Memorandum

CITY OF DALLAS

With funding from JPMorgan Chase and research conducted by PolicyLink and Burning Glass Technologies, *Advancing Workforce Equity in Dallas and Collin Counties: A Blueprint for Action* (linked and attached) by United Way of Metropolitan Dallas (United Way) highlights a critical conversation surrounding how structural inequities shape wage and employment outcomes for workers of color in our labor market. Going beyond the "skills gap," the report outlines employment, occupation, wage data disaggregated by race and ethnicity, and social determinants of work—access to affordable housing, health and health care, transportation, and access to reliable childcare—that impact who secures good jobs and how the future of work will impact workers of color. As the North Texas economy continues to reel from the COVID-19 pandemic, realizing an equitable economic recovery depends on clear accounting of where workers of color stand in the job market, how our policy choices led to these outcomes, and how we can make different choices going forward.

In 2018 alone, racial gaps in wages and employment for working-age people cost the region more than $115 billion in lost GDP. Increasing equity would allow the average annual income of Black workers to double from about $37,000 to $74,000, and the region's GDP would increase by 35 percent. In the wake of COVID-19, the early recovery in labor-market demand has been concentrated in jobs that require little formal preparation.

Going forward, United Way's work with employers, funders, and community-based organizations will be bolstered not only by the data and research but also the concrete recommendations for how existing initiatives can better reach communities of color so that employers can tap into and benefit from wider pools of talent, and advocates can more closely align our economic opportunity ecosystem. At this critical moment of racial reckoning and economic transformation, creating greater workforce equity is a goal that can pave the road to better jobs, higher wages, and broader opportunity. The City of Dallas looks forward to continuing to work alongside United Way both as an employer and as an institution.

The findings and recommendations of this report will be briefed to the City Council on June 2, 2021. Please do not hesitate to reach out to me at liz.cedillopereira@dallascityhall.com if you have any questions about these efforts.

M. Elizabeth (Liz) Cedillo-Pereira
Chief of Equity and Inclusion
[Attachment]

ADVANCING WORKFORCE EQUITY
IN DALLAS AND COLLIN COUNTIES
A BLUEPRINT FOR ACTION

PolicyLink

USCDornsife
Equity Research Institute

burningglass
TECHNOLOGIES

National Fund
for Workforce Solutions

In partnership with

United Way
Metropolitan Dallas

PATHWAYS *to* **WORK**

ACKNOWLEDGMENTS

JPMorgan Chase & Co.

PolicyLink is a national research and action institute advancing racial and economic equity by **Lifting Up What Works®**.

http://www.policylink.org

The USC Dornsife Equity Research Institute (formerly known as USC PERE, the Program for Environmental and Regional Equity) seeks to use data and analysis to contribute to a more powerful, well-resourced, intersectional, and intersectoral movement for equity.

dornsife.usc.edu/eri

Burning Glass Technologies delivers job market analytics that empower employers, workers and educators to make data-driven decisions. The company's artificial intelligence technology analyzes hundreds of millions of job postings and real-life career transitions to provide insight into workforce patterns.

burning-glass.com

ADVANCING WORKFORCE EQUITY
IN DALLAS AND COLLIN COUNTIES
A BLUEPRINT FOR ACTION

Abbie Langston
Justin Scoggins
Matthew Walsh

CONTENTS

1.0
FOREWORD

In this time of social upheaval and racial reckoning, Covid-19 has forced us to confront deep vulnerabilities in our economic system. The measures that have long been accepted as signaling a healthy economy—booming stock market, low unemployment, record corporate profits—hid the painful truth that the US economy is built on far too many low-wage, low-quality jobs and deeply entrenched racial occupational segregation that has left 100 million people in the US economically insecure.

Our nation cannot afford another inequitable "recovery" like the one that followed the Great Recession. Dismantling structural racism must be at the center of our response to this crisis, which presents an opportunity to redesign a more just, inclusive, and sustainable economy: one built around jobs that actually boost the economy, not just prop it up, and one that values the well-being and dignity of all workers so that they may achieve their full potential.

Racial inequities are entrenched in the workforce development system. While the problems of workforce inequity are national, many of the best solutions are local— and the *Advancing Workforce Equity* series represents the insights of disaggregated data and the transformative power of local leadership, design, and influence in five US regions that are poised to put this research into action: Boston, Chicago, Dallas, San Francisco, and Seattle.

Achieving workforce equity is a key component of building a thriving and inclusive economy that benefits all workers, residents, and communities. It will require coordination, collaboration, and integrated solutions across multiple systems. This calls for a systems thinking mindset and bold action. Business leaders and employers must adopt new mindsets and new practices that prioritize workforce equity and good jobs. Policymakers and philanthropic and community

organizations must align their resources and efforts toward ensuring that working people can be uplifted rather than dislocated and insisting on high standards of job quality for all workers. The time is now.

Michael McAfee, President and CEO, PolicyLink
Amanda Cage, President and CEO, National Fund for Workforce Solutions

The *Advancing Workforce Equity* project supports regional workforce partners to develop explicit, data-driven equity strategies. The communities involved—Boston, Chicago, Dallas, San Francisco, and Seattle—are partners in the National Fund for Workforce Solutions national network of workforce practitioners. Each city formed equity workgroups to guide the work, identify the key drivers of inequity, and prioritize actionable strategies to advance equity through their policy efforts, programs, and investments.

The work is documented in this series of reports, which will serve as the basis for long-term equity-focused efforts. This work is a collaboration between the National Fund for Workforce Solutions and the National Equity Atlas, a partnership between PolicyLink and the USC Equity Research Institute.

2.0
PREFACE

Advancing Workforce Equity in Dallas and Collin Counties: A Blueprint for Action starts an important conversation about how structural racism shapes wage and employment outcomes for workers of color in our labor market. Going beyond the "skills gap," the report highlights not only employment, occupation, and wage data disaggregated by race and ethnicity, but also the social determinants of work—access to affordable housing, health and health care, transportation, and access to reliable childcare—that impact who secures good jobs and how the future of work will impact workers of color. The data highlight barriers to opportunity that have been generations in the making, for which educational attainment alone cannot be the sole answer. As the North Texas economy continues to reel from the Covid-19 pandemic, realizing a full and equitable economic recovery depends on an honest accounting of where workers of color stand in the job market, how our policy choices led to these outcomes, and how we can make different choices going forward.

Over the last 18 months, the Pathways to Work Advisory Group embarked on a journey of first articulating a vision for workforce equity, and then actionable strategies to achieve it. Our work has informed this report and its recommendations for how leaders and stakeholders in Dallas and Collin counties can center equity, workers' voices, and lived experiences in workforce development, and ensure investments, programs, and policies help all workers realize their full economic potential. Going forward, our work with employers, funders, and community-based organizations will be bolstered not only by the data and research but also the concrete recommendations for how existing initiatives can better reach communities of color so that employers can tap into and benefit from wider pools of talent, and advocates can more closely align our economic opportunity ecosystem. At this critical moment of racial reckoning and economic transformation, creating greater workforce equity is a goal that can pave the road to better jobs, higher wages, and broader opportunity.

Pathways to Work Advisory Group

3.0
SUMMARY

Over the past 10 months, Covid-19 has wreaked havoc on public health and the economy, and people of color have been hit the hardest by the pandemic's devastation. In Dallas and Collin counties, Texas, as in the rest of the nation, people of color have been overrepresented in the essential jobs most likely to put workers at risk of exposure to the virus and in the nonessential jobs most deeply impacted by economic shutdown orders enacted to stem the spread of the coronavirus. The pandemic has exposed and deepened racial inequities built into the structure of the US economy and spurred the acceleration of automation and digitalization, putting workers of color at a higher risk of job dislocation compared with their White peers. And in the midst of these transformations, seismic demographic shifts are multiplying the costs of racial inequities in Dallas and Collin counties with each passing year.

This regional analysis is part of the *Advancing Workforce Equity* series building on the insights of our previous research, *Race, Risk, and Workforce Equity in the Coronavirus Economy*[1] and *Race and the Work of the Future*,[2] to inform a tailored, ground-level blueprint for advancing workforce equity. This report provides a data-driven evaluation of racial inequities in workforce outcomes in Dallas and Collin counties, examining how systemic racism manifests in the labor market, how the Covid-19 pandemic is impacting these dynamics, and how automation is projected to affect industries and workers in the area. We analyzed labor force data from the Bureau of Labor Statistics, disaggregated data on wages and employment from the 2018 5-year American Community Survey microdata from IPUMS USA, data on current and historical job demand and automation risk in the United States from Burning Glass Technologies, and other sources of local data for the region. Unless otherwise noted all data presented in this report are based on the authors' original analysis of these sources (further details can be found in

the methodology). We also drew on original qualitative data gathered through interviews and focus groups with employers, job seekers, and workers in the region.

Our key findings include the following.

- **As the workforce grows more diverse, racial inequity carries mounting economic costs.**

  — *People of color are already the majority of the region's workforce, but they are not sharing equitably in its economic prosperity.* Workers of color make up more than 60 percent of the workforce between the ages of 25 and 64 years in Dallas and Collin counties, and about three-quarters of young workers under the age of 25 years. But, Black and Latinx workers are about twice as likely as their White counterparts to be economically insecure, defined as earning too little to cover a basic family budget.

  — *Racial economic exclusion hampers the region's economic growth.* In 2018 alone, racial gaps in wages and employment for working-age people cost the region more than $115 billion in lost GDP. With racial equity in income, the average income of Latinx workers would be two-and-a-half times higher, while the average annual income of Black workers would double from about $37,000 to $74,000, and the region's GDP would increase by 35 percent.

- **The structure of the regional economy and evolving labor-market demands reinforce racial gaps in employment and wages.**

  — *The workforce remains deeply segregated.* Despite the growing diversity of the Dallas and Collin counties workforce, workers of color are acutely crowded in lower paying and lower opportunity occupational groups, while White workers are overrepresented in many higher paying professions.

  — *The region has a shortfall of good jobs that do not require a college degree.* Overall, only 40 percent of workers are in good jobs (defined as stable, automation-resilient jobs with family-sustaining wages). The share drops to just 12 percent among workers in jobs that require no more than a high school diploma. This good-jobs gap has significant racial equity implications, considering that 36 percent of Black adults, 47 percent of US-born Latinx adults, and 81 percent of Latinx immigrant adults have no college education.

- **People of color—especially Black and Latinx residents—face systemic and structural barriers to opportunity.**

  — ***Equity in higher educational attainment is essential, but insufficient, to achieve racial economic inclusion.*** Higher education significantly narrows racial gaps in labor force participation, employment, and earnings, but does not equalize income across racial/ethnic groups with equivalent degrees. On average, White workers with only a high school diploma earn the same median wages as Black or Latinx workers with an associate's degree ($20/hour); White workers with some college but no degree earn about 20 percent more ($24/hour) than Black and Latinx workers with an associate's degree.

  — ***Systemic inequities in the social determinants of work—factors that strongly influence access to good jobs, such as education, health and health care, transportation, housing quality and affordability, and access to reliable childcare—reinforce racial inequities in workforce outcomes.*** Black and Latinx workers in Dallas and Collin counties are more likely than other groups to experience housing-cost burden, childcare-cost burden, and transportation challenges that inhibit access to opportunity. About half of Black and Latinx renter households are rent-burdened (spending more than 30 percent of their income on rent), compared to 40 percent of White renters.

- **The Covid-19 pandemic is compounding pre-existing racial inequities and economic inequality and is likely to further disrupt the labor market by accelerating automation and digitalization.**

  — ***The early recovery in labor-market demand has been concentrated in jobs that require little formal preparation.*** By September 2020, demand for jobs that require some experience or education had recovered to February 2020 levels, while demand for jobs that require considerable preparation—and tend to provide higher wages and greater resilience to economic turbulence— was still down by nearly 30 percent.

  — ***Black and Latinx workers face significant, disproportionate risk of automation-driven job displacement.*** In Dallas and Collin counties, there are 33 occupations with more than 5,000 workers of color each that face an above-average risk of automation (based on the likelihood that the underlying tasks of the job will be computerized).

The Blueprint for Action

The Pathways to Work Equity Advisory Group defines an equitable workforce as one in which race, ethnicity, gender, and other demographic characteristics no longer predict success in the labor market, and where all workers are economically resilient and have equitable access to jobs that are safe, pay a living wage, offer benefits, and provide career pathways and opportunities for mobility. To advance workforce equity in Dallas and Collin counties, the group has established the following blueprint to inform the efforts of funders, employers, and community-based organizations, drawing on the data in this report:

1. Increase the number of good jobs available to frontline workers of color.
2. Increase the number of workers of color in pre-apprenticeships and apprentice-ships so that they have pipelines to occupations in industries where they are underrepresented.
3. Use skills-based hiring, retention, and advancement strategies to reduce occupational segregation fueled by hiring bias and degree inflation.
4. Invest in community-based digital literacy, adult literacy, and integrated learning programs to remove barriers to entry and advancement in the labor market.
5. Increase investment in wraparound supports like accessible childcare, affordable housing, and efficient transportation options to facilitate labor-market advancement and educational attainment of workers of color.
6. Disaggregate participant outcomes from education and workforce programs by race to identify the workforce development interventions that help workers of color succeed in the labor market.
7. Align workforce development initiatives and worker rights projects to improve workers' basic protections and increase opportunities for advancement.
8. Strengthen coordination between the workforce development and housing systems to reduce housing burden for workers of color and to ensure they can access opportunity jobs.

4.0
INTRODUCTION

By many top-line measures, the Dallas-Fort Worth metropolitan region is a beacon of economic vitality. On the strength of the region's booming economy, it ranked #2 on *Forbes* magazine's 2019 list of the Best Places for Companies and Careers.[3] The region is home to 24 Fortune 500 businesses, including three on the Fortune 10 list (AT&T, Exxon-Mobil, and McKesson), and in the last decade the region has gained 137 new corporate headquarters.[4] As businesses from across the country and around the world have relocated to the region, so have students, workers, and families seeking greater economic opportunity. From 2010 to 2017, Dallas gained more new residents through net migration than any other US metro.[5]

Dallas was a major engine of the so-called "Texas miracle," which saw the state's economy and job market flourish even as the United States sank into the Great Recession.[6] As a robust business and financial services hub, Dallas fared better than most other large metros in weathering the recession, with advanced industries and other knowledge-based sectors of the economy such as IT and telecom expanding and buoying the regional job market.

Yet Dallas's robust growth is not translating into broadly shared economic prosperity. Too few people, particularly people of color, have been able to access high-quality jobs in growing knowledge-based industries, even as employers struggle to fill critical roles with the skilled workers they need. While official measures suggested that the Dallas area had achieved "full employment" before the onset of the coronavirus pandemic, this designation obscures racial inequities in employment, wages, and job stability. Fewer than half of Black and Latinx households have enough income to cover a basic family budget, compared to three-quarters of White households.

In a region that is 60 percent people of color, these inequities pose a significant drag on economic prosperity as lower incomes mean less disposable income to spend in the economy as well as less tax revenue.

The economic effects of Covid-19 have mirrored and deepened these workforce inequities. Overall employment rebounded more quickly in Dallas than in many other regions, but people of color continue to face significant barriers to accessing good jobs and opportunity—these barriers include discriminatory hiring practices, inequities in the social determinants of work (such as health, housing, transportation, and childcare), gaps in educational attainment, and dangerously low standards of job quality. And, the coronavirus recovery has already begun to accelerate auto-mation and digitalization, with low-wage Black and Latinx workers most likely to be displaced in the process.

Structural racism, understood as "the normalization and legitimization of White supremacy, enacted from the nation's beginnings, by vast historical, governmental, cultural, economic, educational, institutional, and psychological forces, all working in concert to perpetuate racial inequity,"[7] has had a profound and pervasive impact on the Dallas area, a place once described in *D Magazine* as "the most racist city in America."[8] And while structural racism has shaped the region's economy, institutions, and built environment throughout its history—crystallizing the legacy of slavery in segregation, redlining, educational inequities, and vastly unequal access to opportunity—systems-level solutions to dismantle racial oppression all too often have been left out of policy considerations altogether.

Institutional racism, defined as "ubiquitous practices and policies within schools, workplaces, financial establishments, housing, hospitals, the justice system, and other private and governmental institutions that, intentionally or not, produce outcomes that consistently advantage White people while disadvantaging people of color,"[9] has also been brought into focus in the context of the Covid-19 crisis, as Black, Indigenous, and Latinx people continue to bear the brunt of the pandemic's health and economic impacts. In June 2020, Dallas County joined a growing list of cities and counties across the nation in declaring racism a public health emergency, with a resolution aimed to increase understanding and community engagement around race.[10] At the same time, protests against police brutality following the murder of George Floyd and broad-based social movements have put race at the forefront of the national consciousness, creating an opening for a long-overdue reckoning with racial inequity in the Dallas area.

