academy is confident that its enrollment, completion, and employment goals will be met and exceeded in the months following the end of 2019.

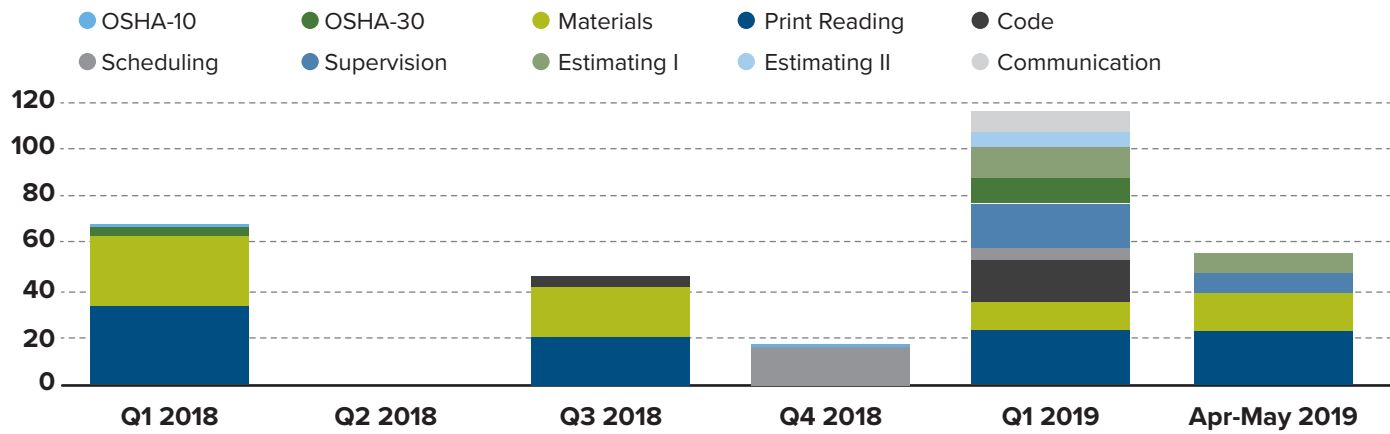
Participants Recruited							
	Q1 18	Q2 18	Q3 18	Q4 18	Q1 19	Apr-May 19	Year Total
<b>Passive Recruitment</b>							
Ad Clicks	5,927	8,630	7,838	22,929	37,549	1,398	<b>82,827</b>
Academy Website Users	4,871	8,831	7,947	13,887	17,627	4,816	<b>57,979</b>
Interactions at Recruitment Events	233	243	128	302	153	307	<b>1,366</b>
New Social Media Followers	14	300	178	71	124	45	<b>732</b>
New Video Views	N/A	3,160	1,301	866	4,980	1,391	<b>11,698</b>
<b>PASSIVE TOTAL</b>	<b>11,045</b>	<b>21,164</b>	<b>18,487</b>	<b>37,176</b>	<b>17,868</b>	<b>7,957</b>	<b>154,602</b>
<b>Active Recruitment</b>							
Received direct communication	222	302	111	222	313	635	<b>1,805</b>
Attended information session	60	90	92	78	106	72	<b>498</b>
Completed application	22	86	87	71	196	133	<b>595</b>
Attended Career Explore session	0	65	39	41	27	85	<b>257</b>
<b>ACTIVE TOTAL</b>	<b>304</b>	<b>543</b>	<b>329</b>	<b>412</b>	<b>642</b>	<b>925</b>	<b>3,155</b>



SNAPSHOT OF ENROLLMENT AND COMPLETION



CONSTRUCTION MANAGEMENT & ESTIMATING ENROLLMENT BY CLASS



Lessons learned, recommendations for improvement or enhancements, etc.

LESSONS LEARNED

The Academy learned several lessons during 2019 to improve our outcomes into the future. Most importantly, the Academy experienced some difficulty in obtaining accurate and timely graduate feedback. In response we redesigned our post-program strategy to better perform follow-up services to graduates. New post-program surveys and incentive packages coupled with a redoubling of post-program contact attempts is already improving our data collection capabilities. We invested in a new Customer Relationship Management tool to organize the entirety of our post-program followup activities, and now have the ability to better track our graduates and collect the necessary information from them moving forward.

Second, we learned over the course of 2019 which specific messaging tactics were resonating with our target audience, and made adjustments accordingly. Specifically, we learned that successful messaging needs to include items such as: construction career wages and earning potential; career advancement pathways; and showcasing meaningful, inspiring work opportunities in construction. We learned these lessons by engaging more diligently with our students, and conducting surveys and interviews where we learned their motivations for enrolling in the Academy and their aspirations for post-program careers.

