

# Memorandum



CITY OF DALLAS

DATE **May 31, 2019**

Honorable Members of the Economic Development and Housing Committee

TO Tennell Atkins, (Chair), Rickey D. Callahan, (Vice-Chair), Casey Thomas, II,  
Scott Griggs, Mark Clayton, Lee M. Kleinman, B. Adam McGough, Kevin Felder,  
Omar Narvaez

SUBJECT **Workforce Readiness Initiative Update**

On Monday, June 3, 2019, the Committee will be briefed on the status of the Workforce, Readiness, Placement, and Retention Program. The briefing material is attached for your review.

Please feel free to contact myself or Courtney Pogue, Director of the Department of Economic Development, if you have any questions or need additional information.

A handwritten signature in black ink, appearing to read 'Michael Mendoza'.

Michael Mendoza

Chief of Economic Development and Neighborhood Services

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
Mark Swan, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer  
M. Elizabeth Reich, Chief Financial Officer  
Laila Aleqresh, Chief Innovation Officer  
Directors and Assistant Directors

# **Workforce Readiness Initiative Update**

**Economic Development and  
Housing Committee  
June 3, 2019**

**Courtney Pogue, Director  
Office of Economic Development  
City of Dallas**



# Purpose

- Provide an update on the workforce readiness program, discuss lessons learned, and identify next steps for the Office of Economic Development workforce initiatives
- Seek committee approval for funding to Cedar Valley College for a HVAC Center of Excellence

# Background

- In 2016, City Council renewed focus on importance of workforce development as a City focus area.
  - ***New Skills at Work*** report by JPMorgan Chase identified need for middle-skill workers needed to fill the talent pipeline for targeted demand industries in the Dallas area
  - City Council authorized \$1.5 M for a workforce readiness pilot program, and staff procured proposals for cohort-based, certificate-earning, career-pathways job training programs that created a collaborative partnership among workforce providers

# Background

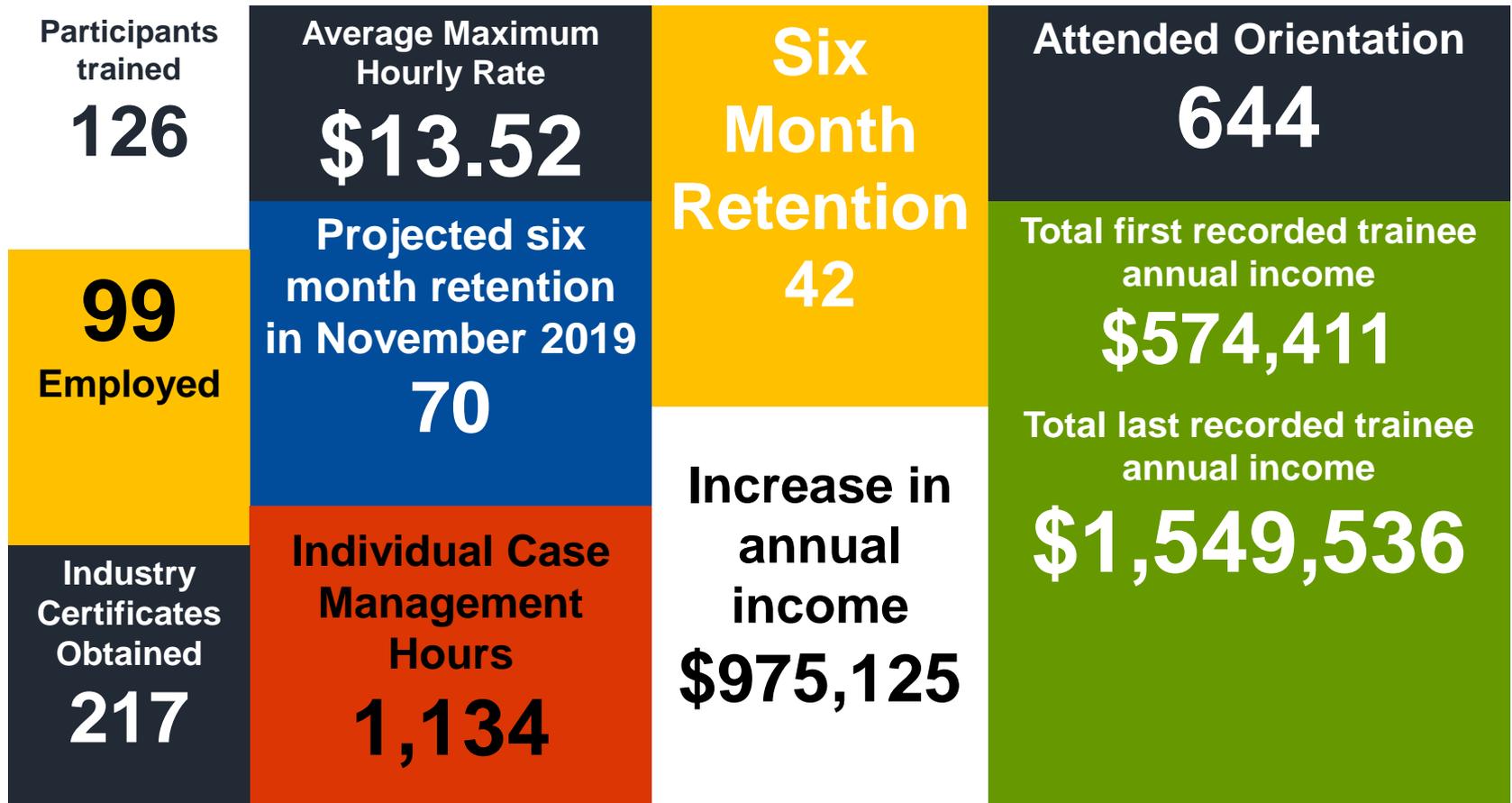
- Four agencies were selected for the pilot program: Serve West Dallas, City Square, Transformance, and Dallas Habitat for Humanity.
  - Dallas Area Habitat for Humanity terminated its contract due to an agency reorganization.
  - The Transformance contract was terminated due to contract non-compliance.

