



# INAUGURAL SUMMARY REPORT

FLORIDA DEPARTMENT OF TRANSPORTATION STATEWIDE WORKFORCE DEVELOPMENT PROGRAM  
FISCAL YEAR 2020





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# PROGRAM INTRODUCTION

The Statewide Workforce Development Program for road and bridge construction was created under Florida Senate Bill 7068, which was signed into law by Governor Ron DeSantis on May 19, 2019. The Florida Department of Transportation (FDOT) was given the responsibility to oversee and deliver the program, which involves working with community partners to identify and connect qualified workers with contractors for gainful employment on road and bridge construction projects. The program is working throughout the state to provide opportunities – for both experienced and entry-level workers - to build successful careers to improve lives.

This inaugural, Statewide Workforce Development Program Summary Report is respectfully submitted to detail program activities, benefits and progress. The report also provides performance metrics that were used to measure the program and cost effectiveness, as well as to layout future program goals. Per the authorizing legislation, the department shall provide a summary report by June 30 to the Governor, President of the Senate, and Speaker of the House of Representatives. The legislation authorized funding for the Statewide Workforce Development program at \$2.5 million a year for Fiscal Years 2020, 2021 and 2022.

In 2019, the Florida Senate Committee on Infrastructure and Security reported the highway, street and bridge construction industry will grow almost 9 percent over the next eight years. This estimate was provided in February 2019 by the Florida Department of Economic Opportunity. Industry employment projections, however, indicated a shortage of trained workers. Leaders among Florida’s road and bridge contractors have identified the need for more construction workers as a key priority for the industry.

## **The goal of the Statewide Workforce Development Program is to:**

- Provide employment opportunities in road and bridge construction
- Provide direct economic benefit to the communities where FDOT is constructing infrastructure projects
- Consolidate all FDOT workforce development programs under one robust, integrated effort
- Address the construction labor shortage by recruiting and developing a skilled workforce to support FDOT projects being delivered on time and within budget.

## **The objectives of the program are:**

- Attracting adult workers and students to a career in road and bridge construction
- Recruiting workforce to meet the current and future needs of the transportation construction industry
- Training the construction workforce in traditional and emerging construction methods and techniques
- Providing support services to remove barriers for workers to be successful in pursuing a career in road and bridge construction.

# PROGRAM RESULTS AND KEY METRICS

This program involves merging and expanding existing workforce services, as well as creating new targeted activities to connect adult jobseekers with contractors that are hiring, as well as initiatives that inform students about pathways to transportation industry careers:

### Adult-targeted Activities:

- Group Recruitment, Training and Hiring
- Contractors Job-Readiness Hiring and Training
- Correctional Transition Academy
- OnBoard4Jobs Construction Careers

### Student-targeted Activities:

- Construction Career Days Participation
- Student Construction Internship
- Student Construction Career Academy

Community and industry partnerships are, and will remain, key components for this program’s success. The department appreciates the collaboration and support of contractors, Florida Transportation Builders’ Association, Florida Department of Corrections, Florida Department of Economic Opportunity, CareerSource Florida, Florida Commission for the Transportation Disadvantaged, local CareerSource offices, school districts and other community partners. A complete list of partners is featured on page 21.

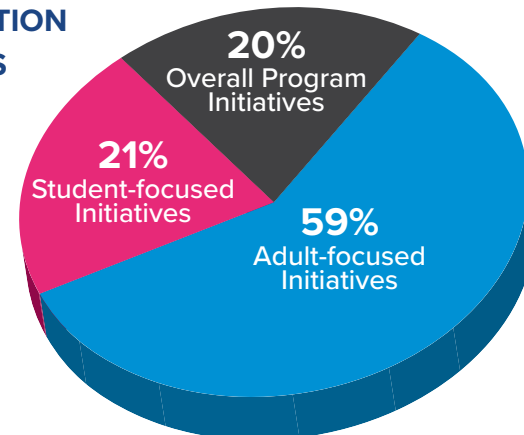


### PROGRAM PARTNERS ENGAGED

80

▶ AGENCY PARTNERS	5
▶ INDUSTRY PARTNERS	48
▶ COMMUNITY PARTNERS	21
▶ SCHOOL DISTRICTS	6

### DISTRIBUTION OF FUNDS







# BRIDGING THE GAP FOR ADULT PROGRAMS

## RECRUIT. TRAIN. RETAIN.

Through the Statewide Workforce Development Training Program, FDOT supports contractors in recruiting, training, hiring and retaining employees. The program enhances current workforce development efforts – and establishes new ones – to create a pipeline of workers to meet the construction industry’s needs for the future.

**The program features two types of job-readiness training and hiring for construction workers:**

- Instructor-led group recruitment, training and hiring
- Contractor-led job-readiness hiring and training.

*“The de Moya Group’s underlying philosophy is that “a company is only as good as the people it employs.” Our company considers every employee an important part of its success. The de Moya Group actively engaged in four Group Training and Hiring programs provided to contractors by the FDOT Statewide Workforce Development Program. We hired employees through this program, and likely will do so again, to advance our success and the State’s vision in road and bridge construction.”*

*– A.J. de Moya, Vice President and General Manager  
Florida Transportation Builders’ Association Board Chairman  
2020*

## INSTRUCTOR-LED GROUP RECRUITMENT, TRAINING AND HIRING

The group training and hiring model is based on the pilot program that FDOT implemented in 2018 on the Gateway Expressway project in Pinellas County in FDOT District 7. The program was created to advance training and employment opportunities for the local community to work on FDOT projects.

Key elements of the Group Job-Readiness Training and Hiring program are:

- Recruiting – Partner with local community entities to recruit program candidates.
- Training – Provide candidates with a one-week, immersive training program that features basic instruction in a classroom setting, supplemented with construction job site tours, and hands-on experiences.
- Hiring – Contractors make employment offers on the last day of the training program to candidates that successfully complete the training and show competency for a career in construction.
- Retaining – After contractors hire new employees, community partners provide case management services to support the retention of new employees and to mitigate barriers to a sustainable career in construction.



**In 2020, workforce development program staff conducted three instructor-led, group courses providing training to 49 job candidates. Of those, 46 - nearly 94 percent - received employment offers from construction contractors.**



**Progressions: Of the 10 people hired through the Statewide Workforce Development Program for the I-95 / I-595 project, five have earned merit increases and one has earned a promotion after 90 days on the job.**

**“ I believe that being part of this program allowed me to regain financial stability. The program allows jobseekers a chance to rebuild, reform and get a hold of their lives and is great for community development. ”**

**– Sheldon Balthazar,  
Statewide Workforce Development Program Graduate,  
I-95 / I 595 Express Lane Project,  
Archer Western / de Moya Joint Venture – Walsh Group**



*Graduates of the Gateway Expressway project pilot training class celebrate their completion.*



## CONTRACTOR-LED JOB-READINESS HIRING AND TRAINING

Under the Contractor Job-Readiness Hiring and Training Initiative, contractors receive reimbursement for recruiting, hiring, drug testing and training new employees to work on FDOT construction projects. This initiative was created to facilitate contractors providing tailored job-readiness training to individuals to meet their multi-faceted labor needs. This program element is versatile to adapt to changes in contractor workforce needs.