Demographic Overview of Dallas and Collin Counties, 2018

	Dallas County		Collin County	
	Number	Percent	Number	Percent
Population by race/ethnicity				
White	765,816	30%	547,403	58%
Black	572,790	22%	88,702	9%
Latinx	1,033,000	40%	143,369	15%
Asian or Pacific Islander	159,905	6%	136,090	14%
Native American	5,243	0.2%	3,132	0.3%
Mixed/other	49,798	2%	25,654	3%
Total	2,586,552	100%	944,350	100%
Population by nativity				
US-born	1,957,849	76%	748,933	79%
Immigrant	628,703	24%	195,417	21%
Population by poverty status				
Below 100% FPL	423,899	17%	61,635	7%
100-150% FPL	305,097	12%	45,525	5%
150-200% FPL	286,668	11%	52,761	6%
At or above 200% FPL	1,540,719	60%	779,482	83%
Median household income	$56,854		$94,192	

Source: Authors' analysis of the 2018 5-year American Community Survey summary file. **Note:** Universe for poverty status includes all people for whom poverty is determined. Data reflect a 2014-2018 average. Dollar values are in 2018 dollars. FPL = federal poverty level.
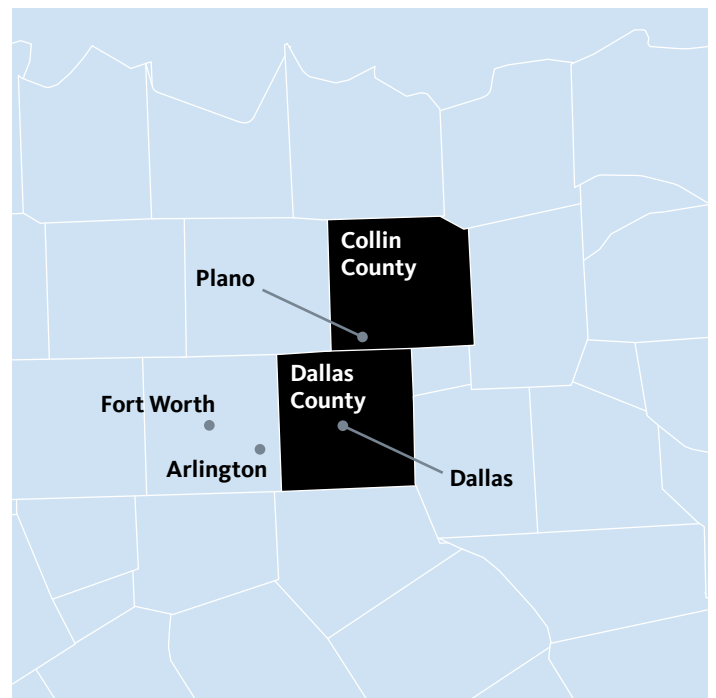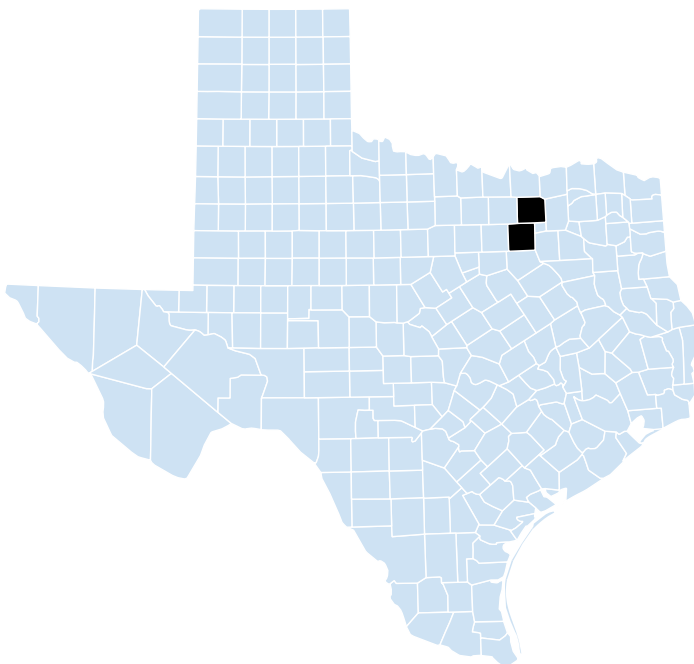
This report focuses on two of the counties in the Dallas metropolitan region: Dallas and Collin counties. Dallas County is the economic and population center of the region, where nearly 70 percent of residents are people of color and nearly a quarter are immigrants. Its northern neighbor, Collin County, has a smaller, more affluent population, with larger shares of White and Asian or Pacific Islander residents. But, Collin County is also rapidly growing and diversifying, and the two counties' housing and labor market dynamics are increasingly intertwined.

5.0
STRUCTURAL RACISM DRIVES WORKFORCE INEQUITIES

Inequitable workforce outcomes arise out of the deep history of racial exclusion in the region, including redlining, racial segregation, and disinvestment in communities of color; inequitable investments in education; discrimination, bias, and systemic racism in employment practices; and racial inequity in the criminal-legal system. Many occupations in which people of color are concentrated—agricultural, domestic, restaurant, and gig workers—are not protected by certain federal labor standards such as minimum-wage and overtime laws. This lack of protection leaves workers in these fields, along with students, employees of very small businesses, and people with disabilities, unprotected by minimum-wage and overtime laws. The key dynamics perpetuating workforce inequity in Dallas and Collin counties include the following.

- **Educational inequities perpetuate racial gaps in employment and wages.** Higher educational attainment is associated with higher wages and lower joblessness for workers across all racial/ethnic groups, but it does not eliminate racial gaps. In Dallas and Collin counties, just 12 percent of Latinx, 26 percent of Black, and 35 percent of Native American adults have at least a four-year degree, compared with 53 percent of White workers. These gaps are rooted in racial and economic segregation that concentrates children of color and low-income children in schools that are systematically underfunded and neglected, a dynamic that led to a 2008 federal lawsuit against Dallas Independent School District for its management of $2.6 billion in bond funding.[11] High school graduation rates have improved significantly over the last five years, but too few students finishing school are prepared for college or a career. Of the 70 percent of graduates who took college-entrance exams, just one in 10 achieved "college-ready" scores.[12]

- **Systemic and institutional racism persist in the labor market.** National research indicates that racial bias and discrimination in recruitment and hiring remain significant barriers for people of color: with identical resumes, White applicants (or applicants with "White-sounding names") are called back 36 percent more often than Black applicants and 24 percent more often than Latinx applicants.[13] But deeper structural issues also give rise to racial inequities in the labor market. Residential segregation is another important factor. A US Department of Housing study completed in 2018 found that racial and economic segregation is worsening in Dallas, and poverty remains concentrated in neighborhoods with predominantly residents of color in south and west Dallas.[14] Residents of wealthy neighborhoods rich in opportunity benefit not only from quality schools and good jobs, but also from access to the social capital of well-

connected personal and professional networks, which can also play an important role in employment opportunities. Without access to these resources, and in the face of discriminatory employer practices, bias in hiring, and inadequate policy protections, people of color are more likely to be unemployed or crowded into low-quality jobs.

- **Imbalanced investments create pervasive barriers to good jobs and prevent many workers, especially people of color, from fully participating in the economy.** Economic development strategies can be a powerful lever to narrow racial gaps in income and employment if they are designed and measured against explicit equity targets. But traditionally, incentives like tax-increment financing, corporate subsidies, and other development funding streams have been highly concentrated in a handful of heavily invested areas, leaving behind underfunded, majority low-income and majority people-of-color communities.[15,16] Recent efforts are in place to rectify this, including a new City of Dallas Economic Development strategic plan, TIF districts that connect higher income areas with lower income areas, minimum living-wage requirements on incentive deals, and a New Markets Tax Credit program that drives investments to highly distressed neighborhoods.

- **Inadequate supports for the workforce exacerbate racial gaps in income.** Workforce stability depends on more than expanding education and training and ensuring equitable hiring practices. Workers need to be able to access job opportunities that are close to where they live or accessible via affordable and brief commutes. The linkage among these factors underscores the important overlap of workforce development, affordable housing, and transportation equity. Workers also need dependable and affordable family care, and secure benefits like paid leave and health care that support employment stability and worker well-being. In the Dallas region, people of color are more likely than their White peers to be housing-cost burdened, and more likely to rely on public transportation, which results in longer unpaid commute times. Nearly nine out of 10 low-income children of working parents in Dallas County live in "childcare deserts" with very limited options for quality, certified care.[17] About 300,000 Dallas workers lack access to paid sick leave. While 69 percent of White workers enjoy this benefit, just 63 percent of Black workers and 45 percent of Latinx workers have access to paid sick time.[18]

6.0
THE REGION'S WORKFORCE IS GROWING MORE DIVERSE, INCREASING THE URGENCY OF RACIAL ECONOMIC INCLUSION

In a generation's time, the United States will no longer have a single majority racial/ethnic group, as the share of US residents who are White is projected to fall below 50 percent. Dallas and Collin counties are well ahead of this national curve, and the region's workforce reflects its rich diversity. This ongoing demographic change underscores the urgent need to achieve racial equity, not only as a moral imperative but also as a crucial ingredient for continued economic prosperity.

Workforce Demographics

Three out of five workers in Dallas and Collin counties are people of color.

Current and Emerging Workforce Demographics by Race/Ethnicity, Dallas and Collin Counties, 2018

- Current workforce
- Emerging workforce
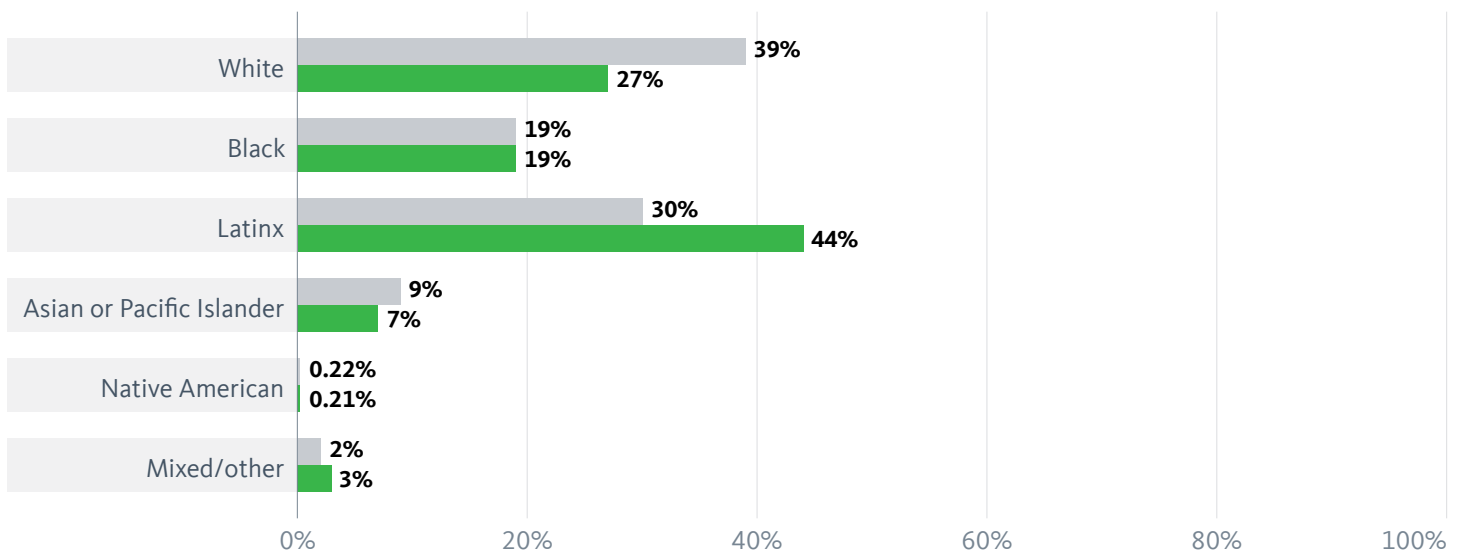
Race/Ethnicity	Current workforce	Emerging workforce
White	39%	27%
Black	19%	19%
Latinx	30%	44%
Asian or Pacific Islander	9%	7%
Native American	0.22%	0.21%
Mixed/other	2%	3%

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe of emerging workforce includes all people under the age of 25 years old while current workforce includes the employed population between the ages of 25 and 64 years.

The workforce in Dallas and Collin counties is already 61 percent people of color. White workers make up the largest single racial/ethnic group (39 percent of the workforce), followed by Latinx workers (30 percent) and Black workers (19 percent). But these demographics will rapidly shift as older workers retire and younger people enter the labor force. Among the emerging workforce—the rising generation of workers who are under the age of 25 years—nearly three-quarters are youth of color, with Latinx youth making up the largest racial/ethnic group (44 percent).

Among Latinx workers in Dallas and Collin counties, two-thirds are immigrants.[19] Immigrants account for an even larger share of the Asian or Pacific Islander workforce—nearly 90 percent—in Dallas and Collin counties. In the Dallas-Fort Worth metro area, a large majority of all residents of South Asian, Southeast Asian, and East Asian ancestry are immigrants; however, the majority of Pacific Islanders are US-born.[20] About 10 percent of Black adults in Dallas and Collin counties are immigrants, compared to about 7 percent statewide.[21]

Racial Equity Is a Win-Win for Workers and the Economy

The combined GDP of Dallas and Collin counties could be more than $115 billion larger if racial gaps in income were eliminated.

Actual GDP and Estimated GDP with Racial Equity in the Workforce ($ Billions), Dallas and Collin Counties, 2018

● GDP in 2018
● GDP if racial gaps in income were eliminated
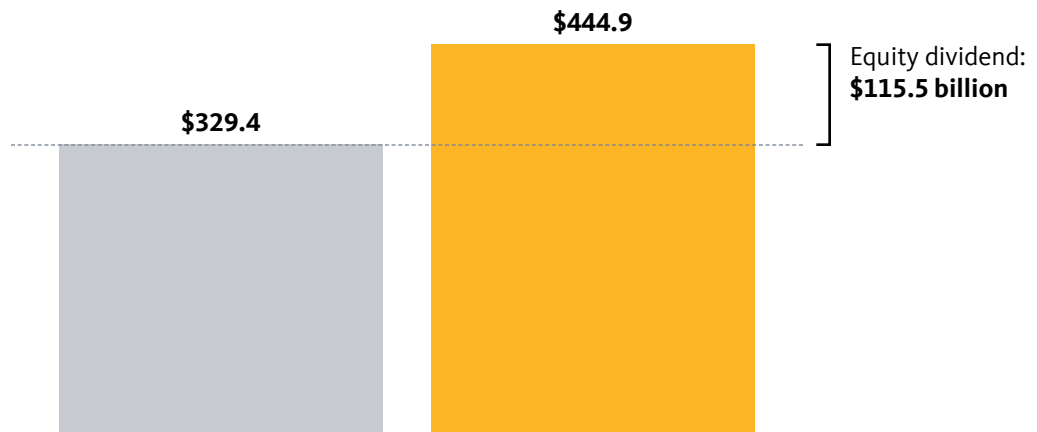
$329.4

$444.9

Equity dividend: **$115.5 billion**

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes the population ages 25–64 years. Data reflect a 2014–2018 average. Values are in 2018 dollars. See the methodology for details on the analysis.

Workforce equity and shared prosperity are essential to a strong, resilient economy and, as the population becomes more diverse, this economic imperative will only intensify. In 2018 alone, the combined GDP of Dallas and Collin counties could have been $115.5 billion larger—a 35 percent increase—if the working-age population had no racial gaps in employment and wages (i.e., if workers in all racial/ethnic groups were employed at least at the same rate and earned at least the same average wages as their White peers, adjusted for age).

With racial equity, the average incomes of people of color would nearly double, from about $38,000 to $74,000 per year.

Income Gains with Racial Equity for the Working-Age Population, Dallas and Collin Counties, 2018
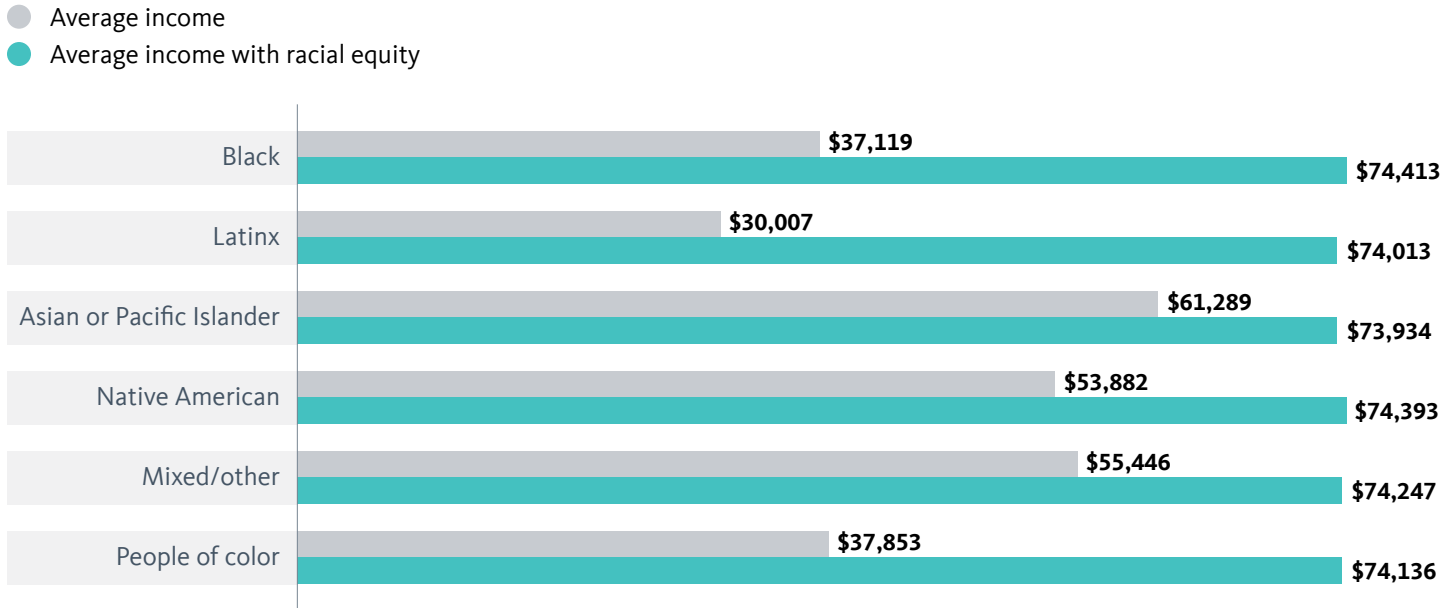
- Average income
- Average income with racial equity

Group	Average income	Average income with racial equity
Black	$37,119	$74,413
Latinx	$30,007	$74,013
Asian or Pacific Islander	$61,289	$73,934
Native American	$53,882	$74,393
Mixed/other	$55,446	$74,247
People of color	$37,853	$74,136

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes the population ages 25–64 years. Data reflect a 2014–2018 average. Values are in 2018 dollars. See the methodology for details on the analysis.

Achieving racial equity in income would require closing racial gaps in both employment and wages by addressing the multiple, deep root causes that give rise to racial economic inequities. Overall, racial gaps in wages account for about 83 percent of income inequity for people of color, while racial gaps in employment account for just 17 percent. Latinx workers would see the greatest gains in income with racial equity, from an annual wage of about $30,000 to $74,000 (a 147 percent increase). Incomes for Black workers would effectively double to more than $74,000 from about $37,000 per year.

7.0
AGGREGATE GROWTH
MASKS ENTRENCHED INEQUITIES

Over the last 30 years, Dallas and Collin counties have seen strong job growth, yet this robust growth is not delivering economic prosperity to all. Especially for people without a bachelor's degree—a group that includes about three-quarters of Black and Latinx adults and two-thirds of Native Americans—there are still too few good jobs to go around, especially as housing and other basic costs have climbed. Limited opportunities in "middle-skills" jobs, dangerously low standards of job quality at the bottom of the wage distribution, and the growing chasm of income inequality are contributing to workforce inequity in Dallas and Collin counties.

Earnings growth over the past 30 years has been disproportionately captured by high-wage workers.