# Pilot Programs

- CitySquare and Serve West Dallas serve as the lead agencies, and partner with other non-profit organizations like Dallas County Community College District, partner employers, and Workforce Solutions.

	CitySquare	Serve West Dallas
Targeted Population	Formerly Incarcerated	Out of School Youth
Minimum Number Served	90	60
Retention goal	68	45
Industry	Construction	Health Care
Certification	Pre-apprenticeship Certificate	Patient Care Technician (PCT)
DCCCD Partner	Northlake	El Centro and Mountain View
Industry Partners	Mastek, JMEG, HILTI Tools	Baylor University Medical Center
Total Program Budget	\$1,421,247	\$725,295

# City Square Program Results



# Serve West Dallas Program Results

**STEP**<sup>®</sup>  
**FORWARD**

## PROGRAM RESULTS\*

\*As of May 15, 2019

Bus Passes

**77** 



**31**

Employed

Case Management  
Hours:

**2,628** Individual  
**241** Group

Avg. First  
Received Pay

**\$19,077.12**

Starting  
Salary

**\$11.75**

Avg. Last  
Received Pay

**\$22,636.80**

Projected Middle-skill  
Salaries In 5 Years

**\$50 - 65K**

**25**

Pending  
Hires



**51**

Career  
Readiness  
Certificates

**13**

Natl. Health  
Assoc.  
CPCT-A  
Certifications

**6**

Pursuing  
Tier 2  
Middle-skill  
Jobs

**74%**  
6 Month  
Retention

**33%**  
1 Year  
Retention

**604**

Outreached

**272**

Attended  
Orientation

**76**

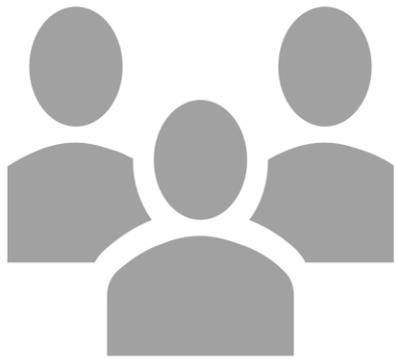
People  
Trained



# Overall Program Outcomes



916 attended orientation



202 program participants



130 employed (plus 25 pending hires)



281 certificates earned



Starting salaries range from \$11.75-\$16.00/hour

# City Square: Lessons Learned

- Systemic barriers impact job retention and there are a lack of resources to address barriers of marginalized groups
  - Tickets, arrests, and a lack of affordable bail impact workers' ability to obtain drivers license
  - Lack of affordable child care
  - Lack of transportation access to employment sites
  - Lack of affordable housing
- Dedicated and experienced case managers/retention specialists are necessary to overcome individual barriers and to promote retention
- Starting a new program is challenging. Obstacles to overcome include developing industry and provider partnerships, targeting outreach, and building program momentum.