Key elements of the Contractor Job-Readiness Hiring and Training program are:

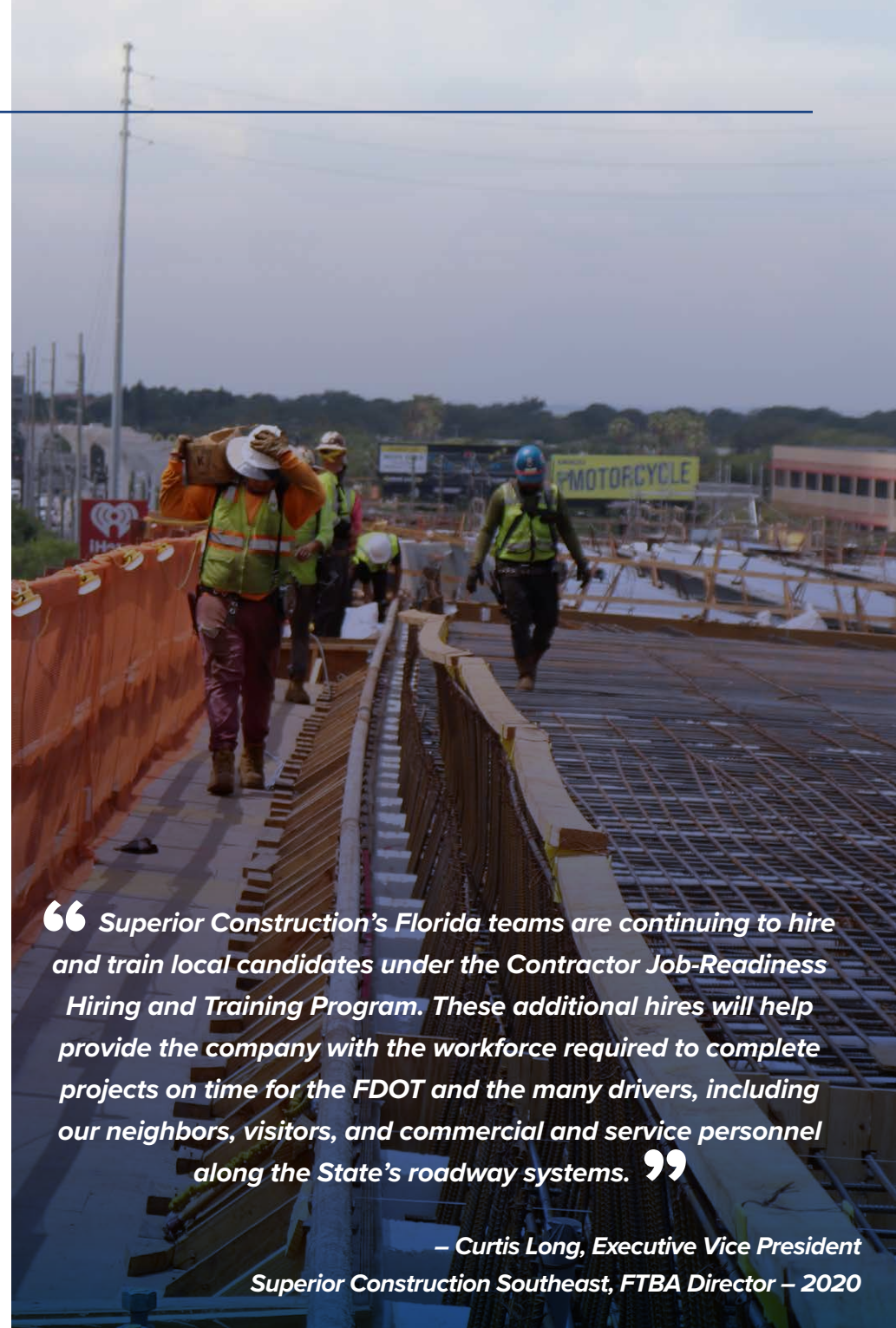
- Recruiting – Contractors directly recruit, or partner with program staff or local community entities, to recruit program candidates.
- Hiring – Contractors hire candidates that meet their basic employment criteria.
- Training – Contractors provide up to 160 hours of individual job-readiness training to prepare their new employee for a career in construction.
- Reporting – Contractors are required to submit monthly program reports tracking the progress of employees' training.

**“ It has been a pleasure to work with the workforce candidates. ... It has been a joy to see the workers with no construction experience learn a valuable trade and those with experience bring that talent to our staff. ”**

**– Jason Roberts, I-95 / I- 595 Express Lane, Safety Manager  
Archer Western / de Moya Joint Venture – Walsh Group**



Since the launch of this program element on March 30, 2020, 18 contractors have hired and provided job-readiness training to 348 employees.



**“ Superior Construction’s Florida teams are continuing to hire and train local candidates under the Contractor Job-Readiness Hiring and Training Program. These additional hires will help provide the company with the workforce required to complete projects on time for the FDOT and the many drivers, including our neighbors, visitors, and commercial and service personnel along the State’s roadway systems. ”**

**– Curtis Long, Executive Vice President  
Superior Construction Southeast, FTBA Director – 2020**

## FUTURE PROGRAM REFINEMENTS

Fiscal Year 2021 enhancements to the job-readiness training and hiring program will focus on providing an e-Learning environment as an online training platform to support knowledge building, certification and career advancement for road and bridge construction workers.

### Short Term e-Learning Release (Early Fiscal Year 2021)

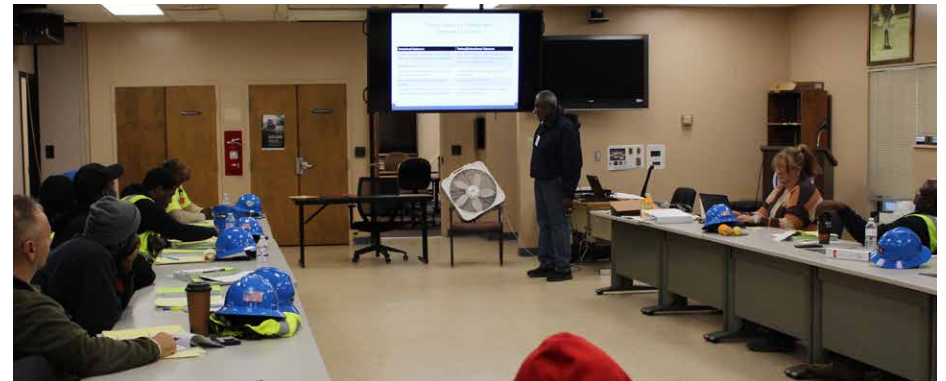
The Essential Life Skills e-Learning platform is in the early development stages and is targeted for on-demand use by entry-level candidates seeking employment in the road and bridge construction industry. It will serve as a tool for candidates to receive training on important essential life skills to prepare them for pursuing a career in road and bridge construction. These Essential Life Skills include common construction math, resume preparation, job interviewing, communication and conflict resolution.