Growth in Jobs and Earnings by Wage Level, Dallas and Collin Counties, 1990–2018

- 🟠 Low-wage
- 🟢 Middle-wage
- 🟢 High-wage
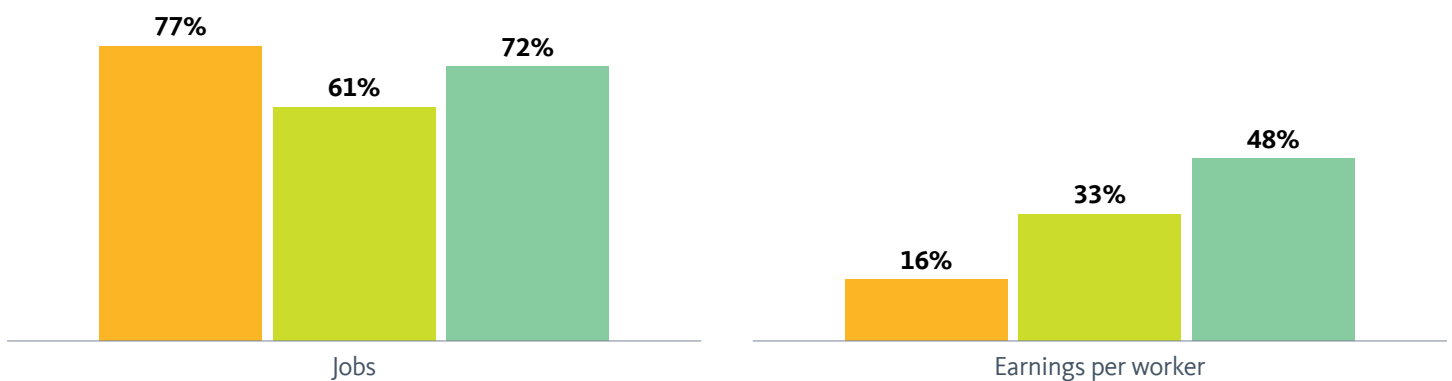
Jobs: Low-wage 77%, Middle-wage 61%, High-wage 72%
Earnings per worker: Low-wage 16%, Middle-wage 33%, High-wage 48%

Since 1990, Dallas and Collin counties have posted impressive job growth that was well above the national average at all wage levels. Yet growth in low-wage jobs has outpaced growth in middle-wage jobs by about 26 percent. Meanwhile, earnings growth for low-wage workers has lagged: earnings in middle-wage jobs have grown twice as fast as those for low-wage jobs, and earnings for workers in high-wage jobs have grown three times as fast. One focus group participant explained, "I moved here from San Diego because I heard there were a lot of good jobs out here, and I do see that there are a lot of good jobs. But then when I got here, the jobs I could get did not pay as much as I thought [they would], and, compared to the rent costs, it's pretty much the same as it was in San Diego."[22]

Many of the region's largest occupational groups are racially segregated, with Latinx and Black workers especially concentrated among lower wage jobs.

Occupational Groups by Race/Ethnicity and Nativity, Dallas and Collin Counties, 2018

- White
- Black
- Latinx
- Asian or Pacific Islander
- Native American
- Mixed/other
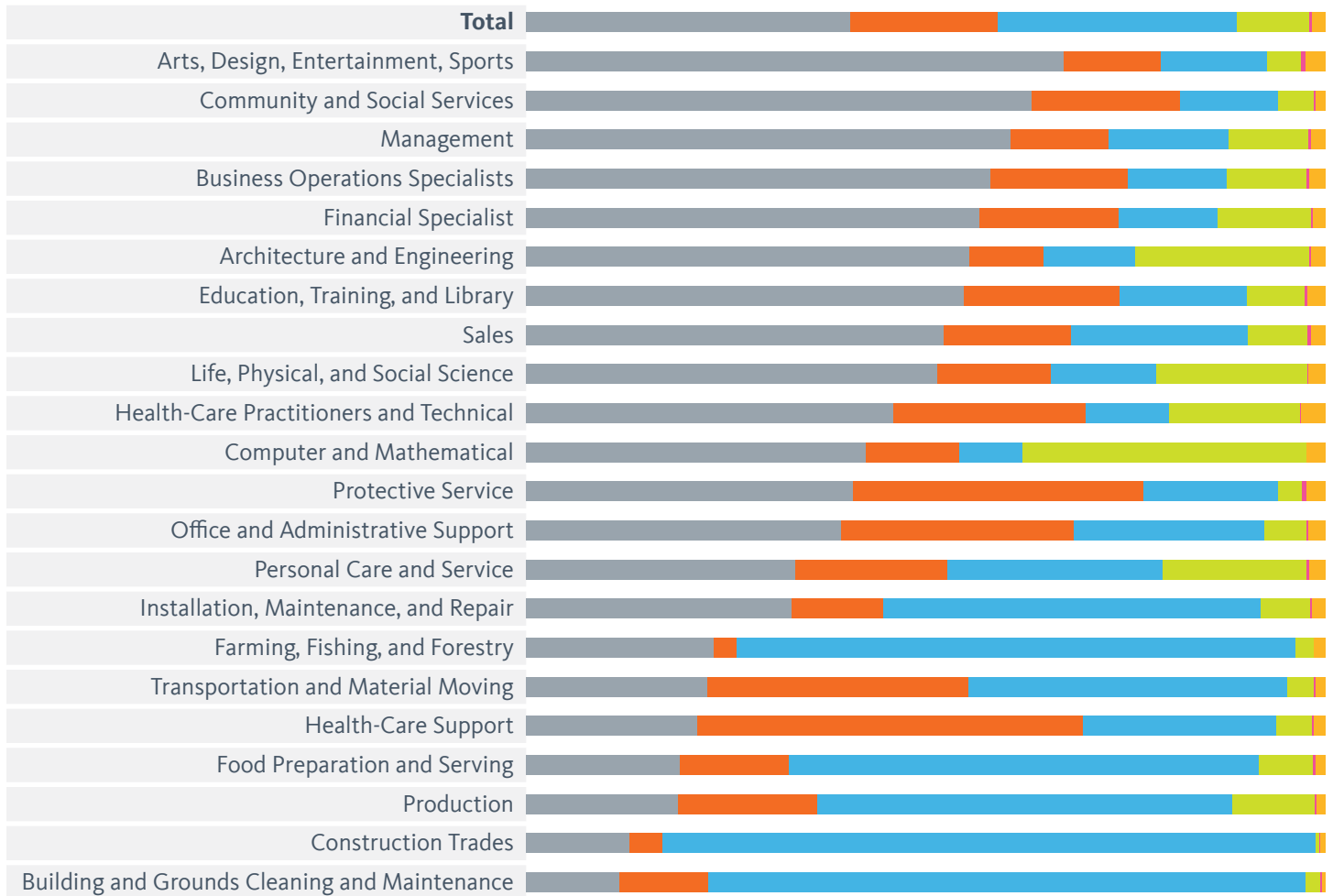
The labor market in Dallas and Collin counties is characterized by pronounced occupational segregation, understood as the uneven distribution of workers across different occupations by race/ethnicity. Black workers make up about 18 percent of the total workforce in Dallas and Collin counties, but nearly one-half (48 percent) of health-care support workers, over one-third of protective service

workers (36 percent), and one-third of transportation and material moving workers (33 percent). Conversely, Black workers are underrepresented in construction (4 percent), architecture and engineering (9 percent), computer and mathematical jobs (12 percent), and management (12 percent).

Latinx workers are also significantly concentrated in a handful of occupational groups. While they account for 30 percent of the workforce overall, Latinx people hold 59 percent of food service and preparation jobs; 70 percent of farming, fishing, and forestry jobs; 75 percent of building, grounds cleaning, and maintenance jobs; and 82 percent of construction trades jobs. They are most underrepresented among computer and mathematical jobs (8 percent); health-care practitioners and technical occupations (10 percent); and architecture and engineering (12 percent).

Wages

Just two out of five Latinx immigrants, three out of five Black immigrants, and roughly two out of three US-born Black and Latinx workers earn at least $15 an hour.

Share of Workers Earning at Least $15/hour by Race/Ethnicity and Nativity, Dallas and Collin Counties, 2018
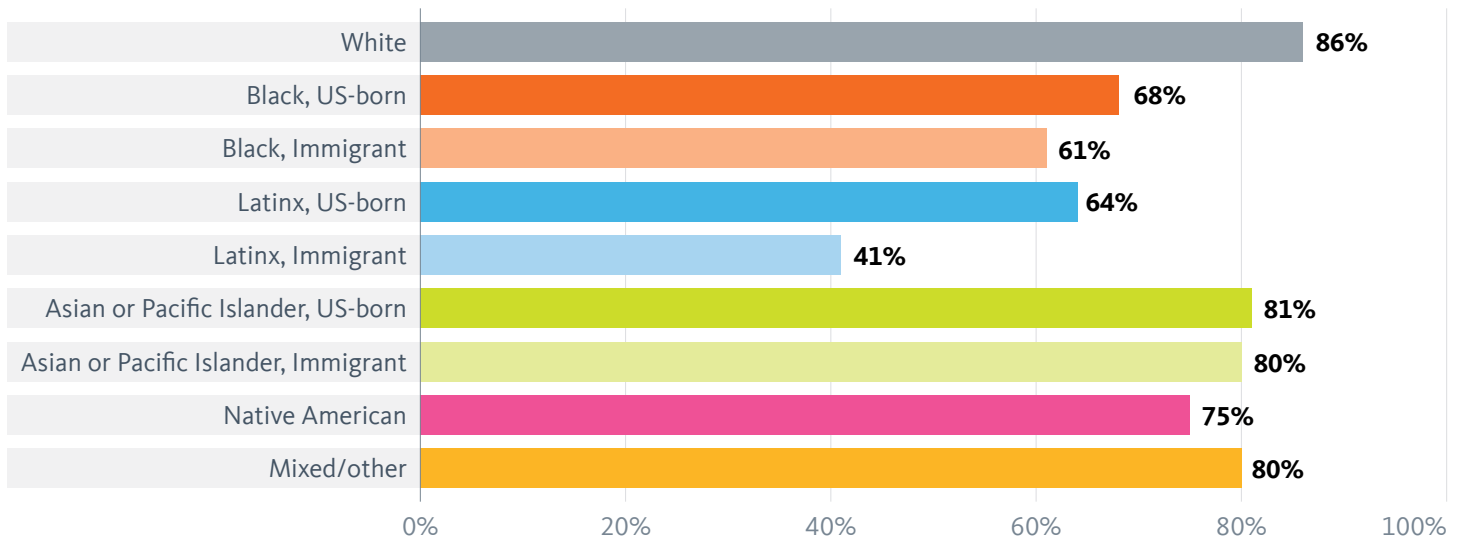
Category	Percent
White	86%
Black, US-born	68%
Black, Immigrant	61%
Latinx, US-born	64%
Latinx, Immigrant	41%
Asian or Pacific Islander, US-born	81%
Asian or Pacific Islander, Immigrant	80%
Native American	75%
Mixed/other	80%

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes civilian noninstitutionalized full-time wage and salary workers ages 25–64 years. Data reflect a 2014–2018 average. The $15/hour wage threshold is based on 2018 dollars.

Racial gaps in the share of workers earning at least $15/hour have been stubbornly persistent over the past several decades. Among White workers, 86 percent are paid at least $15/hour, compared to just 61 percent of people of color (and fewer than half of Latinx immigrants). Even when controlling for education, White workers are more likely than workers of color to earn a $15/hour wage.

Along with occupational segregation, exclusions in wage laws and labor standards that disproportionately disadvantage agricultural, food service, and domestic workers (where workers of color are overrepresented) reinforce these racial gaps. Research suggests that employer bias and discrimination in hiring, pay, and promotion practices are also important contributing factors to these racial gaps in income.[23]

Higher Education

Fewer than one in 10 immigrant Latinx adults, one in five US-born Latinx adults, and one in four Black adults in Dallas and Collin counties have a bachelor's degree.

Educational Attainment by Race/Ethnicity, Dallas and Collin Counties, 2018

- High school diploma or less
- Some college or associate's degree
- Bachelor's degree or higher
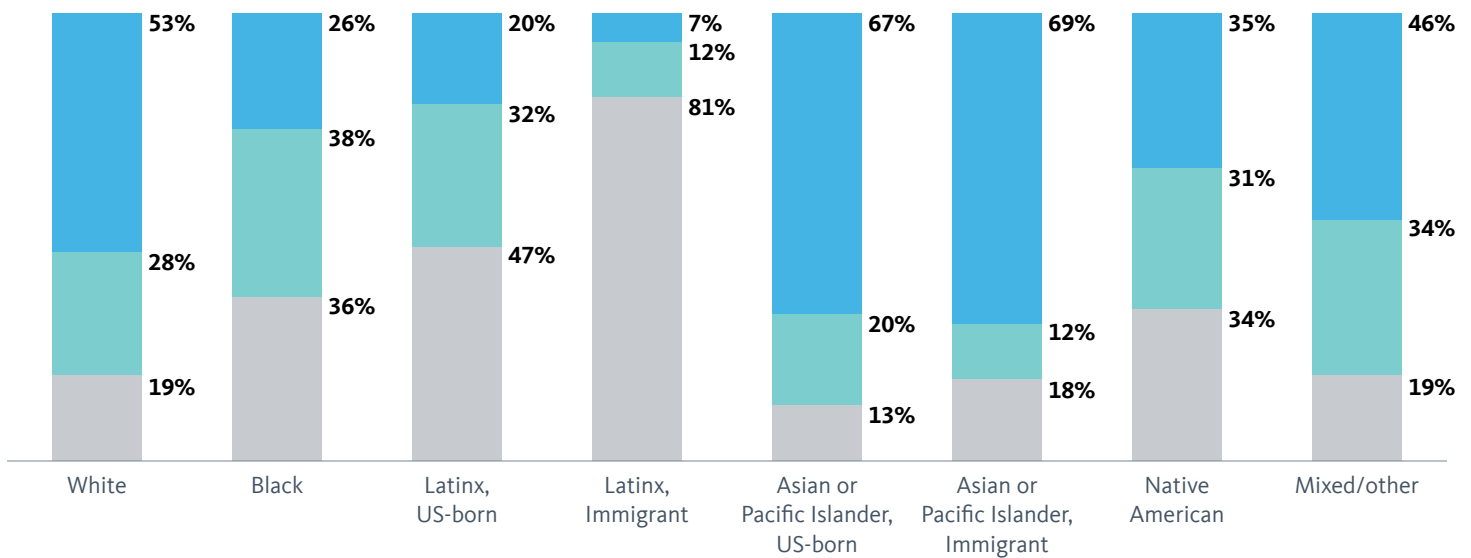
Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes the population ages 25–64 years. Data reflect a 2014–2018 average.

The attainment of a bachelor's degree is strongly correlated with lower unemployment, higher wages, and less vulnerability to automation-related job disruptions for workers in Dallas and Collin counties. More than one-third of adults in the region have earned at least a bachelor's degree, but this varies significantly across racial/ethnic and nativity groups. Fewer than one in 10 immigrant Latinx adults, one in five US-born Latinx adults, and one in four Black adults in Dallas and Collin counties have a four-year degree or higher.

Higher educational attainment narrows racial gaps in employment, especially for Black adults.

Joblessness by Educational Attainment, Race/Ethnicity, and Nativity, Dallas and Collin Counties, 2018

- ● White
- ● Black
- ● Latinx, US-born
- ● Latinx, Immigrant
- ● Asian or Pacific Islander, US-born
- ● Asian or Pacific Islander, Immigrant
- ● Mixed/other

Less than a HS diploma: 42%, 57%, 37%, 26%, 38%

HS diploma, no college: 28%, 34%, 23%, 23%, 32%, 30%

Some college, no degree: 22%, 22%, 17%, 20%, 26%, 27%, 23%

AA degree, no BA: 18%, 18%, 14%, 22%, 22%, 28%

BA degree or higher: 15%, 12%, 11%, 18%, 11%, 22%, 16%

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes the civilian noninstitutionalized population ages 25–64 years. Joblessness is defined as those unemployed or not in the labor force as a share of the total population. Data reflect a 2014–2018 average. Data for Native American workers, and for US-born Asian or Pacific Islander workers at certain educational levels, could not be analyzed because of small sample size.

Education corresponds strongly with employment in Dallas and Collin counties: workers are less likely to be jobless if they are more educated, and this is true across all racial/ethnic and nativity groups. It is important to note that 36 percent of Black adults, 47 percent of US-born Latinx adults, and 81 percent of Latinx immigrants have a high school diploma or less, meaning they are concentrated among the educational groups with the highest rates of joblessness. In addition, significant racial disparities are evident in joblessness among workers with less than a high school degree, particularly for Black workers. As we discuss in the following section, Black and Latinx workers are less likely to hold good jobs even among those in the highest educational group.

Black and Latinx workers earn substantially less than their White counterparts at every level of educational attainment.

Median Wages by Educational Attainment and Race/Ethnicity, Dallas and Collin Counties, 2018
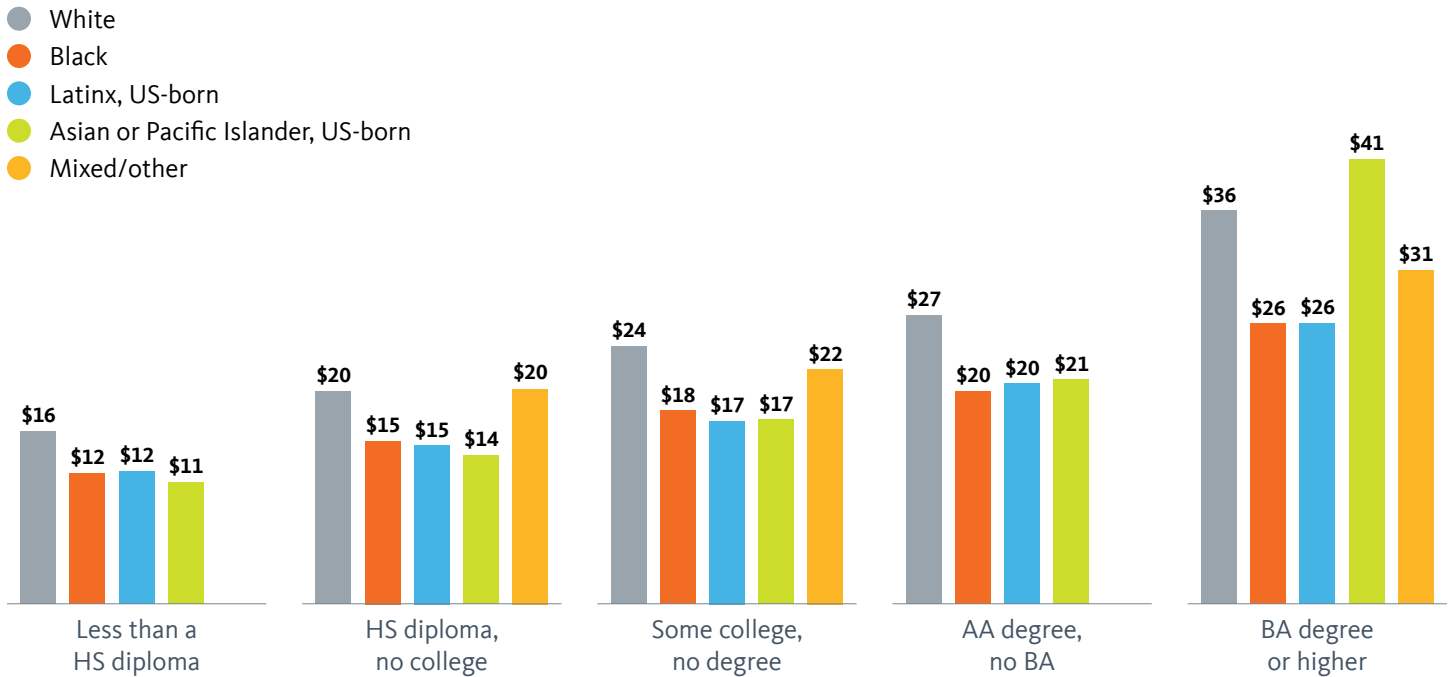
- ● White
- ● Black
- ● Latinx, US-born
- ● Asian or Pacific Islander, US-born
- ● Mixed/other