# Serve West Dallas - Lessons Learned

- It is critical to develop an understanding of the industry and employer cultures in order to effectively prepare individuals to be successful in various work environments
- Targeted populations have specialized needs and need specialized resources to support workforce development programs

# Phase II – Applying Lessons Learned

**In March 2019, City Council approved a contract with Oak Cliff Works for an additional workforce training:**

- Serve a total of 70 single parents and out-of-school youth with minimum of 53 to be employed
- Mountain View Community College will provide Patient Care Technician training to program participants
- Methodist Health System and other HealthCare employers will provide on-the-job training and employment opportunities to program participants
- Provide 100% Case Management to program participants

## **Oak Cliff Works has:**

- Secured partnership agreements, including with Mountain View College and Methodist Health Systems
- Contracts are executed

# Pilot Program Results and Benefits

Promoted a collaborative funding process among agencies to decrease silos and leverage resources	✓
Developed replicable collaborative partnerships between community based organizations, Dallas County Community College District, and area industry employers	✓
Increased outreach and engagement in southern Dallas	
Increased engagement of area churches in workforce programs	✓
Increased employer engagement in workforce development training programs in healthcare and construction	↻
Increased awareness of community residents and community agencies in career pathway opportunities in healthcare and construction industries	✓✓
Retention goal is 75% of minimum number served	✓

# Ongoing Challenges

- Lack of resources to address barriers of marginalized groups (out-of-school youth, single parents, returning residents) such as affordable housing, childcare, transportation
- Need to engage employers in the development of relevant industry-based job skills training programs.
- Workers need additional job skills training aligned with industry standards and employers need trained workers
- On-going partnerships between community-based organizations, Dallas County Community College District, Workforce Solutions, and area employers are needed

# Next Steps

- The Resilient Dallas Strategy contained a number of goals and initiatives related to workforce development. This document was one of the source materials used by the Economic Development Strategic Plan consultants, and the Economic Development Strategic Plan will build upon the work of the Resilient Dallas Strategy.
- In the meantime, staff will continue to look for unique opportunities to increase the workforce readiness and job opportunities for Dallas citizens.
- One opportunity is described in the next slides, and involves HVAC certifications through Cedar Valley College.



# Cedar Valley College HVAC Center of Excellence

- The number of HVAC jobs in Texas is expected to increase by 28.5% between 2017-2027
  - Median wage in 2017 was \$19.92 per hour (\$41,433.00 annually)
- Cedar Valley College intends to add a commercial component (providing four certificate offerings) to its HVAC curriculum to address the projected employment need by renovating existing space to add a commercial labs and other elements
- Under the expanded program, 144 certificate students can enroll per year.

# Cedar Valley College HVAC Center of Excellence

- The total cost of the HVAC program is approximately \$4.5 million. The majority of the funding will be provided by the Dallas County Community College District but additional funds are needed from community partners.
  - The City of DeSoto has provided \$50,000
  - The City of Lancaster has provided \$150,000, which leverages additional state funding
  - Equipment costs are covered by industry donations and a state grant

# Cedar Valley College HVAC Center of Excellence

- Staff recommends that the City provide \$100,000 to support the program, on the following terms:
  - \$70,000 of City money would be provided on contract execution to help pay for creation of the program, with additional \$30,000 paid once DCCCD has finalized an agreement with DISD for P-TECH participation
  - A minimum of 115 Dallas residents would receive Certificate training at the center over two years (40% of all participants)

# Next Steps

- With the approval of this committee, a recommendation to execute an interlocal agreement with Cedar Valley College to fund \$100,000 for a minimum of 40% Dallas resident participation in the HVAC Center of Excellence program will be placed on the June 12 City Council agenda for consideration



# Going Forward

- Align
  - Assess all City-funded workforce programming, associated contracts, and outcomes (*Eco Dev, OHS, OCC, and others*)
- Consolidate
  - Seek opportunities to streamline City's workforce administration, centralize accountability, manage performance
- Strategize: FY2020
  - Develop recommendations for a comprehensive workforce program driven by data, economic development labor demands, equitable hiring practices:
    - Child care
    - Transportation
    - Apprenticeships and On-the-Job Training
    - Mental well-being

# Workforce Readiness Initiative Update

**Economic Development  
and Housing Committee**

**June 3, 2019**

**Courtney Pogue, Director  
Office of Economic  
Development**



# City of Dallas