### Mid-term e-Learning Release (Mid Fiscal Year 2021)

The e-Learning platform will be expanded to include modules on the standard elements of road and bridge construction to enhance the knowledge and skill level of current and future construction workers. Each module will include a test to measure knowledge and comprehension of the training material.

### Long Term e-Learning Release (Early Fiscal Year 2022)

This phase of the e-Learning platform will integrate higher skill learning progression with advanced certification programs to promote career path development in the road and bridge construction industry. New partnership opportunities will be developed with various public and private sector institutions, industry training and certificate providers, and industry contractors who will play an integral role in developing this robust, advanced skills-focused training.



**“ This training gives us an opportunity to mold new team members in the safest and most productive ways of our business. I have seen how engaged these candidates are when you apply not only your knowledge of the subject to the class but do it in such a way that you continue their engagement throughout the week. ”**

**– James Ankrum Jr., Safety Manager,  
The de Moya Group Inc. & Asphalt Group Inc.,  
Projects: I-395 / Signature Bridge and Homestead Extension of  
Florida’s Turnpike (HEFT)**





## CORRECTIONAL TRANSITION ACADEMY

The Florida Department of Transportation is partnering with the Florida Department of Corrections (FDC) during Fiscal Year 2020 to build the framework for the Statewide Workforce Development Correctional Transition Academy (CTA). With the goals of increasing employment rates among transitioning inmates and decreasing the rate of returns to the correctional system, the Correctional Transition Academy will:

- Identify inmates and offenders ready to enter the workforce
- Connect transitional candidates with contractors through OnBoard4Jobs Construction Careers consultants, as well as integration into the Job-readiness Hiring and Training – all options based on the candidate’s timing of release and choice of geographic residency
- Develop a road construction-focused curriculum for use by all program training staff
- Work with the FDC Transition Team, OnBoard4Jobs Construction Careers and contractors to employ candidates.

Enhancing the abilities of inmates and offenders so they become productive members of their communities after serving their sentence is a large part of the Correction Department’s mission. The academy will support the Corrections Department’s Shaping Success and Compass 100 programs which focus on inmate rehabilitation and successful re-entry into their communities.

Such programs have shown proven results. Of the 30,000 inmates who completed their sentences and were released in fiscal year 2018-2019, more than 9,500 received either their GEDs, industry or vocational certificates or completed a career or technical class.

### 2020 Focus: Planning and Coordination

In 2020, program staff engaged about 20 contractors interested in the program. The CTA team collaborated with the FDC to identify three institutions. The inaugural transition program is beginning at the Gadsden Correctional Facility in Quincy and the DeSoto Correctional Institution in Arcadia. Program staff have been working with FDC Transitional and Career and Technical Education (CTE) staff to enter a contractual agreement for this program in Fiscal Year 2021.

Among the 2020 activities was the launch of the Fast Track initiative which sought to immediately coordinate with FDC to identify potential candidates and support their transition into a job.



*A crew from Shelby Erectors construct a new span of bridge.*

**“ Through strategic community partnerships, the Florida Department of Corrections is committed to connecting returning citizens to employment opportunities. Our collaboration with the Florida Department of Transportation’s Statewide Workforce Development Program to coordinate employment services is a great example. We look forward to expanding program opportunities and employment linkages with this team. ”**

**– Patrick Mahoney, Director,  
Office of Programs and Re-Entry  
Florida Department of Corrections**

## CORRECTIONAL TRANSITION ACADEMY – FAST TRACK INITIATIVE

As the framework continues to be developed for the Correctional Transition Academy, program staff kicked off an accelerated Fast Track Initiative as an interim component. Fast Track Initiative staff members are funneling contractor hiring needs to the Florida Department of Corrections.

Corrections staff are providing a list of transitional candidates who are about to be released back into the community to program staff for hiring consideration. Once the inmates are released, program staff are connecting them with the contractors who are hiring.

Within 10 days of launching the initiative, Fast Track had one inmate set up with three contractors for job interviews. FDC staff have provided a list of 30 women inmates scheduled to be released from the Gadsden facility in July that will be enrolled in Fast Track.

Of the 103 inmates scheduled to be released from the DeSoto facility from February-August of 2020, 22 will have certifications from the institution’s transitional programs. FDOT program staff will collaborate with partners to assess if the Fast Track Initiative could be an option for these inmates finishing their sentences.

**“ Our partnership with the Florida Department of Transportation has created new employment opportunities for inmates and offenders. Collectively, we are helping returning citizens find resources that will help better themselves and their community. ”**

**– Dana Collier, Region 3 Community Transition Specialist  
Florida Department of Corrections**

## FUTURE PROGRAM REFINEMENTS

In Fiscal Year 2021, the Correctional Transition Academy recruiting and training program components will continue to advance. FDOT and FDC agencies will collaborate to enhance the initiative.

While the Correctional Transition Academy program will consistently be administered following the same policies and procedures, each institution will have a customized CTA training program to seamlessly fit into their existing menu of transitional services.

The Correctional Transition Academy will provide new, alternative options to the FDC’s existing transitional programs. Workforce development program staff have created a road and bridge construction curriculum that includes motivational and testimonial videos, as well as job-readiness training. The curriculum includes training that will allow soon-to-be-released inmates to receive industry certifications in:

<b>Intro to Civil Construction</b>	<b>OSHA</b>
<b>CPR</b>	<b>Maintenance of Traffic (MOT)</b>
<b>Hazardous Materials (HAZMAT)</b>	<b>Basic First Aid</b>

Also, in Fiscal Year 2021, the Statewide Workforce Development program team is crafting a Fast Track readiness program to complement the contractor-driven job-readiness training program. This initiative will target more than 400 people seeking to transition back into the workplace. FDOT contractors will be incentivized to provide opportunities to re-entry candidates, with a focus on those meeting the federal On-the-Job Training requirements for the contractor.

This initiative will factor in the potential to receive a work tax credit for hiring the candidate; the opportunity for the contractor to obtain a Federal Bond free of charge for the first six months of employment for the re-entry new hire through the Department of Economic Opportunity; and the program team will provide the re-entry candidates for the contractor to hire.