Source: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes civilian noninstitutionalized fu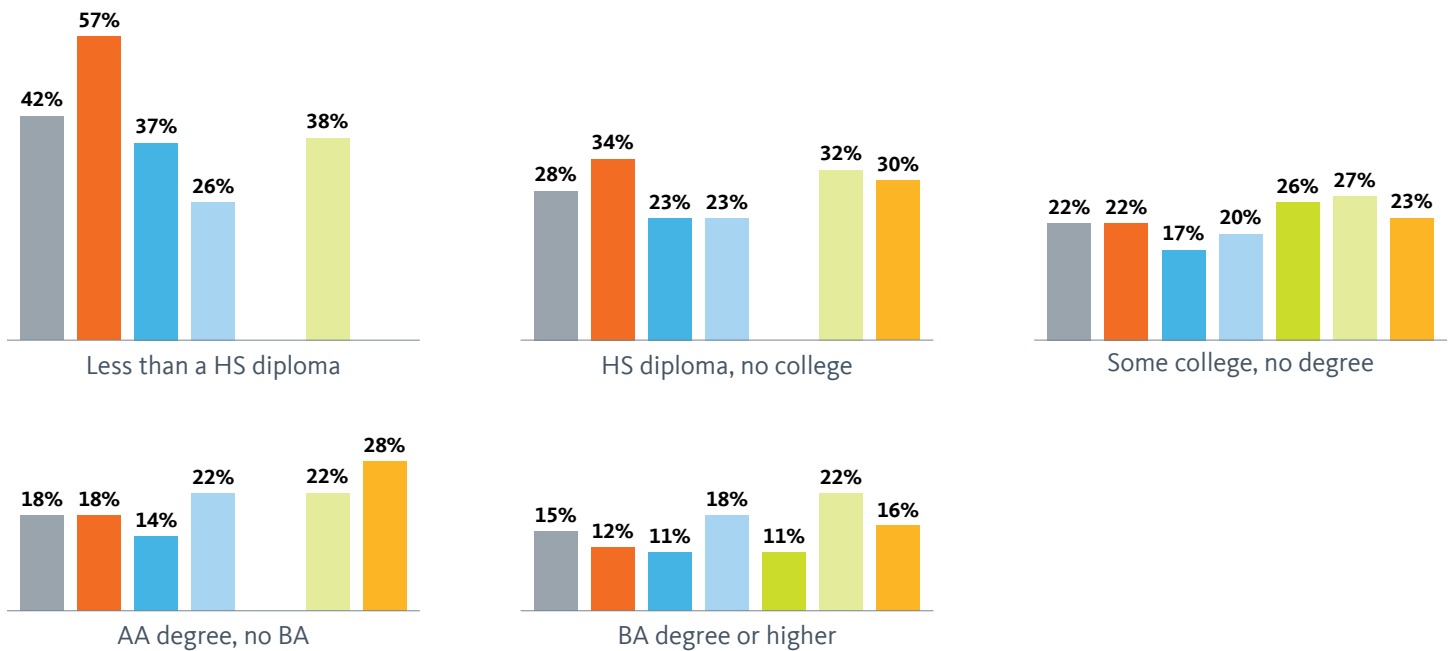ll-time wage and salary workers ages 25–64 years. Data reflect a 2014–2018 average. Values are in 2018 dollars. Data for Native American workers, and for mixed/other race workers at certain educational levels, could not be analyzed because of small sample size.

Higher educational attainment is associated with higher median wages for workers in Dallas and Collin counties across all racial/ethnic groups, but racial gaps in wages persist among workers with similar education levels. White workers earn more than people of color across all educational cohorts except among those with a BA degree or higher, where Asian or Pacific Islander workers have the highest median wages.

And, the relative wage gains are not equivalent: higher educational attainment correlates with greater gains in wages for some groups than for others. The median hourly wage premium for earning an AA degree as opposed to a high school diploma is 50 percent ($7 per hour) for Asian or Pacific Islander workers but 33 percent for Black and Latinx workers ($5 per hour). The wage returns for a BA degree are even more inequitable: a 193 percent gain for Asian or Pacific Islander workers ($27 per hour), compared to a 73 percent gain for Black and Latinx workers ($11 per hour).

8.0
WORKERS IN DALLAS AND COLLIN COUNTIES FACE A SHORTAGE OF GOOD JOBS

As the data above reveal, not everyone who wants to work in Dallas and Collin counties has a job, and not all workers are paid a basic living wage. As the economy and labor market evolve toward advanced industries and services, far too few workers are benefiting from the region's growth. Workforce development agencies, intermediaries, and policymakers need to both grow the quantity of good jobs and ensure equitable access to those jobs.

To better understand the shortage of good jobs in the region, we analyze access to good jobs in Dallas and Collin counties by race, ethnicity, and level of required education, using the localized definition of good jobs summarized in the table below.

Characteristics and Examples of Good Jobs by Typical Education Requirements, Dallas and Collin Counties, 2019

Characteristics of good jobs:
- Living-wage compensation: Average wage for the occupation is sufficient to sustain a working family of two working adults and two children—$32,232 in the Dallas metropolitan area
- Stable or growing base of employment: The number of jobs is projected to grow or to remain relatively stable for the next decade—employment in the occupation is not declining by more than 10 percent over 10 years, or more than 2 percent over 10 years for small occupations
- Automation resilient: The occupation has a probability of computerization lower than 50 percent, given the full array of tasks that comprise the role

Example occupations accessible to workers with a high school diploma or less:	**Example occupations accessible to workers with a postsecondary certificate or license or vocational training through an apprenticeship**	**Example occupations accessible to workers with an associate's degree**	**Example occupations accessible to workers with a bachelor's degree or higher:**
• First-line supervisors of retail sales workers • Food service managers • Sales representatives of services, except advertising, insurance, financial services, and travel	• Electricians • Plumbers, pipefitters, and steamfitters • Radio and telecommunications equipment installers and repairers	• Registered nurses • Respiratory therapists • Air traffic controllers and airfield operations specialists	• Financial managers • Software developers • Management analysts

More Than One Million Workers in Dallas and Collin Counties Do Not Have Good Jobs

Just two in five workers in Dallas and Collin counties are in good jobs.

Share of Workers in Good Jobs, Overall and by Educational Requirements, Dallas and Collin Counties, 2019
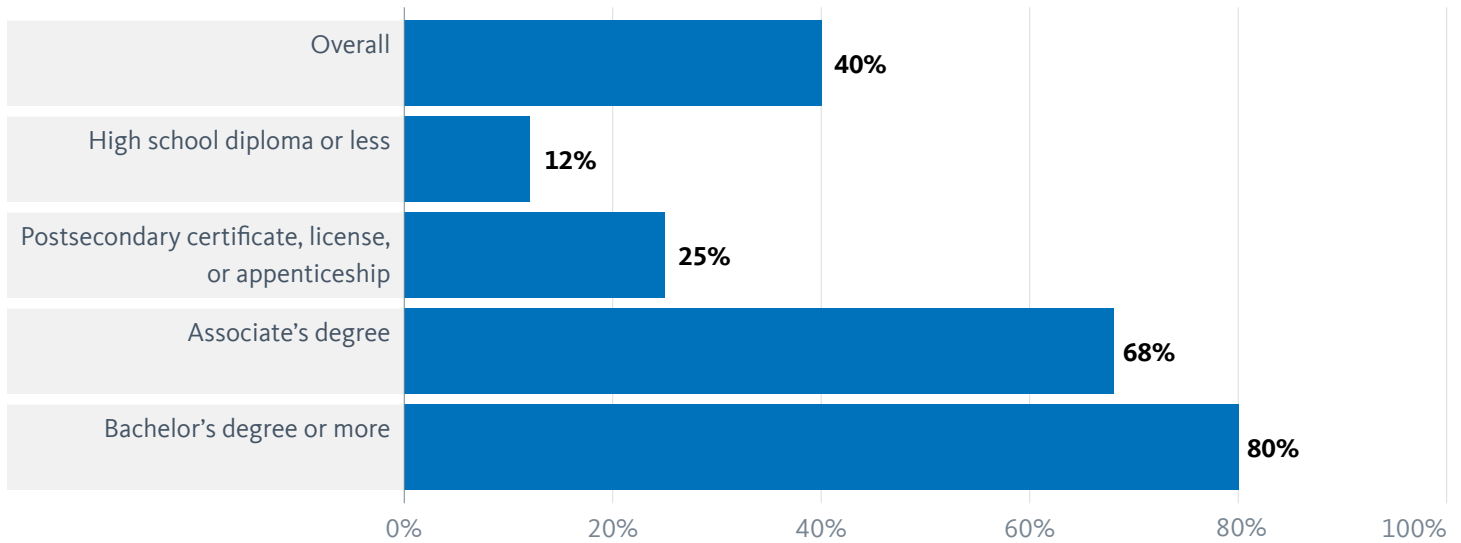
Category	Percentage
Overall	40%
High school diploma or less	12%
Postsecondary certificate, license, or appenticeship	25%
Associate's degree	68%
Bachelor's degree or more	80%

Sources: Employment from 2018 5-year American Community Survey microdata from IPUMS USA, and occupational characteristics from Burning Glass job posting data and 2018 5-year American Community Survey microdata from IPUMS USA.

The good jobs deficit in Dallas and Collin counties is deep: only 40 percent of the region's 1.8 million workers are in good jobs. The share of workers in good jobs increases as the level of education required for the job increases, but even among occupations that require nondegree postsecondary certifications, licenses, or apprenticeships, just 25 percent of workers are in good jobs. The vast majority of jobs that require postsecondary degrees (associate's and higher) are good jobs, but these educational requirements are a systemic barrier for many.

More than 800,000 jobs in Dallas and Collin counties require no more than a high school diploma, but only 12 percent of them are good jobs.

Distribution of Employment by Educational Requirements and Job Quality, Dallas and Collin Counties, 2018

🔴 Workers not in good jobs
🟢 Workers in good jobs
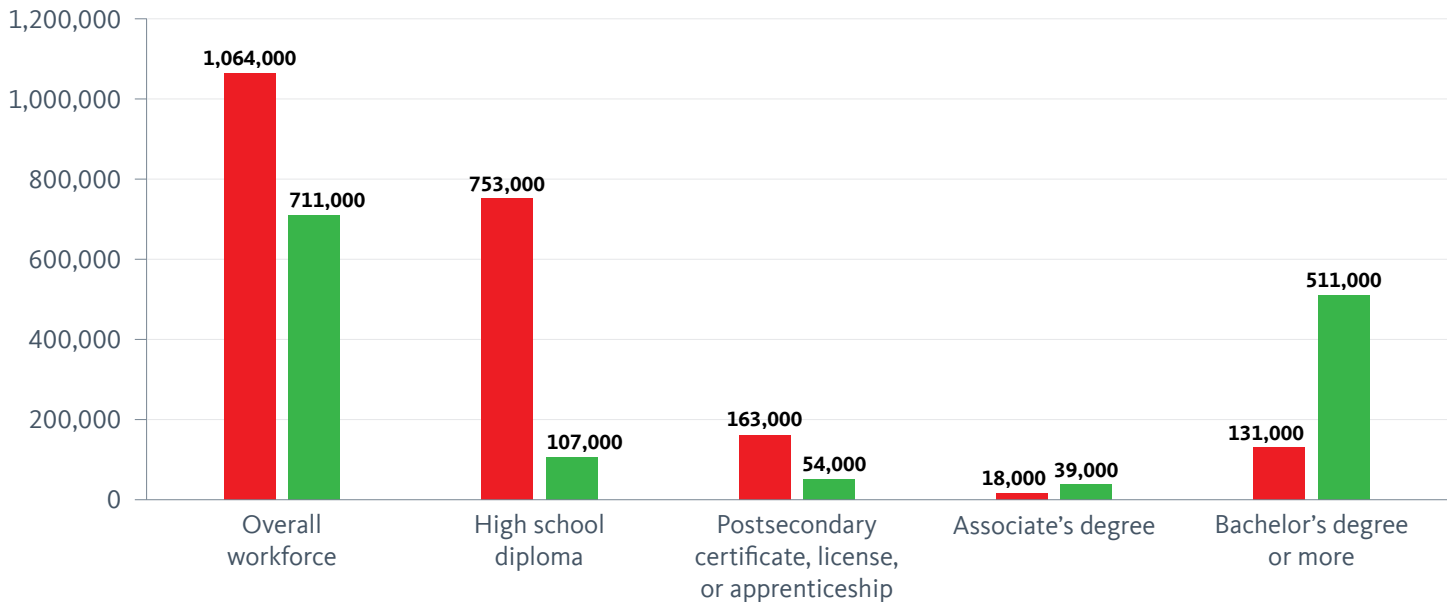
Sources: Employment from 2018 5-year American Community Survey microdata from IPUMS USA, and occupational characteristics from Burning Glass job posting data and 2018 5-year American Community Survey microdata from IPUMS USA.

The distribution of good jobs in Dallas and Collin counties by education underscores the importance of a multifaceted approach to create more good jobs, upgrade existing jobs, and develop race-conscious workforce development strategies to ensure people of color can access good jobs. Given that only a quarter of Black adults and fewer than a fifth of Latinx adults in Dallas and Collin counties have a bachelor's degree, workforce intermediaries must consider interventions that will improve the quality of the jobs available to these workers.

One approach is to grow employment in the occupations that provide the largest number of good jobs that do not require a college degree. Some of these occupations require just a high school diploma, while others require a certification, license, apprenticeship, or other short-term training. Workforce intermediaries can develop pathways into these jobs, and these jobs can form a rung in a career-pathway approach to workforce development. Relevant occupations include supervisory positions in retail, food service, manufacturing, construction and other industries, several trades, nursing, and other occupations described in the table below.

Presently, workers of color are underrepresented in 12 of the 15 largest occupations that provide good jobs that do not require a college degree. Two exceptions are electricians, where workers of color make up 72 percent of the workforce and plumbers, where people of color make up 79 percent of the workforce.

Good jobs that do not require a college degree, with occupational characteristics, by race and ethnicity, Dallas and Collin Counties, 2018

| Occupation	Total Employment	10 Year Growth Rate	Automation Score (Probability of Computerization)	Average Income in Dallas/Collin Counties	% Workers of Color
First-Line supervisors of retail sales workers	33340	9%	28%	$54,655	**56%**
First-Line supervisors of nonretail sales workers	17081	9%	8%	$88,525	**43%**
Food service managers	12145	9%	8%	$55,242	**57%**
Sales representatives of services, except advertising, insurance, financial services, and travel	10636	11%	39%	$108,976	**30%**
Electricians	9630	17%	15%	$42,649	**72%**
First-line supervisors of construction trades and extraction workers	8093	17%	17%	$56,891	**67%**
Plumbers, pipefitters, and steamfitters	7062	17%	35%	$39,135	**79%**
Licensed practical and licensed vocational nurses	6715	6%	6%	$41,567	**79%**
First-line supervisors of production and operating workers	6626	7%	2%	$64,231	**63%**
Police officers	5252	6%	10%	$68,568	**46%**
Securities, commodities, and financial services sales agents	3956	17%	2%	$145,281	**38%**
Radio and telecommunications equipment installers and repairers	3371	14%	40%	$43,552	**61%**
Miscellaneous installation, maintenance, and repair workers, including, wind turbine service technicians	3219	15%	49%	$38,963	**63%**
Coaches and scouts	2825	23%	1%	$54,303	**27%**
Supervisors of transportation and material moving workers	2728	16%	20%	$47,883	**65%**

Sources: Employment from 2018 5-year American Community Survey microdata from IPUMS USA, and occupational characteristics from Burning Glass job posting data and 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Cells highlighted in red indicate underrepresentation of people of color relative to their representation in all occupations that do not require a college degree.

Major Racial Inequities Exist in Access to Jobs

White workers are overrepresented in good jobs overall and particularly overrepresented in good jobs that do not require any postsecondary education.