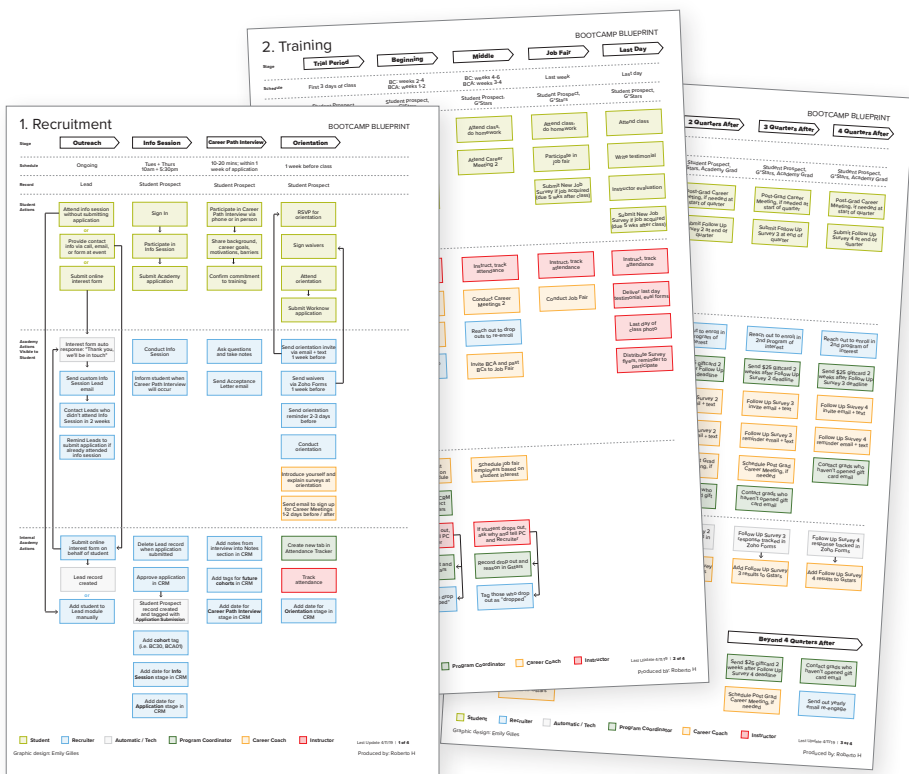


Moving forward, the Academy will develop a strategy to better ascertain the value of our brand awareness amongst our target audiences. While we can be sure that our passive and active recruitment strategies were demonstrably successful in locating and enrolling students, it is harder to qualify specifically why, and at what stage, our branding and marketing activities resonated with students. Our new partnership with PIN Business Network is the first step in determining the effectiveness of the Academy's "brand awareness."

Overall, the Academy's experience in 2019 taught us the value of collecting and utilizing data to make informed decisions and programmatic enhancements. During this year we invested in third-party consultant group ResultsLab who performed an audit to help us identify opportunities to manage and improve our outcomes. Their work has provided direction for improving the Academy's data collection, data management, and other systems which will provide a benefit to the investments in the Academy's work to date. For instance, as discussed above, ResultLab's audit is helping us synthesize demographic data on our participants to determine our effectiveness with various population groups across Colorado.



A flyer showing how students can receive up to \$150 in Home Depot giftcards for completing our Follow Up employment surveys



A blueprint outlining processes for using the new Customer Relationship Management tool throughout a student's journey, from recruitment to post-graduation



# Class Reference Chart

Program / Class Code	Start Date	End Date	# Enrolled	# Completed
<b>Construction Skills Bootcamp</b>				
BC-27	6/26/19	8/19/19	11	5
BC-28	6/18/19	9/12/19	16	12
BCA-08	7/8/19	8/1/19	11	9
BC-29	7/23/19	9/18/19	12	8
PUB-05	8/1/19	8/19/19	6	5
PUB-06	7/26/19	8/19/19	10	10
BC-30	8/29/19	11/19/19	15	6
BCA-09	8/27/19	10/1/19	16	16
BC-31	8/1/19	11/18/19	22	10
BCA-10	10/1/19	11/4/19	11	7
BCA-11	10/1/19	12/10/19	16	11
BC-32	10/1/19	2/4/20	24	in progress
BCA-12	10/22/19	1/30/20	18	in progress
BC-33	12/17/19	3/4/20	20	in progress
Subtotal			<b>148</b>	<b>99</b>
<b>Construction Management</b>				
MS-06	8/29/19	12/19/19	24	23
CODE-04	10/23/19	12/18/19	10	8
PR-06	8/27/19	10/15/19	22	21
CS-04	10/22/19	12/17/19	8	8
Subtotal			<b>64</b>	<b>60</b>
<b>Basics in Concrete</b>				
CRT-15	8/5/19	8/15/19	6	5
CRT-16	9/3/19	9/13/19	4	4
CRT-17	10/8/19	10/17/19	1	1
CRT-18	11/5/19	11/15/19	10	7
CRT-19	12/10/19	12/19/19	6	3
Subtotal			<b>27</b>	<b>20</b>
<b>Youth Construction Apprenticeship</b>				
Subtotal			<b>83</b>	<b>82</b>
<b>TOTAL</b>			<b>322</b>	<b>261</b>
Adults			<b>239</b>	<b>179</b>
Youth			<b>83</b>	<b>82</b>