**“ The partnership between the Florida Department of Corrections and the Florida Department of Transportation’s Statewide Workforce Development Program creates a coordinated transition for our career and technical education students to the workforce with very little downtime between release and employment. FDOT’s willingness to come into institutions to work with students pre-release creates a “front-loading” process which gives the students a leg up upon release. ”**

**– Adam Ryalls, Region 3 Career and Technical Education  
Coordinator, Florida Department of Corrections**



## EXPANSION OF AN EXISTING PROGRAM: ON-THE-JOB TRAINING RECRUITMENT SUPPORT

OnBoard4Jobs Construction Careers is one of the Statewide Workforce Development programs that helps jobseekers gain employment with local contractors on road and bridge construction projects. Managed by FDOT's Equal Opportunity Office and funded through the Federal Highway Administration, the program includes hiring workers for On-the-Job Training opportunities.

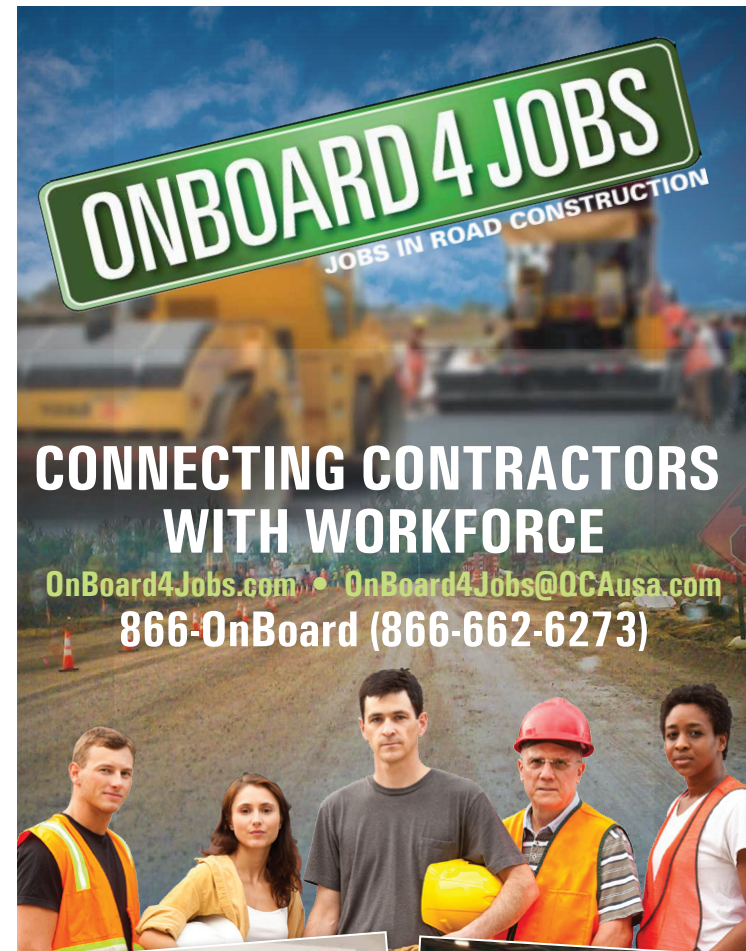
Since its inception in 2014, OnBoard4Jobs Construction Careers focuses on recruiting a construction workforce, while also increasing the number of minorities, women and veterans on federal and state-funded road and bridge construction contracts. The program provides opportunities to unemployed adults, as well as graduating high school seniors and technical school graduates, to secure jobs with leading road construction contractors.

In addition to supporting contractors with identifying and recruiting On-the-Job Training candidates, the program:

- Provides tips on resume development and interviewing techniques
- Coordinates or supports statewide construction career fairs, hiring fairs and career-resource events.

**“** *One third of the kids that are graduating likely won't go to college, so for those kids that want to make a great wage and work in an industry where they can actually build stuff, construction is where it's at. FDOT's workforce development programs help contractors connect young adults with entry-level jobs that turn into amazing and rewarding careers.* **”**

**– Scott Pittman, Vice President  
AJAX Paving of Florida**



## ONBOARD4JOBS CONSTRUCTION CAREERS PROGRAM

The focus for 2020 has been on working directly with FDOT contractors to host project-specific hiring fairs, tailoring recruitment events to meet the specific candidate needs for On-the-Job Training commitments, and enhancing awareness with students about pathways to industry careers. Accomplishments under the OnBoard4Jobs Construction Careers Programs in 2020 include:

- 735 individual jobseekers have been referred to contractors seeking to hire
- 108 contractors are enrolled in this OJT supportive services program
- 29 people placed into jobs in road and bridge construction
- Represented the industry at events to enhance awareness of careers in road construction, including Central Florida, Tampa Bay and Northeast Florida Construction Career Days
- Innovatively began Facetime interviewing candidates for contractors to expedite hiring process during COVID-19 epidemic
- Launched TXT 180 for mass texting to increase community partner, contractor and student engagement
- Planned for multiple hiring fairs statewide in support of expedited construction schedules.

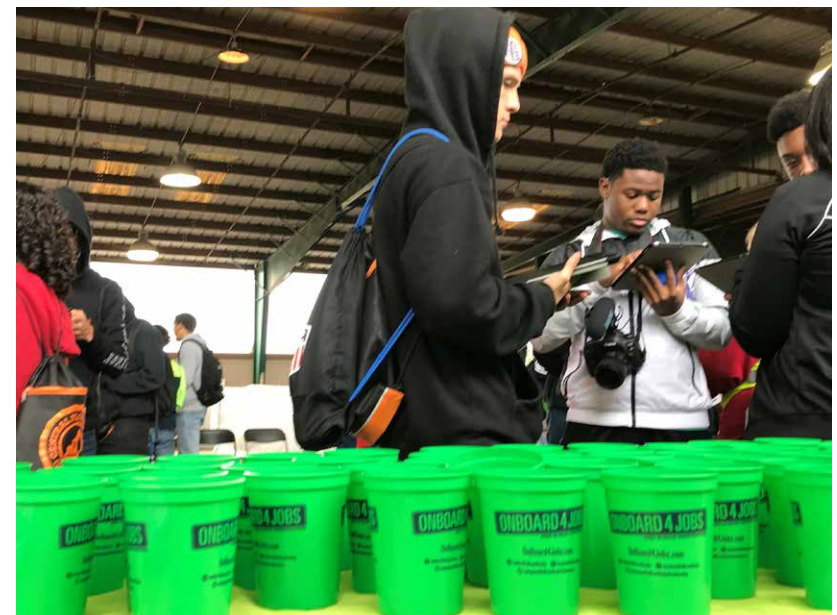


*The top picture shows potential candidates interacting with program partners while the bottom picture shows potential candidates filling out survey questions.*

## FUTURE PROGRAM REFINEMENTS

Opportunities to enhance and expand OnBoard4Jobs Construction Careers during Fiscal Year 2021 include a focus on:

- Strengthening contractor relationships and support services through attendance at all district contractor meetings
- Attending pre-construction meetings for projects with On-the-Job Training commitments
- Collaborating with contractors to host numerous hiring fairs statewide and expanding community partnerships to ensure attendance by jobseekers
- Advancing collaboration with the five Construction Career Days events statewide to provide hands-on experience about career paths in road and bridge construction industry
- Partnering with the Statewide Workforce Development Correctional Transition Academy Fast Track Initiative to provide a quick hiring approach for those just released from prison while the Correctional Transition Academy is ramping up its initial service capacity.