Distribution of Workers by Race/Ethnicity, Job Quality, and Educational Requirements, Dallas and Collin Counties, 2018
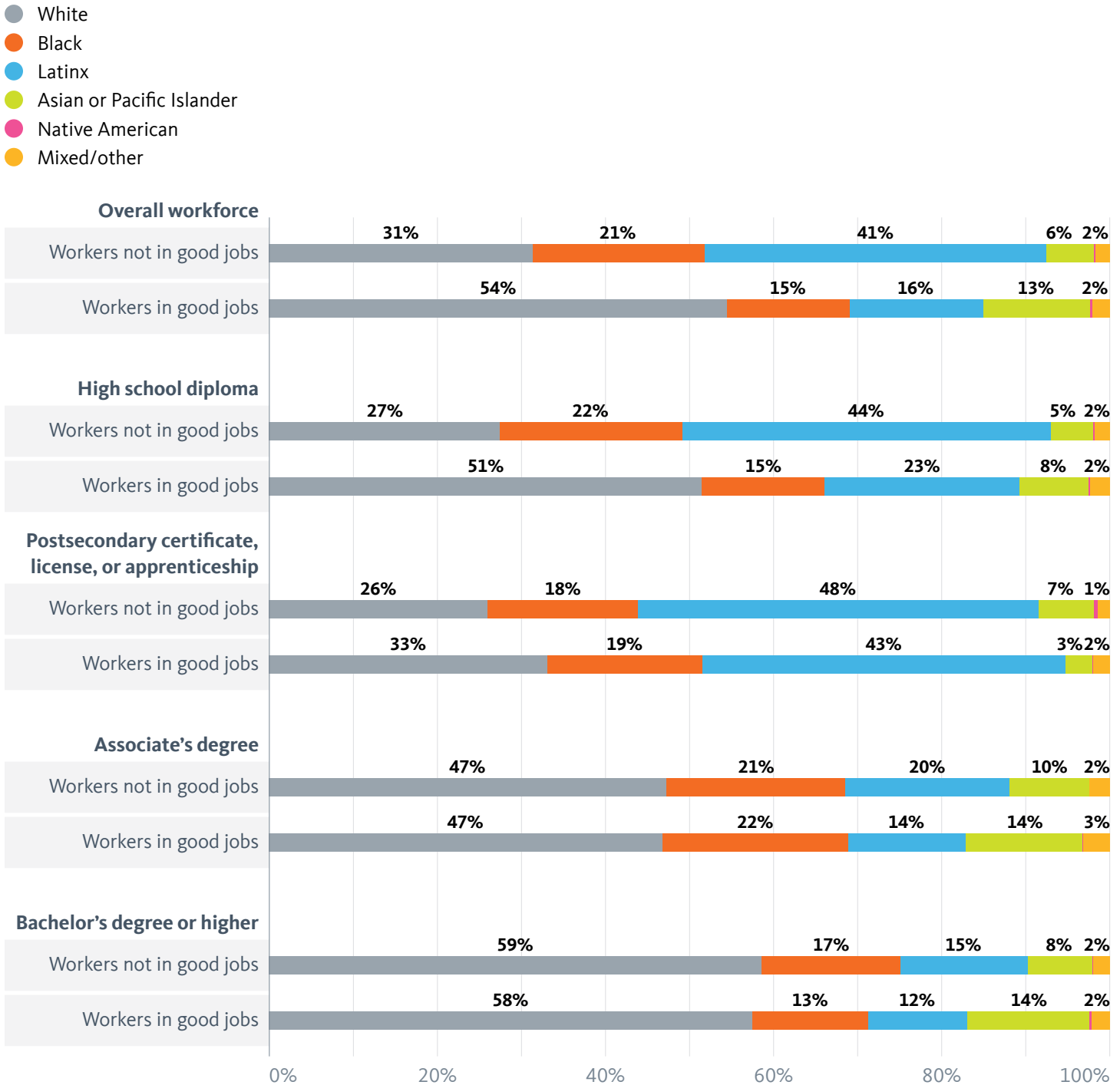
- ⬤ White
- ⬤ Black
- ⬤ Latinx
- ⬤ Asian or Pacific Islander
- ⬤ Native American
- ⬤ Mixed/other

Overall workforce

	White	Black	Latinx	API	Mixed
Workers not in good jobs	31%	21%	41%	6%	2%
Workers in good jobs	54%	15%	16%	13%	2%

High school diploma

	White	Black	Latinx	API	Mixed
Workers not in good jobs	27%	22%	44%	5%	2%
Workers in good jobs	51%	15%	23%	8%	2%

Postsecondary certificate, license, or apprenticeship

	White	Black	Latinx	API	Mixed
Workers not in good jobs	26%	18%	48%	7%	1%
Workers in good jobs	33%	19%	43%	3%	2%

Associate's degree

	White	Black	Latinx	API	Mixed
Workers not in good jobs	47%	21%	20%	10%	2%
Workers in good jobs	47%	22%	14%	14%	3%

Bachelor's degree or higher

	White	Black	Latinx	API	Mixed
Workers not in good jobs	59%	17%	15%	8%	2%
Workers in good jobs	58%	13%	12%	14%	2%

0% — 20% — 40% — 60% — 80% — 100%

Examining good jobs by race and education requirements, we find large inequities: White workers are overrepresented in good jobs overall, and particularly overrepresented in good jobs that do not require a college degree—the very jobs that the vast majority of workers of color are qualified to obtain given the inequalities in higher education described above. Among workers in high school-level jobs, workers of color constitute more than seven of 10 workers not in good jobs but fewer than five of 10 workers in good jobs. Only 9 percent of workers of color in jobs that require only a high school degree are in good jobs, relative to 21 percent of White workers. And 23 percent of workers of color in jobs that require nondegree postsecondary training, such as a certificate or apprenticeship, are in good jobs, compared to 30 percent of White workers.

Available Jobs in 2019 Could Have Closed Racial Gaps in Access to Good Jobs

In 2019, there were enough openings for good jobs over the year to close the racial equity gaps in good jobs at each level of educational attainment. For example, to close the racial gap in good jobs for jobs that require no more than a high school diploma, 26,000 workers of color would need a job upgrade; in 2019, there were 35,000 openings for good jobs at this educational level.

Still, 81 percent of the 370,000 good jobs available in 2019 required a bachelor's degree or more, underscoring the need for workforce intermediaries and employers to reexamine credentialing requirements and design pathways into these jobs for workers without a four-year degree, wherever possible.

Access to the three key dimensions of good jobs (family-sustaining wages, large or stable base of employment, and automation resiliency) varies tremendously between racial/ethnic groups. We found systematic inequities that have important implications for equitable workforce strategies:

- Crowding in low-wage occupations is the largest reason that workers of color with just a high school diploma face an equity gap in good jobs. Only 39 percent of workers of color in jobs that require no more than a high school diploma are in occupations with average wages above the regional living wage, compared to nearly two-thirds of White workers (64 percent).

- The gap in living-wage employment narrows impressively for jobs that require nondegree postsecondary preparation, such as a certification or apprenticeship. In these jobs, 72 percent of workers of color and 78 percent of White workers are in occupations with average wages above the living age. The share of Latinx workers in living-wage occupations increases from 31 percent for those in high school-level jobs to 80 percent for those in jobs that require nondegree postsecondary training.

- Automation risk is the greatest hindrance to good jobs for all workers in Dallas and Collin counties, and Latinx workers face greater automation risk than their peers regardless of the level of education required for the job. Only 12 percent of Latinx workers in occupations that require no more than a high school diploma are not at risk of automation, compared to 26 percent of White workers. Latinx workers also face greater automation vulnerability among occupations that require nondegree postsecondary training: 32 percent are not at risk, compared to 42 percent of White workers. The occupation mix in Dallas is concentrated in jobs that are vulnerable to automation. Interventions to mitigate automation risk, such as expanded unemployment for automation-induced job displacement and career pathway programs that shift workers away from at-risk careers benefit many workers. It is important that these strategies include language and accessibility features that take into consideration the high concentration of Latinx workers in at-risk jobs.

Delivering workforce equity in Dallas and Collin counties will require not only generating more good jobs, but also ensuring that people of color are hired into them. Without policies and programs that connect workers of color to growth in good jobs that do not require a college degree, these opportunities will disproportionately benefit White workers. Additionally, programs and policies that benefit all workers should take into account accessibility constraints faced disproportionately by people of color, such as language and transportation.

Projected job growth for Latinx and Black workers is heavily concentrated in low-quality jobs.

Occupations Projected to Add the Most Workers of Color, by Race/Ethnicity, Dallas and Collin Counties, 2020–2030

- ● Black
- ● Latinx
- ● Asian or Pacific Islander
- ● Native American
- ● Mixed/other
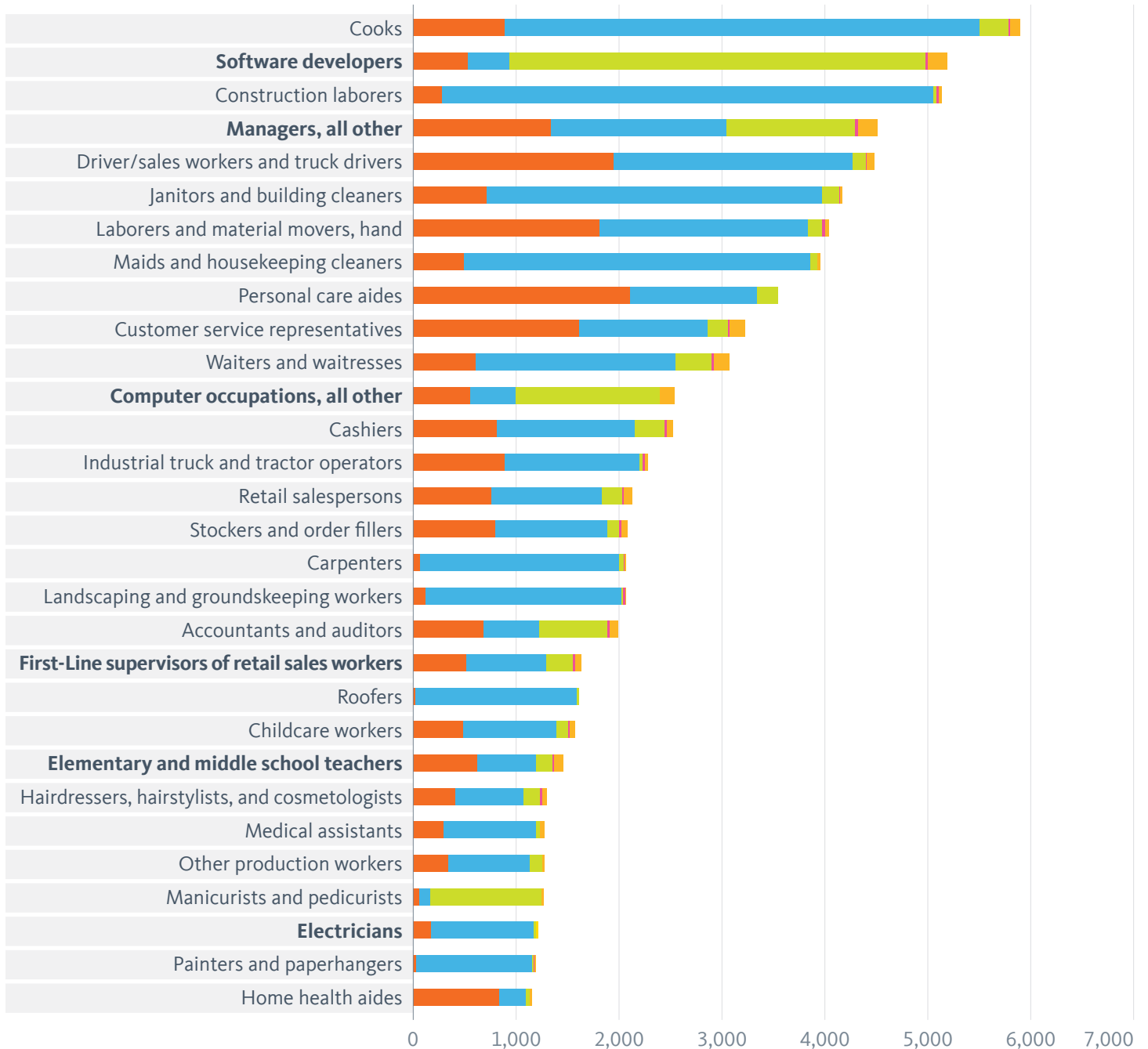
Sources: Burning Glass modeling for occupational growth, and 2018 5-Year ACS microdata from IPUMS for demographic characteristics of occupations. **Note:** Occupations marked in bold are classified as good jobs.

The workforce in Dallas and Collin counties is growing very quickly, but only 42 percent of job growth over the next 10 years is projected to be in good jobs. If occupational segregation remains as it is today, good jobs will continue to be concentrated among White workers. Just one of the 10 occupations projected to add the most Latinx workers and one of the 10 occupations projected to add the most Black workers by 2030 are good jobs, compared to six of the 10 fastest-growing occupations for White workers and seven of the 10 fastest-growing occupations for Asian or Pacific Islander workers.

9.0
SOCIAL DETERMINANTS OF WORK PERPETUATE RACIAL INEQUITY

Racial inequities in employment, wages, and job quality are clearly linked to racial gaps in higher education and to employer practices related to credentialing requirements, hiring, pay, and promotion. But additional social factors, such as family income and wealth, health and health care, transportation, housing quality and affordability, and access to reliable childcare, also structure job opportunities for workers. These social determinants of work fall outside the direct scope of traditional workforce development and educational efforts focused on worker training, placement, and career advancement, but they are critical components of an equitable workforce system.

Black and Latinx households are about twice as likely as White households to be economically insecure.

Share of the Population by Family Income Level, Race/Ethnicity, and Nativity, Dallas and Collin Counties, 2018

- Below FPL (Federal Poverty Level)
- Above FPL, below ALICE
- Above ALICE
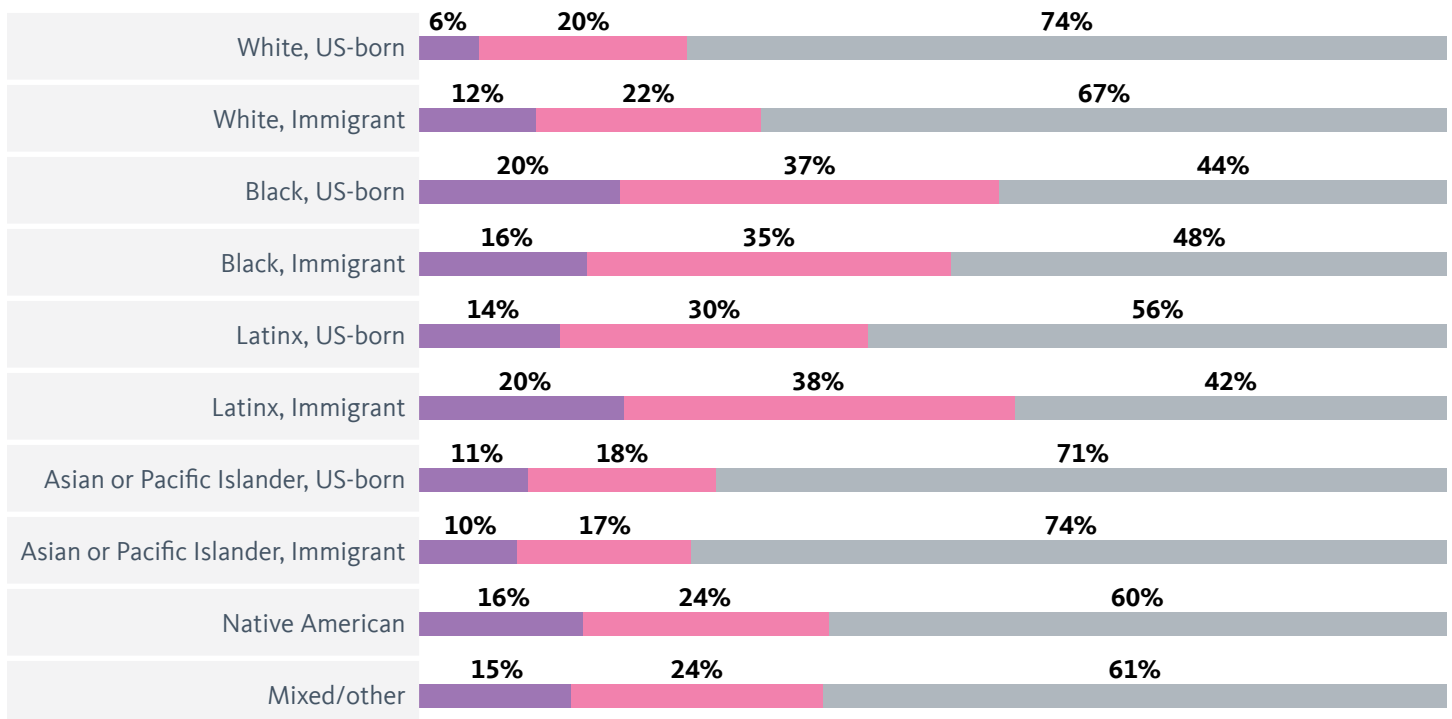
Group	Below FPL	Above FPL, below ALICE	Above ALICE
White, US-born	6%	20%	74%
White, Immigrant	12%	22%	67%
Black, US-born	20%	37%	44%
Black, Immigrant	16%	35%	48%
Latinx, US-born	14%	30%	56%
Latinx, Immigrant	20%	38%	42%
Asian or Pacific Islander, US-born	11%	18%	71%
Asian or Pacific Islander, Immigrant	10%	17%	74%
Native American	16%	24%	60%
Mixed/other	15%	24%	61%

Sources: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA and the ALICE threshold from the United for ALICE organization. **Note:** Universe includes all households (excluding group quarters). Data reflect a 2014 through 2018 average. The ALICE (Asset Limited, Income Constrained, Employed) threshold is the minimum income needed to afford basic household essentials including food, transportation, technology, and health care with cost estimates reflecting those for the average household by age of household (above or below 65 years old) in Dallas and Collin counties, respectively. The same county-level thresholds were applied across groups by race/ethnicity and nativity, which means that the share above poverty and below ALICE are slightly understated for groups with larger than average household sizes.

Racial gaps in family income and wealth are not only an effect of workforce inequities, they are also a cause. The ALICE threshold (Asset Limited, Income Constrained, Employed) was developed by the United Way to provide a snapshot of economic insecurity that reflects current costs of living more accurately than the federal poverty level. The ALICE threshold is the minimum income needed to afford basic household essentials including food, transportation, technology, and health care.[24] In Dallas and Collin counties, fewer than half of Black and Latinx residents have adequate income to cover a basic family budget based on the ALICE threshold for the area. While poverty is widely used to quantify how many households and individuals are struggling economically, it is an inadequate reflection of the cost of living today. For example, the federal poverty threshold for a family with two adults and two school-aged children is just $28,200 per year; the ALICE threshold for the same family in Dallas County is about $64,000 per year.[25]

Childcare

Single Black and Latina mothers are significantly burdened by the cost of childcare.

Median Income for Households with One Childcare-Aged Child, Dallas and Collin Counties, and Average Childcare Costs for One Child, Texas, 2018
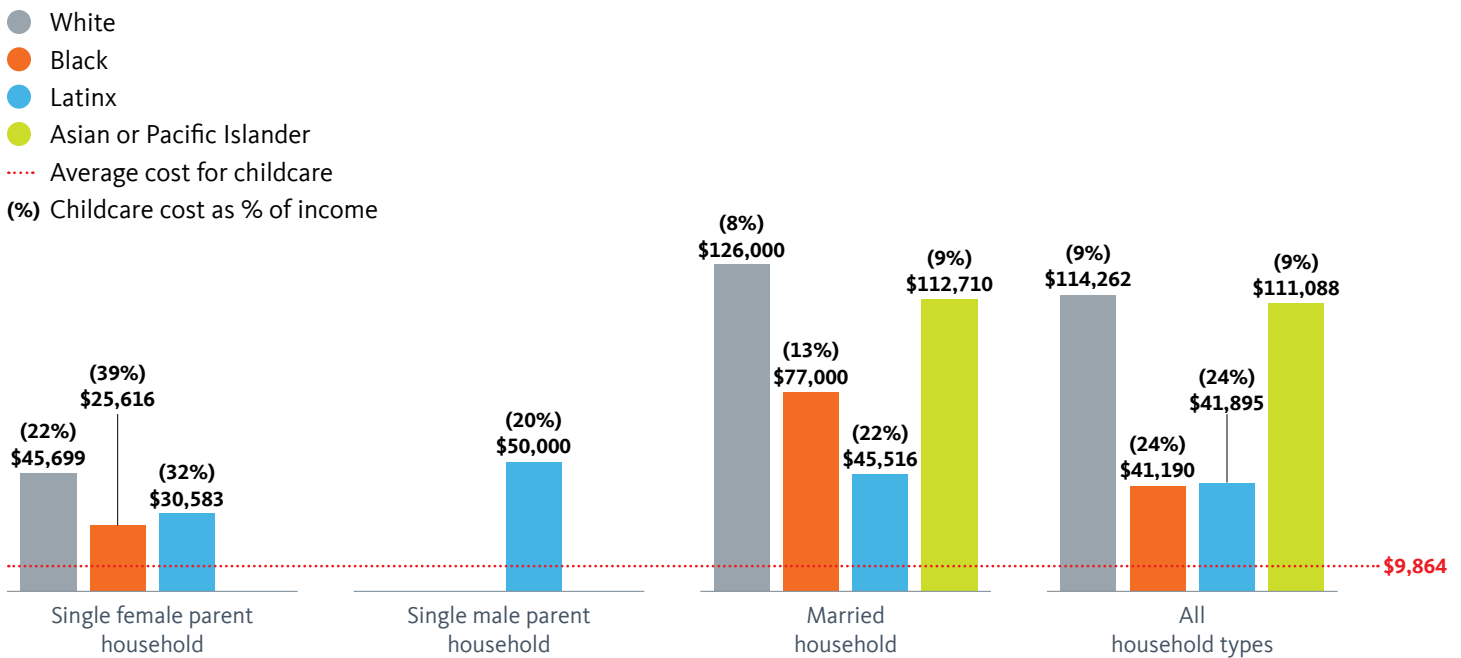
- White
- Black
- Latinx
- Asian or Pacific Islander
- ..... Average cost for childcare
- **(%)** Childcare cost as % of income

Single female parent household
- (22%) $45,699
- (39%) $25,616
- (32%) $30,583

Single male parent household
- (20%) $50,000

Married household
- (8%) $126,000
- (13%) $77,000
- (22%) $45,516
- (9%) $112,710

All household types
- (9%) $114,262
- (24%) $41,190
- (24%) $41,895
- (9%) $111,088

$9,864

Sources: Authors' analysis of data from the 2018 5-year American Community Survey microdata from IPUMS USA and estimates of childcare costs from Child Care Aware of America. **Note:** Universe includes households with one child under the age of five years. Data is not reported for household types and racial/ethnic groups with insufficient sample sizes. Values are in 2018 dollars. Average annual cost of care at a daycare center for one infant child in Texas in 2018 was $9,864.

Covid-19 has emphasized the importance of childcare as an essential support for workers. Across the US, women have dropped out of the labor force at about three times the rate of their male peers, largely citing child-rearing duties in the face of school and childcare center closures.[26] But even prior to the pandemic, the financial burden of childcare presented a tremendous barrier to work and training opportunities for many jobseekers, especially single women, with the greatest impact on women of color. The average annual cost of childcare for one preschool-age child in Texas is more than $9,860—about 39 percent of the average income of single Black mothers, and 32 percent of the average income of single Latina mothers. "I waited nine months to get approved for [subsidized] childcare," a focus group participant shared. "I was making good money at a pharmaceutical company but I didn't have regular [childcare], so I quit and worked somewhere around the corner where [the pay] was like $12 or $13. And just think of all the jobs I passed up before getting [childcare]."[27]

Housing and Transportation

One-half of Black and Latinx renter households are housing-cost burdened.

Share of Population that Is Housing Burdened by Race/Ethnicity and Tenure, Dallas and Collin Counties, 2018
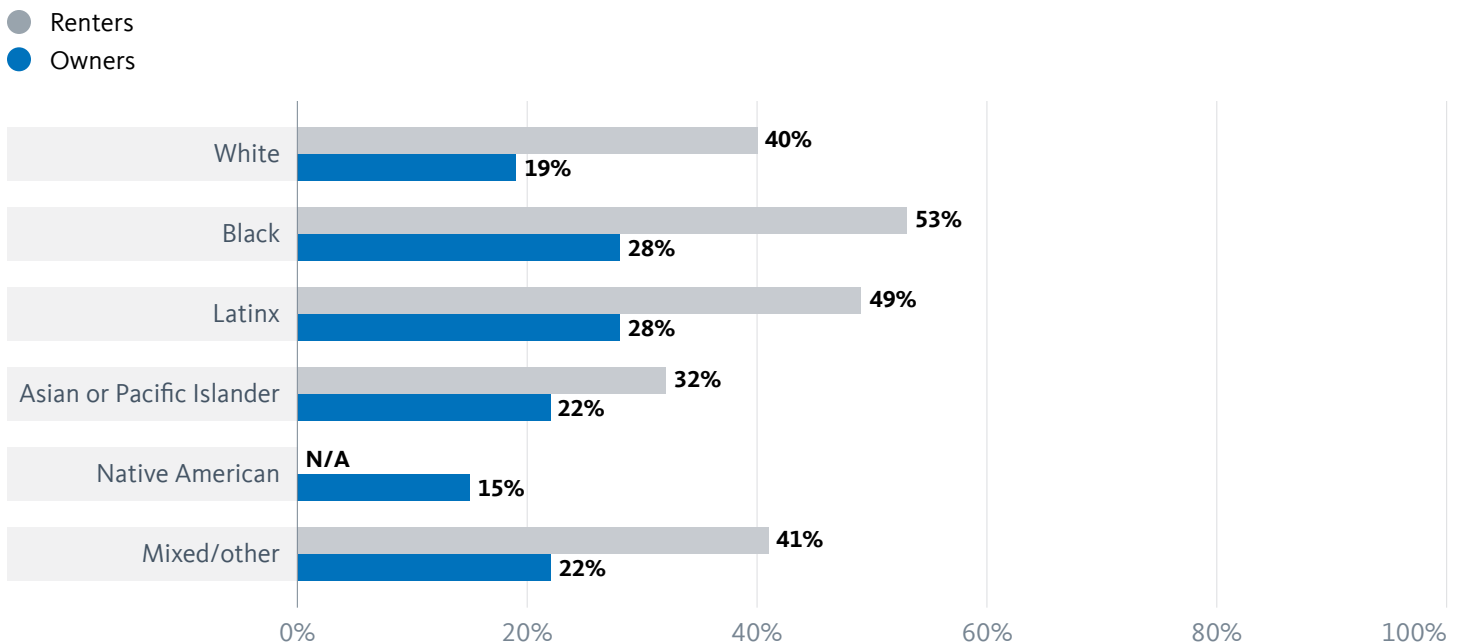
- Renters
- Owners

Race/Ethnicity	Renters	Owners
White	40%	19%
Black	53%	28%
Latinx	49%	28%
Asian or Pacific Islander	32%	22%
Native American	N/A	15%
Mixed/other	41%	22%

Source: Authors' analysis of data from 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes occupied households with housing costs. Housing burden is defined as paying more than 30 percent of income on housing costs. Data reflect a 2014–2018 average.

Housing costs are another significant barrier for many workers and jobseekers in Dallas and Collin counties, especially for renters. In the face of rising rents and stagnant wages, about 53 percent of Black renters and 49 percent of Latinx renters are housing burdened, meaning they spend more than 30 percent of their income on housing costs. On average, a Dallas worker would need to earn just over $23/hour to afford market rent on a modest two-bedroom apartment[28]; the median wage for White workers in the city is $29/hour, which is more than twice the median wage for workers of color ($14/hour).[29] As one focus group participant noted, "The cost of living here is four times what it was where we were in Mississippi, but my husband's income is pretty much the same. It's been extremely difficult to find [housing]."[30]

Low-income Black workers are most likely to rely on public transportation for their commute—especially those who earn less than $15,000 per year.

Percent of Workers Using Public Transit by Race/Ethnicity and Annual Income, Dallas and Collin Counties, 2018

- White
- Black
- Latinx
- Asian or Pacific Islander
- People of color

Source: Authors' analysis of data from 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes persons age 16 years or older who worked outside the home during the week prior to the survey. Data reflect a 2014–2018 average.

Black workers who rely on public transportation have the longest average commutes in Dallas and Collin counties.

Average Travel Time to Work (in Minutes) by Race/Ethnicity and Mode, Dallas and Collin Counties, 2018

- ● White
- ● Black
- ● Latinx
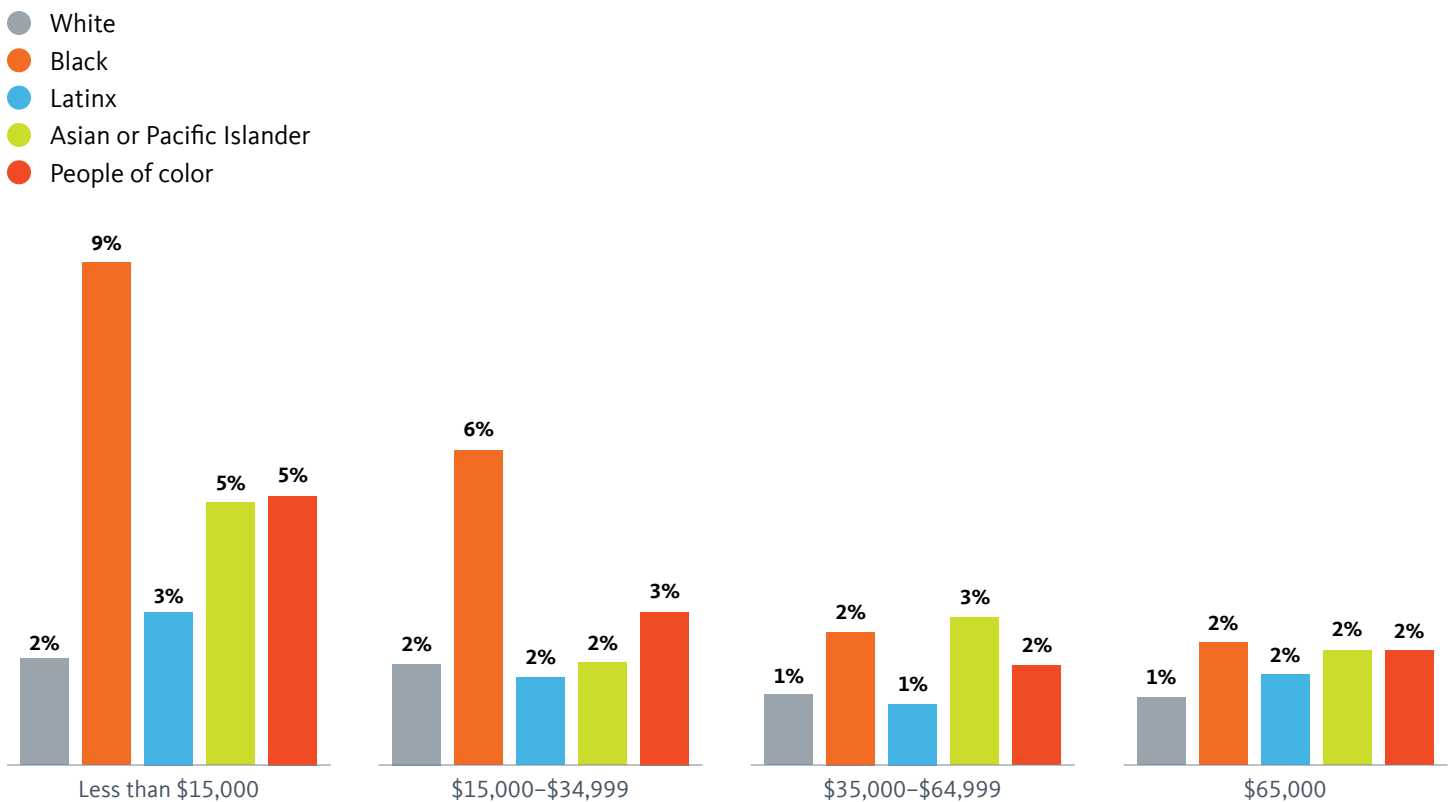- ● Asian or Pacific Islander
- ● Native American
- ● Mixed/other
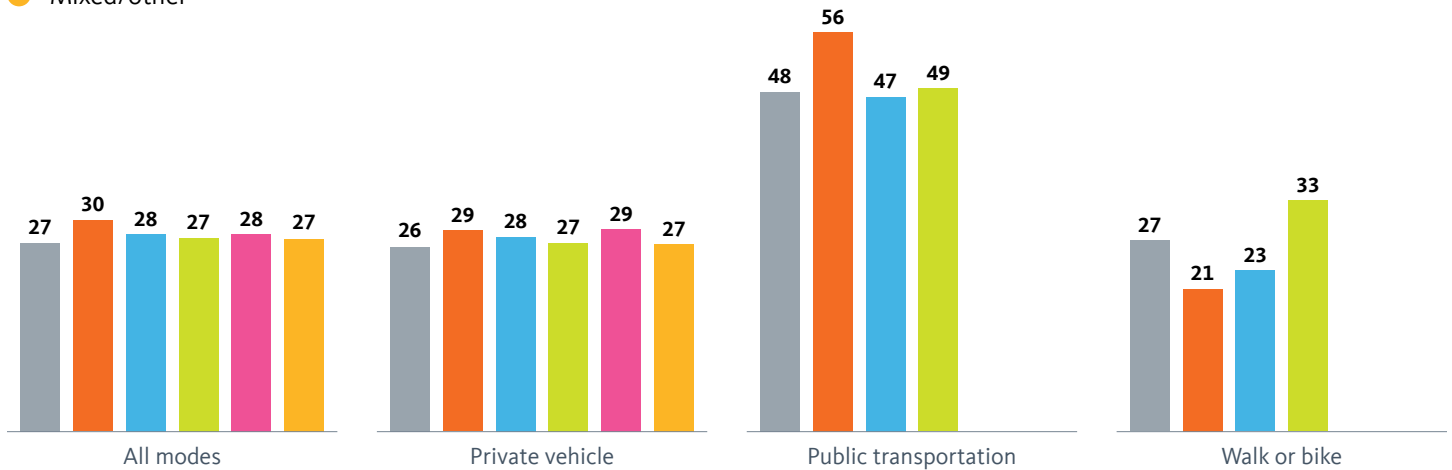
Source: Authors' analysis of data from the 2018 5-year American Community Survey microdata from IPUMS USA. **Note:** Universe includes persons age 16 years or older who worked outside the home during the week prior to the survey. Data reflect a 2014–2018 average.

Overall, lower income workers in Dallas and Collin counties are significantly more likely than higher income workers to rely on public transportation to commute to work. Nine percent of Black workers earning less than $15,000 per year—a group that includes full-time, minimum-wage workers—use public transportation, along with 6 percent of Black workers who earn between $15,000 and $35,000 per year. Black workers who rely on public transportation spend an average of more than 56 minutes traveling to work—round-trip, that equals almost a quarter of an average workday's time, unpaid. This is more time than public transit riders of other racial/ethnic groups and nearly twice as long as the average commute for workers in Dallas and Collin counties.[31]

"I ride the bus, and it takes me an extra hour or hour and a half every day compared to if I drove," one focus group participant explained. "But parking is expensive, and would cost me an extra $20 a day to drive to work."[32] Another jobseeker noted that "Even if you don't live that far out [of the central city], the train only goes in certain areas. So it's still quite a drive for some people just to get to public transportation so they can be able to utilize that."[33]

10.0

THE WAVERING COVID-19 RECOVERY IS LEAVING WORKERS OF COLOR BEHIND

Dallas has rebounded more quickly than many of its peers from the demand shock at the onset of the Covid-19 pandemic, but the labor market remains turbulent. The unemployment rate in the Dallas-Fort Worth metropolitan area was 6.3 percent in August 2020, but climbed to 7.5 percent in September 2020—more than double the rate of 3.2 percent in September 2019.[34] The early recovery has also unfolded unevenly: the financial activities sector has grown more than 3 percent, while leisure and hospitality employment has declined by 21 percent.[35] Considering the racial stratification of different occupational groups in the region, these gaps have significant consequences for racial economic equity. The Covid-19 recession has also been geographically uneven across the region, with some zip codes in Dallas County reporting small business revenue declines of 67 percent compared to January 2020, while others have shown growth of up to 10 percent.[36]

Workers of color are still experiencing elevated unemployment relative to White workers.

Unemployment Rates by Race/Ethnicity, Dallas Metropolitan Region, January–September 2020

- White
- Black
- Latinx
- Asian or Pacific Islander
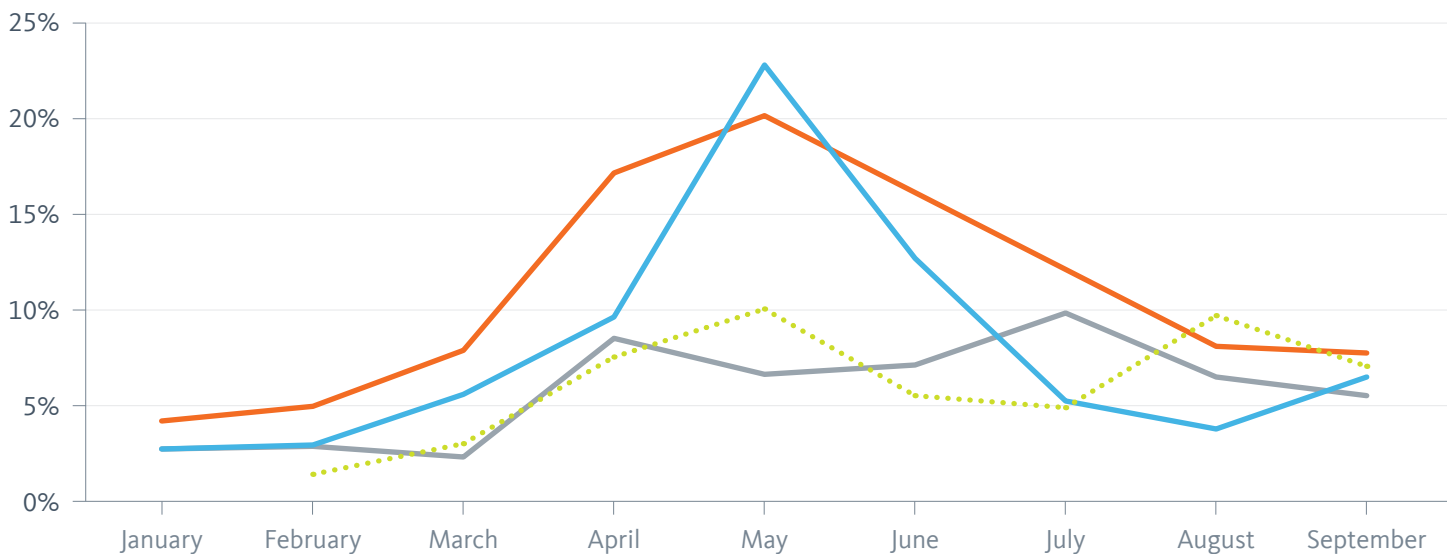
Source: Unemployment estimates from the Current Population Survey (CPS) microdata from IPUMS USA. **Note:** Data is for the Dallas-Fort Worth-Arlington, TX Metropolitan Statistical Area. Dotted line for Asian or Pacific Islander workers denotes a two-month rolling average of unemployment rates due to small sample size.

Black and Latinx workers saw a dramatic spike in unemployment between March and May 2020, and unemployment among White workers also increased substantially. As of September 2020, the unemployment rate remained higher among Black and Latinx workers compared to White workers. Unemployment fell most dramatically for Latinx workers, and was actually lower than the White unemployment rate in July and August 2020, but toward the end of the summer unemployment among Latinx workers began to climb again. This trend highlights the precarity of many of the jobs held by the Latinx workforce, with both a greater fraction of workers facing health risks in essential jobs and a greater fraction of workers laid off from jobs that are vulnerable to business cycle swings, automation, and Covid impacts.

Online job postings for jobs typically held by Black and Latinx workers prior to the coronavirus crisis are recovering more quickly than for postings held by White workers.