# PAVING THE WAY FOR STUDENTS AND YOUNG ADULTS



## **EXPANSION OF AN EXISTING PROGRAM: FLORIDA CONSTRUCTION CAREER DAYS PARTICIPATION**

FDOT's Statewide Workforce Development Program participates in outreach to Florida high school and technical school students to educate them about career pathways in the transportation construction industry.

At each Construction Career Days (CCD) event, Florida high school and technical school students have an immersive hands-on experience with construction equipment, materials, learning labs, educational displays and more while learning about careers in the road building industry.

The Statewide Workforce Development Program participated in three CCD events in 2020. These events were held in Central Florida, Tampa Bay and Northeast Florida; however, due to COVID-19 pandemic, the Northwest Florida CCD event was cancelled. Program staff added 1,661 students to its outreach database, and collected 513 student opt-ins for future career opportunity outreach. Follow-on outreach began after the launch of the program website and social media platforms to open direct lines of communications with students, school counselors, and industry and community partners.

## **FUTURE PROGRAM REFINEMENTS**

In Fiscal Year 2021, the program will increase participation in the CCD events to foster student interest and connect them to a career path in construction through the Student Construction Academy and Student Construction Internship programs. As an expansion of the CCD, the program will assess opportunities to formally establish "mini-CCD" events to reach rural counties, such as those in Southwest-Central Florida, as well as to accommodate virtual interaction due to environmental factors that could restrict group public meetings and venues. The virtual option may include Webinars with augmented reality to showcase careers and skills in the road construction industry.





## STUDENT CONSTRUCTION CAREER ACADEMY

While no Student Construction Career Academy events were held in Fiscal Year 2020 due to Social Distancing and Safer at Home guidelines, the Academy is being developed as an immersive experience for Florida high-school and technical-school students to learn about the pathways to possible careers in road and bridge construction. The program engages with high schools, vocational-technical schools and community partners to recruit students and young adults to participate in the academy.

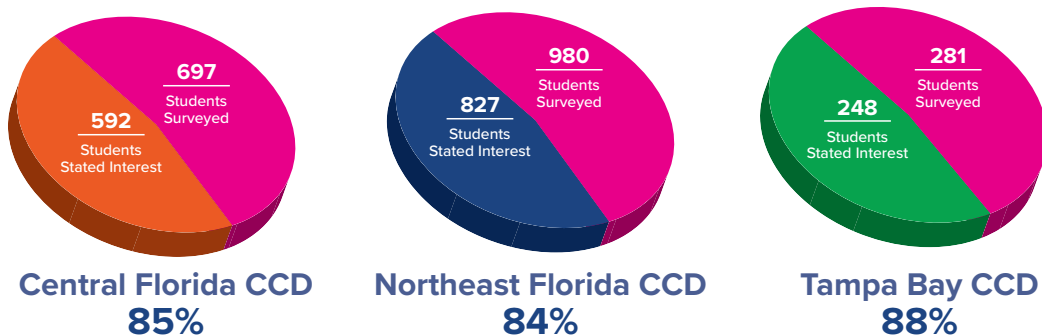
During the academy, contractors will use an interactive approach to teach students about industry opportunities, practices, operations and diverse trades and craft skills. The Construction Career Academy will also offer work readiness and life skills, as well as share testimonials from construction workers. The program provides school counselors and parents with an orientation and involvement to enlighten them of the career opportunities in the road and bridge construction industry.

To maximize opportunity for participation, an engaging curriculum is being built on an online learning platform to maintain momentum for the academy. Students recruited and enrolled into the program will take the two-week, e-learning class and receive a certification.

## FUTURE PROGRAM REFINEMENTS

The goal for Fiscal Year 2021 is to conduct at least 10 academies as a follow on to each Construction Career Days to message and promote the industry career paths by keeping the opportunities front of mind for students, school administrations, parents and the community at large. Program staff collected contact information at the CCD events from more than 1,667 students who expressed interest in the academy.

### Students Interested in Construction Career Academy by Construction Career Days (CCD) event



Students experience a hands-on demonstration during Tampa Bay Construction Career Day.



Students have the opportunity to learn about various road and bridge construction trades, such as earthwork, concrete and steelwork.



## STUDENT CONSTRUCTION INTERNSHIP

FDOT’s Statewide Workforce Development Program in 2020 worked with contractors and community partners to develop the Student Construction Internship Program. The program will provide students and young adults a paid work experience over the summer with a variety of contractors in the Florida road and bridge construction industry.

Students and young adults, ages 16-24, will learn firsthand about entry-level and skilled trades as a possible career path into Florida’s road building industry. Students will work a minimum of 24 hours each week and earn at least \$12 per hour during internship.

The program provides contractors with pre-qualified, eager young workers – at no cost – to support entry-level work needs during the summer, with the goal of contractors providing hands on experience and recruiting participants for full-time employment.

### The program requires students and young adults be:

- Ages 16-24 years old
- Able to work outdoors
- Able to lift 10-25 lbs.
- Eligible to work in the United States
- Drug free

This program is one of the many ways FDOT is helping to develop a pipeline of future workers to address the labor shortage in Florida’s high-demand, road-and-bridge building industry.

In 2020 the Statewide Workforce Development Program established an internship framework following two tracks:

**“CareerSource Tampa Bay is excited about the partnership with FDOT’s Statewide Workforce Development Program, as this will create life changing opportunities for youth in the Hillsborough community impacting generations to come. ...we look forward to building upon this partnership.”**

**– Jody Toner, Chief Policy & Performance Officer  
CareerSource Tampa Bay**

**Working through existing, local CareerSource offices and other community partner programs:** Program staff are collaborating with community partners – such as the CareerSource Tampa Bay Summer Jobs Connection – to connect young adults with construction contractors. Through executed agreements with these community partners, the Statewide Workforce Development Program would cover the costs of the students, facilitate coordination with the contractors and provide administrative oversight.



The CareerSource offices would handle the student recruitment, case management and other logistics under the framework of their existing program, in close communication with the contractors and workforce development team.