Job Postings Relative to January/February Baseline by Pre-crisis Occupational Demographics, Dallas and Collin Counties, January–September 2020

- ⬤ White
- ⬤ Black
- ⬤ Latinx
- ⬤ Asian or Pacific Islander
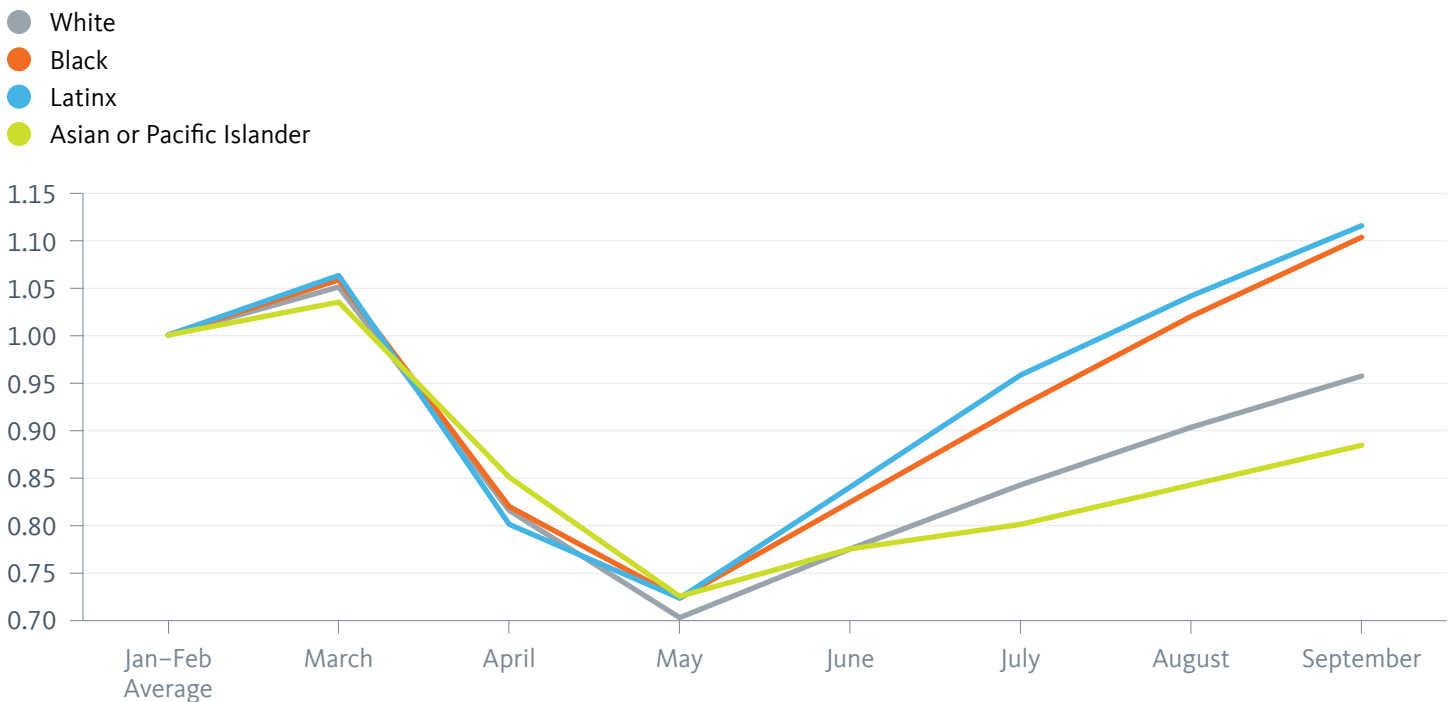
Source: Authors' analysis of Burning Glass job posting data (January–September 2020), with job postings allocated according to occupational race and ethnicity characteristics from 2018 5-year American Community Survey (ACS) microdata from IPUMS USA.

The chart above uses job postings data to measure the change in demand for jobs during the months of the pandemic, relative to the beginning of the year. It shows how employment recovery would have been allocated to different racial and ethnic groups if recovering jobs went proportionately to the workers who held those jobs before the Covid crisis.

Over the course of the pandemic, demand returned more quickly for the jobs held by Black and Latinx workers before the crisis, which corresponds with the steep drop in unemployment rates for Black and Latinx workers.

However, the unemployment rate for Latinx workers has remained steady since July 2020 even though demand for the jobs these workers held pre-crisis has continued to outpace the return of all other jobs. This divergence could be due to a range of labor-market effects, such as the following.

- White and Asian or Pacific Islander workers may have more access to professional social networks that facilitate employment.
- Black and Latinx households may face greater difficulty working or job-seeking from home. This could be due to factors such as lower rates of computer owner-ship and internet access, slower internet speeds, or higher rates of overcrowding.
- White and Asian or Pacific Islander workers may have been placed on furlough or temporary layoff rather than permanently laid off at higher rates, and, if so, the return in demand for these jobs would not be evident in online job postings.
- Discrimination in hiring may be more pronounced during the pandemic.
- An up-credentialing may be in effect, where employers increase credential requirements, such as degree requirements, necessary for a job because they are able to do so as a result of high rates of unemployment; this up-credentialing increases the likelihood of hiring a White or Asian worker who is more likely to have the higher credentials.
- Generally lower earnings in jobs held by people of color make a return to work less attractive while enhanced unemployment benefits are in place.
- The likelihood is greater of people of color working in jobs with greater exposure to Covid-19.
- The likelihood is greater of people of color living in multigenerational households and/or living with someone who has greater risk factors associated with Covid-19 morbidity, increasing the risk of infection, illness, or death among one's close relations if the working member of the household is exposed to Covid-19 at work.

These effects underscore the compounding nature of racial inequities—in times of economic crisis, systemic inequities are exacerbated.

The early labor-market recovery in Dallas and Collin counties has been concentrated in jobs that require only some preparation and training. Postings for higher skilled jobs remain down significantly from the February 2020 baseline.

Monthly Job Postings by Degree of Preparation Required, Dallas and Collin Counties, February–August 2020

- February
- April
- June
- August

	Job Zone One: Little or no preparation needed	Job Zone Two: Some preparation needed	Job Zone Three: Medium preparation needed	Job Zone Four: Considerable preparation needed	Job Zone Five: Extensive preparation needed
February	2,993	16,947	15,610	28,654	4,969
April	-56%	-41%	-39%	-31%	-28%
June	-2%	-6%	-20%	-27%	-27%
August	-10%	+1%	-11%	-30%	-23%
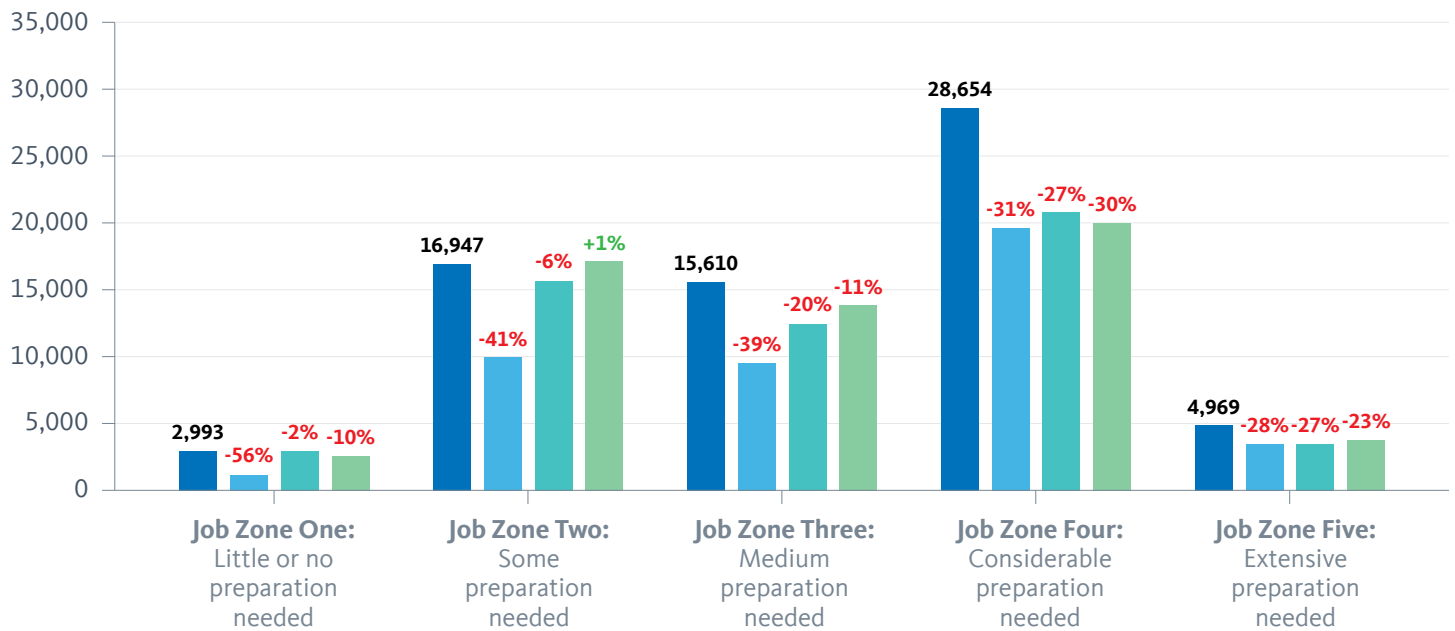
Source: Authors' analysis of Burning Glass Technologies data on monthly job postings, using O*NET occupational classifications. **Note:** For more information on job zone definitions, see https://www.onetonline.org/help/online/zones.

In the early months of the pandemic, jobs requiring less experience and education have rebounded most quickly, suggesting that Dallas and Collin counties may be in a low-wage recovery. Postings for jobs that require some preparation—generally a high school diploma and/or some minimal work experience—have fully recovered to their February 2020 baseline, and the pandemic has highlighted the immense importance of many jobs that require little formal preparation as frontline care workers, gig workers, production workers, and service workers have kept the economy afloat.

Meanwhile, demand for jobs that require considerable or extensive preparation—often a bachelor's or advanced degree and significant specialized skills or experience—remains down 30 percent and 23 percent, respectively, compared to February 2020. Workers in jobs that require greater experience and education are often more insulated from economic volatility than other workers, but this trend suggests that many workers may be reentering the labor market as "underemployed"—taking jobs, out of necessity, for which they are overqualified.[37]

Automation, digitalization, and computerization are on course to radically transform work and jobs across the country and in Dallas and Collin counties. Certain occupations will become obsolete; others will be profoundly changed, expanded, or combined; and technological advancement, especially in artificial intelligence, is likely to create entirely new roles across industries and fields. Some of these processes cannot be reliably predicted, but given the current trajectory of automation-driven job change, it is clear that people of color are at increased risk of job disruption that may push them into more precarious, marginalized work or displace them from the labor market altogether.

Automation risk is best calculated in terms of the likelihood of computerization of the underlying tasks that make up a given occupation, which can lead to worker displacement.[38] Very few jobs consist *entirely* of tasks that can be computerized,[39] but most occupations include enough automatable tasks to be considered at risk of automation. The national average risk is about 52 percent, indicating that about half of job tasks performed by the US workforce can be automated.[40]

Latinx workers are overrepresented in automation-vulnerable jobs by a third, compared to their representation in the overall workforce.

Automation Risk by Worker Race and Ethnicity, Dallas and Collin Counties, 2018

- ● White
- ● Black
- ● Latinx
- ● Asian or Pacific Islander
- ● Native American
- ● Mixed/other

	White	Black	Latinx	Asian or Pacific Islander	Native American
Overall workforce	41%	18%	31%	8%	2%
Workforce facing high automation risk	32%	20%	41%	6%	2%
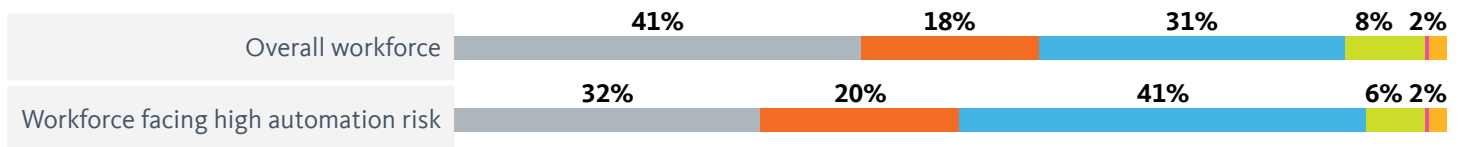
Sources: Authors' analysis of the 2018 5-year American Community Survey microdata from IPUMS USA and automation scores from "The Future of Employment: How Susceptible Are Jobs to Computerisation?" (Carl Benedikt Frey and Michael A. Osborne, 2013). **Note:** Universe includes the employed civilian noninstitutionalized population age 16 years or older.

The risk of automation is acute for workers of color, who are overrepresented in jobs susceptible to automation. White people in the Dallas and Collin counties area constitute 41 percent of the workforce, but only 32 percent of workers in jobs with high automation risk. Inversely, Latinx workers make up 31 percent of the workforce overall but 41 percent of automation-vulnerable workers. The concentration of workers of color in jobs with elevated automation risk is projected to continue over time; about two-thirds of the fastest-growing jobs for workers of color are at heightened risk of automation, compared to just one-third of the fastest-growing jobs for White workers in Dallas and Collin counties.

Workers of color, those with less than a high school diploma, and non-English speakers are most vulnerable to automation-driven job disruption.

Automation Vulnerability by Worker Characteristics, Dallas and Collin Counties, 2018
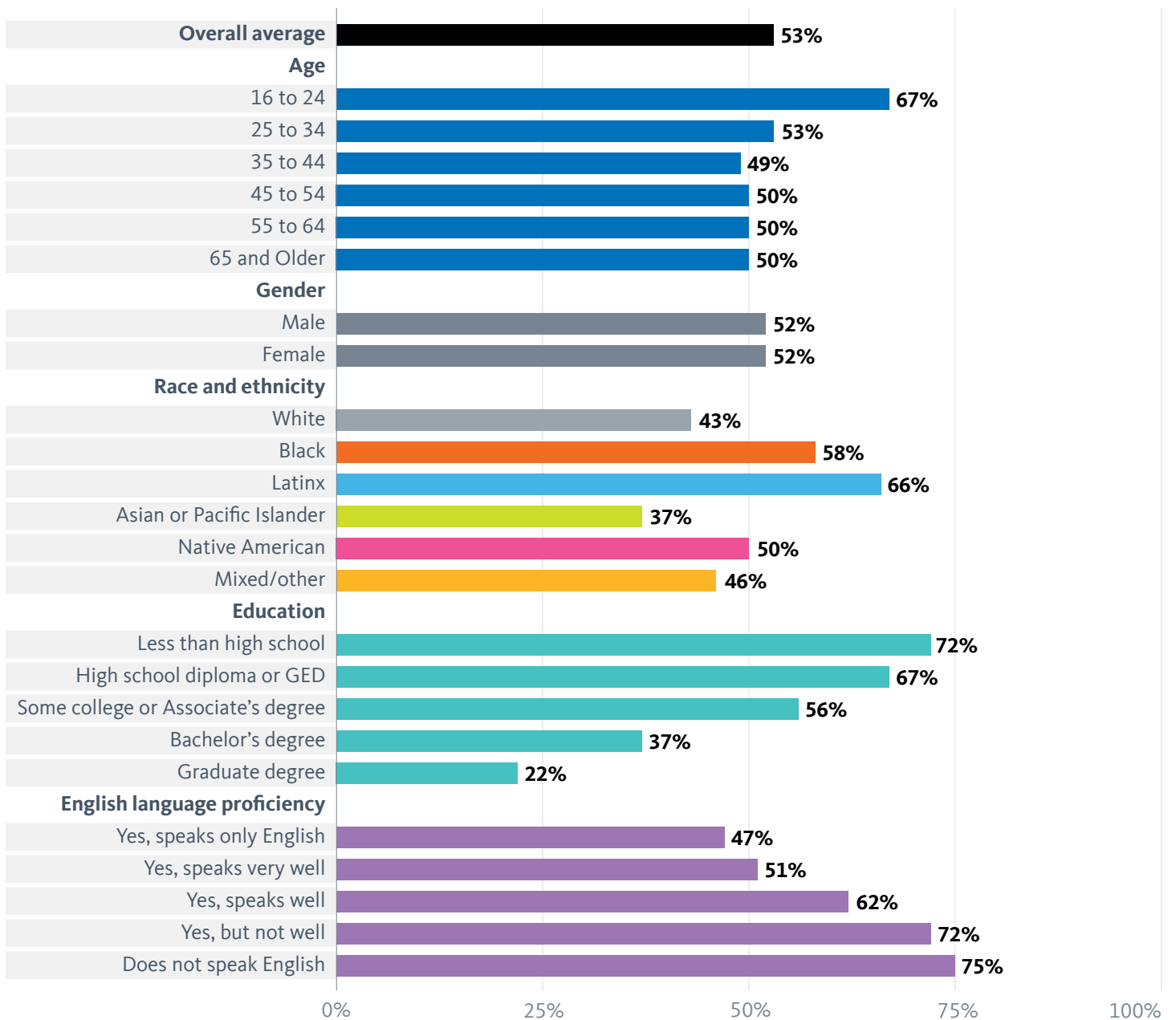
Overall average	53%
Age	
16 to 24	67%
25 to 34	53%
35 to 44	49%
45 to 54	50%
55 to 64	50%
65 and Older	50%
Gender	
Male	52%
Female	52%
Race and ethnicity	
White	43%
Black	58%
Latinx	66%
Asian or Pacific Islander	37%
Native American	50%
Mixed/other	46%
Education	
Less than high school	72%
High school diploma or GED	67%
Some college or Associate's degree	56%
Bachelor's degree	37%
Graduate degree	22%
English language proficiency	
Yes, speaks only English	47%
Yes, speaks very well	51%
Yes, speaks well	62%
Yes, but not well	72%
Does not speak English	75%

Sources: Occupation-level automation scores from "The Future of Employment: How Susceptible Are Jobs to Computerisation?" (Carl Benedikt Frey and Michael A. Osborne, 2013), and worker characteristics from 2018 5-year American Community Survey (ACS) microdata from IPUMS USA.

Automation Vulnerability by Industry, Dallas and Collin Counties, 2018

Industry	Percentage
Real Estate and Rental and Leasing	72%
Accommodation and Food Services	71%
Transportation and Warehousing	69%
Administrative and Support Services	68%
Retail Trade	67%
Manufacturing	62%
Construction	61%
Wholesale Trade	58%
Agriculture, Forestry, Fishing, and Hunting	56%
Mining, Quarrying, and Oil and Gas Extraction	55%
Finance and Insurance	55%
Other Services, Except Public Administration	47%
Arts, Entertainment, and Recreation	47%
Utilities	45%
Management of companies and enterprises	44%
Public Administration	41%
Active Duty Military	40%
Information	40%
Professional, Scientific, and Technical Services	38%
Health Care and Social Assistance	34%
Educational Services	26%

Sources: Occupation-level automation scores from "The Future of Employment: How Susceptible Are Jobs to Computerisation?" (Carl Benedikt Frey and Michael A. Osborne, 2013), and industry characteristics from 2018 5-year American Community Survey (ACS) microdata from IPUMS USA.