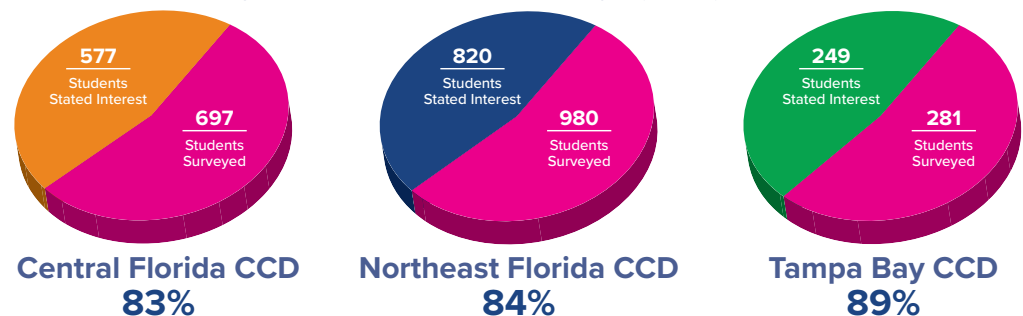
**Career Experience Internship:** The Statewide Workforce Development Program is also executing agreements directly with contractors to enable them to mentor student and young adult interns for possible future jobs in the industry. Program staff will supply the student intern candidates directly. Contractors will receive reimbursement for mentoring interns that have an innate interest in FDOT road construction projects.

The workforce development team has been working with the FTBA, as well as directly with nearly 30 construction and subcontracting firms to encourage program participation.

## FUTURE PROGRAM REFINEMENTS

In Fiscal Year 2021, the internship program goal is to provide internship opportunities for paid summer work experiences in construction to more than 100 students and young adults.

### Students Interested in Construction Internship by Construction Career Days (CCD) event



# BUILDING PROGRAM COMMUNICATIONS AND OUTREACH

## BUILDING A PROGRAM

To maximize awareness of the opportunities and benefits of the Statewide Workforce Development Program, and to expand engagement with program stakeholders, the FDOT crafted a program brand and identity to make it easily recognizable and memorable.

Branding has included developing a program logo and positioning statement:



**Build More Than a Job ...Build a Life.**


Online and multi-media tools were created, as well as outreach materials and awareness campaigns. The plan also employs analytics to measure the effectiveness of program online tools, and to help guide refinements.

A cornerstone resource is the dedicated program website, [www.FloridaRoadJobs.com](http://www.FloridaRoadJobs.com). The interactive site launched as a portal to the various program components aimed at connecting entry-level or experienced workers with gainful employment on road construction projects

The site includes pages with specific information for contractors and other potential industry employers and jobseekers, including adults, students and young adults. Each of the pages presents viewers with multiple chances to complete forms to tap into the various program opportunities. The site uses video and animation to bring to life the potential for jobs in road construction to create paths to careers that can improve lives.

**STATEWIDE WORKFORCE DEVELOPMENT**

**Now Hiring & Training: Florida Road Construction Jobs**




**Build More Than a Job... Build a Life.**

**Welcome to your future** **Contractor Job-Readiness Hiring & Training Initiative**


Florida's Statewide Workforce Development Program works with Community Partners to identify and connect qualified workers with contractors for gainful employment on roadway construction projects. It also is working to identify unemployed and underemployed workers, as well as entry-level workers in the project area and provide opportunities to build successful careers to improve lives.

**Employers** **Jobseekers** **Student Opportunities**



**STATEWIDE WORKFORCE DEVELOPMENT**

**Employers**




**Build More Than a Job... Build a Life.**

**Need workers for your Florida road and bridge projects? Let's talk.**

The Florida Department of Transportation (FDOT) has implemented a Statewide Workforce Development Program to work with community partners to identify and connect qualified workers with contractors for gainful employment on roadway construction projects. We're also identifying unemployed and underemployed workers, as well as entry-level workers to fill contractor needs throughout the state.

The goal? To provide jobseekers with opportunities in road and bridge construction that put them on the path to successful careers that help improve lives. We're also working to help contractors address the labor shortages in our high-demand industry.

Florida's Statewide Workforce Development program benefits employers, jobseekers and local communities by:



**STATEWIDE WORKFORCE DEVELOPMENT**

**Student Opportunities**



**Build More Than a Job... Build a Life.**

*Getting close to graduation and not sure what your future holds?  
Searching for a career with the potential for great pay and success?  
Looking to make some cool cash in those hot summer months?*

**THEN FLORIDA'S ROAD-BUILDING INDUSTRY MAY HAVE THE ANSWERS YOU'VE BEEN LOOKING FOR!**

The Florida Department of Transportation (FDOT) is looking for talented youth today who're interested in helping to build Florida's roadways in the future. Through the Statewide Workforce Development Program, students and young adults have a wide range of exciting opportunities to explore careers in the road and bridge construction industry.

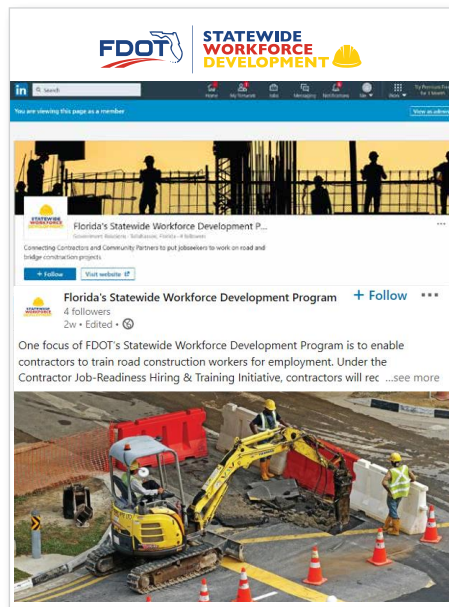




### Facebook and LinkedIn

A key part of brand awareness and successful outreach for the Statewide Workforce Development Program is the use of digital and online platforms including social media. With 84% of people with Internet access using social media, this is a highly effective strategy for reaching the various program audiences.

A Facebook page will help increase understanding of the various program components available to jobseekers, employers and community partners. The LinkedIn page will specifically target transportation industry and professional associations, companies and business-focused community partners such as chambers of commerce. The program's social media strategy includes developing specific hashtags for use across both platforms and connecting with a litany of stakeholders to broaden the reach of messaging aimed at expanding Florida's road construction workforce.



### TikTok

Program outreach includes targeting communications with students and young adults ages 16-24 using TikTok, the leading destination for short-form mobile video, making it an excellent platform for Statewide Workforce Development outreach.



### TXT 180

To further reach and engage students about the construction career academy and internships, the Statewide Workforce Development Program is employing TXT 180 to send event reminders, links to social media pages and other information to help target audiences understand the opportunities in construction careers. Through TXT 180, messages can be texted to the entire recipient database with one click.



### Geofencing

Geofencing is a form of location-based marketing where a geographic boundary is placed around a point of interest. The Statewide Workforce Development Program will use geofencing to promote to target audiences geographically during CCD events, school career fairs, partner events and other opportunities.



### Pathway Videos

State contractors have invited us to their project sites to document examples of the many job opportunities available for entry level, general laborers to the most skilled heavy equipment operators. Short videos have been created to demonstrate specific jobs, skills and certifications that lead to wage progression and discuss career pathways. Feature videos include testimonials of foremen and superintendents, general laborers, skilled tradesmen and women, and individuals that have built a life as a result of seizing opportunities in the road construction industry.



### FUTURE PROGRAM REFINEMENTS

Early in Fiscal Year 2021, two additional videos will be produced: one targeting adults seeking employment and re-entering the workforce, and the other to inspire students to engage in the construction internship. All videos will be featured on the program website, social media platforms, shared with partners and presented during community outreach events.

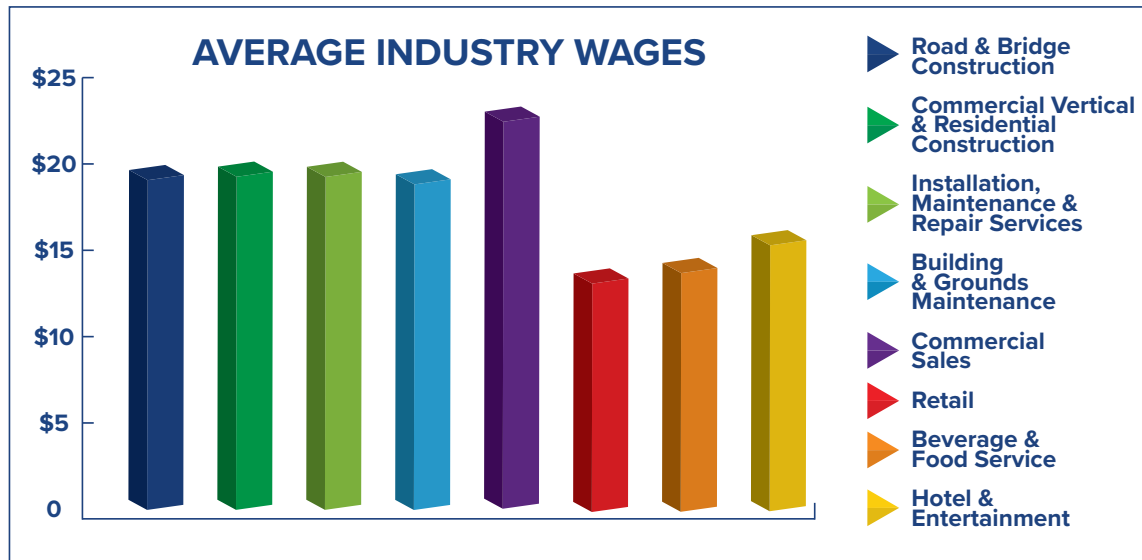
**“ The Workforce Development Program provides fantastic job opportunities for community outreach in developing new talent. ”**

**– Bernie Conway, I-95 / I-595 Express Lanes Project Director  
Archer Western / de Moya Joint Venture – The Walsh Group**

## MULTI-INDUSTRY PAY AND BENEFITS WORKFORCE COMPARISON SURVEY

Considering the labor shortage in Florida’s road and bridge construction industry, the program conducted a Multi-industry Pay and Benefits Workforce Comparison Survey. The purpose was to provide a market analysis of entry-level-laborer wage rates and benefit packages for competitive comparison of entry-level employees across multiple industry sectors.

The survey sought to determine whether entry-level wages and benefits (including paid time off, health benefits, retirement and investment plans, and professional development) in Florida’s road- and bridge-building industry are competitive with other markets landing entry-level workers.



The survey analyzed the wages and benefits available across seven competitive industries for 30 entry-level classifications. The survey used both primary data collected from 42 Florida road and bridge construction firms, and secondary data collected from federal, state and private sources of wage and benefits data to examine compensation in 1,800 firms across all eight industries and FDOT districts.

**The survey found for entry-level positions, road and bridge construction in general paid less than commercial sales, commercial and residential construction and installation, maintenance and repair services.** Transportation construction paid more as an industry than building and grounds maintenance, retail, beverage and food services and hotel and entertainment.

Road and bridge construction, however, gives employees the opportunity for higher earnings potential over the course of a 30-year career. Those working in the transportation industry for 30 years, on average, would earn about 6 percent more than those working in the other industries surveyed.

With regard to accessibility to overall benefits, the survey found road and bridge construction fell behind installation, maintenance and repair services, but considerably ahead of hotel and entertainment and beverage and food services. Road and bridge construction was slightly below average in accessibility to paid leave.

Based on the employer feedback, data collected and workforce trends, the survey found road and bridge construction has three opportunities for competitive positioning:

- **Pay leader** – focuses on paying better than competitive industries over the course of the career. Also, on the fact industry firms are more likely to create opportunities for advancement so that employees can increase the rate of overall earnings over the course of a career.
- **Growth Leader** – offers new employees the opportunity to learn new things and grow with the organization. By providing opportunities to increase the employee’s overall skill set, employees would be drawn to and remain with the firm given the more dynamic work environment.
- **Commitment Leader** – creates an environment where employees feel they are part of something bigger than themselves. A strategy centered on commitment creates a family-like culture that provides stability and connection with the firm, coworkers, and the work performed.

These alternatives offer road and bridge construction a way to position itself to align with the preferences of the Millennial and Generation Z workforce - desire to be recognized and rewarded, growth in knowledge and responsibility, and a feeling of belonging – while building on current strengths.



## WORKFORCE PROJECTION MODEL

The FDOT is undergoing the development of a technology application to project workforce demands for future construction projects. The model is being developed using historical data from construction projects over the previous five-year period and will forecast future road and bridge construction labor needs on a project by project basis. The projection model will allow labor needs to be forecasted by geographic region and specified time period to allow the statewide road and bridge construction workforce development program to prioritize workforce development in specific regions at the appropriate time.

The Workforce Projection Model will allow for accurate projection of workforce needs for construction projects and has several inherent benefits:

- Proactive forecasting of workforce needs
- Location-specific workforce forecasts
- Five-year look ahead

## FUTURE PROGRAM REFINEMENTS

Future enhancements to the Workforce Projection Model will include detailed analysis of workforce needs, drawing from FDOT information within various data sets, and will be based on specific construction activities, such as roadway paving, bridge construction or earthwork. This detailed analysis will provide additional information related to workforce skill requirements and the timing of each activity. The Workforce Projection Model will allow for the dynamic analysis of workforce needs and will adjust for changes to the FDOT Work Program such as timing of projects.

**Based on the current, pre-COVID-19, tentative work program, the Workforce Projection Model indicates that 2,720 full time employees (FTEs) are required to deliver major (greater than \$80M) Fiscal Year 2021 let construction projects and 4,570 FTEs are required to deliver major (greater than \$80M) Fiscal Year 2022 let construction projects. These FTEs are in addition to on-going construction and minor road and bridge construction projects.**



*Florida's road and bridge construction industry provides opportunities to women, and to work as part of a team.*





# BUILD MORE THAN A JOB... BUILD A LIFE.

## CREATING PATHWAYS FOR FLORIDA'S ROAD AND BRIDGE CONSTRUCTION INDUSTRY

This is our commitment. This Florida Department of Transportation Statewide Workforce Development program authorized by the Florida Legislature and signed into law by Governor Ron DeSantis in 2019 has successfully launched and built a framework to connect road and bridge construction contractors with qualified workforce. The program is taking a multi-faceted approach to offer Floridians employment and career development training that paves the way to a sustainable and financially rewarding long-term career. The inaugural months of this contractor- and partnership-driven program are demonstrating there is opportunity to connect jobseekers with contractors and help youth explore the road and bridge trades.

We can change lives, we can address the infrastructure needs of the state, and we can collaborate with complementary agencies to bring economic prosperity to many.

Community partners have been enthusiastic and accepting of the opportunity to introduce careers in the road and bridge construction industry, embracing that this Statewide Workforce Development Program adds a fresh element and benefit to their constituents.

Florida's Statewide Workforce Development Program is working to raise awareness about careers in this fast-growth sector with focus on students and the youth to build a pipeline of future workers in road and bridge construction. This is crucial as many longtime employees reach retirement and succession plans become more critical to advance this industry.



With a \$10 billion work program budgeted for Fiscal Year 2020-2021 and transportation projects under way and planned throughout the state, there is a long-term demand for road and bridge construction workers. The need for road and bridge construction workers has increased, especially as the industry competes for employees among its counterparts in residential and commercial construction, among other market sectors, and given the economic disrupter like the COVID-19 pandemic.

This year, the Statewide Workforce Development Program team completed a Multi-industry Pay and Benefits Workforce Comparison Study. These research efforts are informing how this industry must move forward to best serve Florida infrastructure projects and local communities.

## FUTURE PROGRAM REFINEMENTS THE 2021 FOCUS

The Fiscal Year 2021 focus for the Statewide Workforce Development Program is implementation and expansion of key initiatives for recruitment and training, immediate hiring needs, and preparing a pipeline of skilled workers to keep up with evolving technology and construction demands:

- Continuation of Group Recruiting, Training and Retention
- Expansion of the Individual Contractor Job-Readiness Hiring and Training
- Launch of the Correctional Transition Academy in partnership with the Florida Department of Corrections
- Collaboration with FDOT's OnBoard4Jobs Construction Careers program to meet On-the-Job Training commitments
- Enhance Florida Construction Career Days Participation to identify students for continued industry career development
- Deliver Student Construction Careers Academy events statewide
- Facilitate Student Construction Internship and industry hands-on experiences.

Particularly given the 2020 economic and health crises, program staff in the next fiscal year will be seeking to scale up activities to provide jobs and paths to future careers to an even broader array of citizens endeavoring to regain their livelihoods and improve their lives. That will include exploring growing additional program synergies with other state agencies to cast an even wider net for workers to help meet our state's transportation infrastructure needs.

FloridaRoadJobs.com 🛑 Info@FloridaRoadJobs.com  
833-ROADJOB (762-3562)



## PROGRAM PARTNERS ENGAGED

We are committed to strengthening and expanding our program partnerships. The continued momentum of the Statewide Workforce Development Program is paved by the valued agency, industry and community partnerships forged in 2020:

### AGENCY PARTNERS

CareerSource Florida  
Florida Commission for the Transportation Disadvantaged  
Florida Department of Corrections  
Florida Department of Economic Opportunity  
Florida Department of Education

### INDUSTRY PARTNERS

Acme Barricades  
Ajax Paving Industries of Florida, LLC  
Anderson Columbia  
Archer Western  
Archer Western-de Moya Joint Ventures  
Asphalt Group, Inc.  
Asplundh  
Blacktip Services  
Bob's Barricades  
Bonn-J Contracting, Inc. of Florida  
Burgess Civil, LLC  
C.W. Roberts Contracting, Inc.  
Cone & Graham, Inc.  
Continental Heavy Civil Corp.  
Cornerstone Barricades  
D.A.B. Constructors, Inc.  
de Moya Group, Inc.  
Emerald Coast Striping  
Ferreira Construction  
Florida Safety Contractors, Inc.  
Florida Transportation Builders' Association  
Gator Grading & Paving LLC

General Asphalt  
Highway Safety Devices, Inc.  
Hubbard Construction Company  
Johnson Bros. Corporation  
Jordan Companies  
Kimmins Contracting Corp.  
Lane Construction Corporation  
Maylor Foundation Contractors, LLC  
McKenzie Contracting, LLC  
Middlesex Corporation  
National Center for Construction Education & Research  
Nelson Construction  
Pepper Contracting Services, Inc.  
Port Consolidated  
Preferred Materials, Inc.  
Prince Contracting, LLC  
Ranger Construction Industries  
RIPA & Associates, LLC  
Sacyr Construction USA  
Scott Bridge Company, Inc.  
Selmon West Extension  
Shelby Erectors, Inc.  
Southeast Highway Guardrail & Attenuators, LLC  
Superior Asphalt, Inc.  
Superior Construction  
Westra Construction Corp.

### COMMUNITY PARTNERS

Abe Brown Ministries, Inc.  
CareerSource Broward  
CareerSource Central Florida

CareerSource North Florida  
CareerSource Northeast Florida  
CareerSource Pasco Hernando  
CareerSource South Florida  
CareerSource Tampa Bay  
Corporation to Development Communities of Tampa, Inc.  
Florida Youth Challenge Academy  
Frontline Communications  
Helping All Youth Achieve  
Jacksonville Urban League  
Loving Assisting Nurturing Educating Supporting Teenage Girls (LANES)  
Metropolitan Ministries  
National Puerto Rican Leadership Council Education Fund  
OIC of South Florida  
Ready4Work-Hillsborough  
Tampa Housing Authority  
University of South Florida Police Department  
West Lakes Partnership

### FLORIDA SCHOOL DISTRICTS

Brevard County Public Schools  
Jacksonville Area Public Schools  
Miami-Dade County Public Schools  
Orange County Public Schools  
Seminole County Public Schools  
Volusia County Public Schools



Presented under the authority of:  
**FLORIDA DEPARTMENT OF TRANSPORTATION**  
Kevin J. Thibault, P.E., Secretary

Managed by:  
Joseph B. Santos, P.E., Operations Program Engineer