In addition to race and ethnicity, a variety of other worker characteristics correlate with high automation risk. Proficiency in English is associated with automation resiliency: workers who speak English very well face one-third less automation risk than workers who do not speak English well. Increasing educational attainment is another pathway to jobs that enjoy automation resiliency. Bachelor's degree holders face one-third less automation risk compared to workers with some college experience or an associate's degree. Black workers are 15 percentage points more likely than White workers to be in jobs that are susceptible to automation, and Latinx workers are 23 percentage points more likely to hold automation-susceptible jobs.

12.0

A BLUEPRINT FOR ACTION
IN DALLAS AND COLLIN COUNTIES

The data presented in this report underscore the urgent need for policymakers, employers, educators, training providers, and community-based organizations to take bold action to advance workforce equity. This entails raising the floor on job quality for all workers and ensuring that Dallas and Collin County residents are prepared for the jobs of tomorrow with the skills, supports, and access they need to fully participate and thrive in the emerging economy.

To make Dallas and Collin counties places where all residents can participate and thrive, local leaders must actively engage not only in designing equitable policies and systems but also in reimagining the deep narrative and cultural practices that stymie meaningful, material change. The workforce field has an important role to play in transforming Dallas from a "laboratory of forgetfulness"[41] into a workshop for truth-telling and reconciliation.

A cross-cutting racial equity agenda for the region's workforce is the cornerstone of a future Dallas economy in which all can participate, prosper, and reach their full potential. The Pathways to Work Advisory Group recommends the following actions to design and activate such an agenda.

1. Increase the number of good jobs available to frontline workers of color.

The Covid-19 pandemic has brought to light the vital social and economic importance of frontline work and workers in Dallas and Collin counties, as well as the ways in which they are undervalued and often overlooked. Improving the quality of entry-level and frontline positions could expand the number of good jobs and directly support the success and economic security of workers and families.

Strong public policy changes to raise the floor on low-wage work—such as raising the minimum wage, guaranteeing access to paid sick leave, ensuring fair scheduling, and expanding access to affordable health care and other benefits—would achieve the broadest and deepest gains for frontline workers by improving the quality of *existing* jobs, from the bottom up. In a labor market in which two in five workers of color earn less than $15 per hour, only such systems-level changes are truly commensurate with the scale of the challenge.

But even in the absence of such policy solutions, employers, funders, and workforce intermediaries in Dallas and Collin counties are well positioned to promote upgraded job quality for all workers. By developing and implementing pilot job-quality initiatives targeted to low-income workers of color in industries where they are overrepresented, cross-sector stakeholders can help make the case for the efficacy and impact of investments in frontline workers and jobs.

The design of such programs should be deeply informed by the experiences and insights of workers in these industries, utilizing interviews and focus groups in addition to quantitative data to determine key challenges and solutions and drawing on the job-quality framework developed by the National Fund for Workforce Solutions.[42]

A first key step is to identify target industries and conduct outreach and education efforts with employers and industry associations, who will be essential partners in this work—from identifying target jobs to sharing data that can help measure need and track progress. Job-quality improvement initiatives may be particularly attractive to employers who are struggling to fill or retain frontline positions and to those with a commitment to advancing racial equity in their business practices.

A strong pilot program developed and deployed in collaboration with two to four employers in Dallas and Collin counties could provide invaluable data and insights into the scalable policies and practices that have the greatest mutual benefit for workers and businesses; these collaborators would be engaged to codesign the projects, establish baseline indicators, and evaluate impact. Workforce intermediaries would hold the key responsibilities of organizing stakeholders, managing worker and employer engagement, and supporting the implementation of specific strategies. Lessons learned could then be applied to advocacy efforts to scale effective solutions through policy and systems changes that can reach population-level impact.

Pathways to Work has released three case studies that document the impact of job-quality projects focused on patient care technicians (PCTs) at Methodist Health System, Parkland Hospital, and UT Southwestern Medical Center. With funding from the National Fund for Workforce Solutions via The Prudential Foundation, the three health systems implemented projects to improve the onboarding and work experiences of PCTs. Before piloting the projects, they hosted focus groups of PCTs to understand the challenges they faced on the job. Participants spoke of being underappreciated compared to other health-care

workers, such as nurses, and relayed the need for better on-the-job training at the start of their employment. Based on this feedback, all three hospitals developed recognition programs, and Methodist and UT Southwestern also implemented new training programs to better equip newly hired PCTs to succeed on the job, resulting in a substantial reduction in vacancies and turnover among PCTs.

To advance this work, funders can:
- Provide pilot funding to employers or intermediary organizations that would like to test job-quality strategies.
- Invest in intermediaries or industry associations that are organizing employers around a job-quality framework.
- Support advocacy for increased minimum job-quality standards for wages, benefits, and workplace health and safety, and for the enforcement/monitoring of those standards.

Employers can:
- Pilot job-quality strategies for specific frontline positions and collect disaggregated data to measure the impact on turnover or vacancy rates.
- Provide workplace financial literacy/asset-building programs, including financial coaching and immediate access to earned pay.
- Adopt the JUST Capital principles for businesses.[43]

Community-based organizations (CBOs) can:
- Collaborate with employers to provide pre-screening for open positions that pay at least $15/hour.
- Partner with human resource departments to make community resources available to frontline staff.
- Recognize employers that are redesigning frontline jobs.

2. Increase the number of workers of color in pre-apprenticeships and apprenticeships so that they have pipelines to occupations in industries where they are underrepresented.

Workers of color are underrepresented in apprenticeships, in large part because of inequities in recruitment mechanisms and the role of social capital and professional networks in securing such positions. Apprenticeships represent vital pipelines to industries and occupations in which workers of color are underrepresented, and are an important upstream point of intervention to reduce occupational segregation. Earn-and-learn apprenticeship programs can help lay the foundation for career advancement and economic security for adult workers of color and opportunity youth alike, and Dallas is home to several apprenticeship initiatives that can be directly leveraged to build workforce equity through expanded access to apprenticeship opportunities. Such targeted outreach would also benefit employers by creating more robust pipelines for their own talent development. One local example is Parkland Hospital's Learning & Experience Apprenticeship Program (LEAP) that provides year-long apprenticeships with clinical training for a PCT certification.[44] Apprentices work in full-time positions with paid time off and health insurance. They are also matched with mentors and coaches to help them succeed in the apprenticeship.

Dallas College is an important stakeholder in this space, with major apprenticeship initiatives already up and running. Workforce intermediaries and community organizations can support these existing efforts through targeted outreach and recruitment of students of color to help the college meet its goal of training 50,000 apprentices by 2030, and through the development of pre-apprenticeship training models designed to feed into college-based apprenticeship programs.

To support this work, funders can:
- Invest in apprenticeship programs and provide resources to CBOs who can facilitate connections to apprenticeship pipelines for local residents.
- Provide long-term funding and matching resources to public funds.
- Invest in capacity building to inform the field about how successful, equity-focused apprenticeship programs can be designed and implemented, by sharing best practices and models.
- Invest in apprenticeships in nontraditional occupations and sectors.
- Fund outreach, recruitment, and retention efforts directed to populations who are underengaged in apprenticeships.
- Support wraparound services for those enrolled in apprenticeship programs.

Employers can:
- Commit to hiring from equitable apprenticeship programs.
- Partner with schools and CBOs to develop and implement tailored apprentice-ships based on successful models.

CBOs can:
- Design pre-apprenticeships aligned with established apprenticeship programs, such as those developed by Dallas College, to ensure that clients are ready to succeed.
- Provide wraparound supports to help ensure participants in pre-apprenticeships and apprenticeships are able to complete their programs.

3. Use skills-based hiring, retention, and advancement strategies to reduce occupational segregation fueled by hiring bias and degree inflation.

Educational attainment—in particular, a four-year college degree—is often used by employers as a measure of the skills and abilities required of workers in high-quality jobs. But formal education can be a poor proxy for job readiness and disproportionately disqualifies people of color, who are less likely than their White counterparts to have a college education. Jobseekers without a degree are often left without any opportunity to demonstrate their competencies, and employers likely miss out on optimal job-matching due to credentialing requirements.

Skills-based hiring practices offer an alternative model for matching workers with jobs, benefiting both workers and employers by ensuring that jobseekers have the necessary skills to succeed on the job. Workforce intermediaries in Dallas and Collin counties can help build the infrastructure and capacity for employers to adopt more equitable hiring practices through learning communities that address the needs, benefits, and implementation of skills-based hiring strategies. United Way's Pathways to Work initiative has already piloted such an approach and identified institutional barriers that can prevent employers from adopting skills-based hiring. To begin to address some of these barriers, participating employers should designate learning teams that include recruiting and hiring managers, and the curriculum should include specific data on the impacts of implicit bias on both workers and firms.

A skills-based lens can also be applied to retention and advancement of workers of color where employers can match skills of open positions against skills of employees desiring advancement opportunities so that employees understand what it takes to advance and are given skill-building opportunities by employers to master skills needed for promotions.

To support this work, funders can:
- Provide resources to intermediaries to organize employer learning cohorts focused on skills-based hiring, retention, and advancement strategies.
- Fund capacity-building programs that educate employers and training/ education providers on skills-based hiring strategies.
- Support case studies of different skills-based hiring approaches to evaluate their impacts.
- Call on board members to adopt skills-based hiring strategies.
- Fund training programs to build capacity within intermediaries and CBOs related to skills-based coaching, skills-based resumes, and other techniques to demonstrate candidates' assets and aptitudes.
- Support intermediaries and employers to expand the number of high-quality paid internships for jobseekers without college degrees.

CBOs can:
- Design training programs focused on high-value, high-demand skills and competencies.
- Educate employer partners about the implementation and benefits of skills-based hiring/advancement practices.

Employers can:
- Revise job descriptions, advancement requirements, and performance review processes to focus on skills and competencies rather than specific credentials whenever possible.
- Work with CBOs, community colleges, and other education and skills training partners to develop programs focused on high-demand skills and competencies and to design assessment methods that do not unfairly disadvantage applicants without college degrees.
- Support and assess managers' ability to retain and promote people of color on their teams.

4. Invest in community-based digital literacy, adult literacy, and integrated learning programs to remove barriers to entry and advancement in the labor market.

People of color, and immigrants in particular, are less likely than their White peers to graduate from high school and to enter the job market with proficiency in basic skills. Many adults who want to work and could otherwise be successful in the labor market are unable to secure employment because of limited literacy and educational attainment, but more research is needed to understand the extent of this challenge in Dallas and Collin counties, to identify the populations most impacted, and to determine the solutions that will best fit their needs.

A tailored analysis of the extent of low literacy among adult workers, including journey mapping to better understand how these workers currently access services, is an important component of advancing workforce equity. Such research could examine how many workers read below the sixth-grade level, where they live, and the extent to which they are able to access various services, in order to ensure equitable access to high-impact programming. These insights would be invaluable to community-informed efforts to support low-literate learners in accessing careers through integrated learning programs as well as digital learning pathways. Philanthropic resources could be aligned to support this work and provide capacity building to community-based organizations so they can implement and expand evidence-based practices.

Operated by Dallas College, WorkReadyU provides English language, high school equivalency, and job training at no cost.[45] Local adult literacy providers such as Aspire and Literacy Achieves serve as national models working in partnership with organizations such as ProLiteracy, the Barbara Bush Foundation for Family Literacy, the National Center for Families Learning (Toyota Family Learning), and the Coalition on Adult Basic Education. Working with both individual adult learners and entire families can help ensure that more Dallas and Collin county residents have the literacy and education they need to enter and advance in the local labor market.

In addition to supporting research, funders can:
- Offer grant support to build and expand digital literacy, adult literacy, and integrated learning programs, including journey mapping to ensure that current and future programs meet participants' needs.
- Convene grantees to share promising practices and lessons learned to support workers of color and frontline workers.
- Fund outreach campaigns to help connect adult learners to existing programs.

Employers can:
- Utilize flexible technology-based models to support upskilling.
- Invest in training for their frontline workforce, providing incentives, paid time, and on-site space to workers so they can participate in learning opportunities.
- Provide on-site space for workers to learn, partnering with CBOs and workforce organizations to make training available.

CBOS can:
- Forge strong connections with community college systems to create career and educational pathways for participants as their literacy levels improve.
- Analyze and retool outreach strategies to ensure workers of color are connected with educational opportunities.
- Invest in staff development to ensure that staff are up to date on best practices in basic skill development and career pathways.
- Host focus groups with existing and potential clients to understand what they need to enroll in, progress in, and complete programs.

5. Increase investment in wraparound supports like accessible childcare, affordable housing, and efficient transportation options to facilitate labor-market advancement and educational attainment for workers of color.

Successful workforce outcomes depend on more than job training and placement. Access to affordable support systems, such as childcare and transportation, and to safe and affordable housing, which allows workers to take advantage of employment opportunities, are essential components of workforce equity. But for many residents of Dallas and Collin counties, rising housing costs and racial and economic segregation produce geographic isolation and concentrated poverty, cutting communities off from economic opportunity and the supports

that workers need to thrive. Transit development investments have been largely concentrated in already well-resourced areas, designed to link the suburbs to business corridors of the central city, leaving many low-income neighborhoods and communities of color disconnected from schools, jobs, services, and other assets in the region.

For workers and jobseekers with children, access to reliable and affordable childcare is a pressing challenge. There is a shortfall of about 14,000 childcare spots for infants and toddlers in Dallas alone, and available care is often unaffordable to low- and moderate-income working parents.[46]

The workforce system alone cannot meet all of the existing need for supportive and wraparound services; yet these supports are essential to fostering higher educational attainment and labor market advancement for workers of color. By investing in navigation and case management services, funders and workforce intermediaries can help ensure that residents can understand, access, and use existing services and benefits more efficiently. The workforce system also has an important role to play in designing and advocating for policy solutions to expand childcare, housing, and transportation investments and to ensure that racial equity is centered in those efforts.

For example, Texas Women's Foundation's Child Care Access Fund provides bridge funding to assist eligible mothers while they are on the waitlist for state childcare subsidies.[47] The program covers the cost of childcare, allowing women to work or attend school knowing their children are cared for in a safe and enriching childcare environment.

Funders can:
- Fund research and communications efforts that share the value of investing in wraparound services.
- Provide education programs for industry leaders to inform them about the cost-effectiveness of wraparound supports and financial wellness strategies for employees.

Employers can:
- Implement "family-friendly" benefits such as paid family leave and childcare reimbursement, and adopt policies to give workers more flexibility in managing their work time, including telecommuting and scheduling flexibility.

- Provide employer-based navigation services (such as the WorkLife Partnership model) to connect employees with available community resources and public benefits.
- Advocate for greater public investments in childcare, affordable housing, and transportation to benefit low-income populations/workers.
- Provide company-sponsored vanpools, and subsidize emergency or back-up dependent care options for employees for when normal caregiving falls through.

CBOs can:
- Integrate supportive services into program design and budgeting.
- Document the need for supportive services, housing, and transportation through quantitative and qualitative participant data collection.
- Advocate for more public funding for wraparound supports.
- Engage in and support community organizing to identify and prioritize worker needs and build campaigns to advance high-impact solutions.

6. Disaggregate participant outcomes from education and workforce programs by race to identify the workforce development interventions that help workers of color succeed in the labor market.

Occupational segregation is driven by multiple intentional and unintentional policies, including underinvestment in education and resources for communities of color, and underinvestment in training designed to correct racial inequities. Yet racial inequities in specific workforce program outcomes are difficult to identify; while demographic data is often collected at intake, outcomes are rarely reported in a disaggregated manner. Federal and state policies and funding structures do not prioritize analyzing the impact of training programs by race/ethnicity. And, the workforce development field remains broadly "race-neutral," without any explicit directive or goal to redress historic inequities.

If we want to ensure that people of color are benefiting from workforce programs and are positioned for success in the labor market, we have to measure how well workforce programs are serving them, what works, and what does not work. The DFW Workforce Benchmarking Collaborative helps community-based workforce programs analyze existing client data on enrollment, program completion, and job placement to inform program improvements and innovations. This type of work

should be supported, expanded, and scaled. At the systems level, mandatory data collection and reporting on workforce program outcomes by race/ethnicity and gender would be a powerful step toward unlocking the power of disaggregated data to advance racial equity. But workforce stakeholders at the local level can also move forward toward this goal.

Funders can:
- Support greater data capacity for their grantees and institute requirements to report and analyze/mine disaggregated outcomes data to improve programs and services.
- Provide resources for advocacy efforts at the state level to embed data disaggregation into the certification and licensing of vocational programs and into reporting requirements for community colleges, for both credit and noncredit certification/degree programs.
- Resource efforts to gather qualitative data/feedback from participants about what works.

Employers can:
- Adopt transparent reporting policies around wages, Equal Employment Opportunity reporting, and racial equity targets.
- Advocate for greater transparency from the workforce and education systems in terms of disaggregating outcomes data.
- Adopt equity standards for partnerships and hiring practices.

CBOs can:
- Model robust disaggregated data collection.
- Advocate for greater data disaggregation of outcomes by race/ethnicity and gender from public agencies and eligible training providers (e.g., community college, trade schools, and for-profit entities—especially those receiving public funding).

7. Align workforce development initiatives and worker rights projects to improve workers' basic protections and increase opportunities for advancement available.

In this moment of profound demographic, technological, and social change, it is time to expand the purview of workforce development beyond education and training to include a wide range of programs, services, and activities to support equitable access to opportunity and positive workforce outcomes for all. This includes basic on-the-job protections to ensure worker safety, fair and safe working conditions, and equitable pay. To advance these protections, workforce organizations should build basic information about workers' rights into their curriculum and programming, and partner with community-based organizations that advocate for and defend workers' rights. For our most vulnerable workers—who are disproportionately immigrants and people of color crowded into vulnerable jobs including those in construction, janitorial, restaurant, domestic work, and personal care occupations—basic worker rights and labor protections are foundational to greater economic security and therefore further career advancement.

Funders, employers, and CBOs can support legislation and advocacy to protect workers' rights and create safer working conditions, such as those advocated by Workers Defense Project, and job quality standards, such as those recommended by PHI.[48]

8. Strengthen coordination between the workforce development and housing systems to reduce the housing burden for workers of color and to ensure they can access opportunity jobs.

Redlining, housing discrimination, and residential segregation have structured neighborhoods and opportunities in Dallas and Collin counties for generations, limiting the resources and prospects of people of color and guiding the direction of investments into largely White parts of the region. Where people live is a large determining factor of where, and whether, they are able to work: those who live close to employment centers and priority areas for economic development are better positioned to take advantage of jobs and other opportunities, while those who live in underinvested or geographically isolated neighborhoods may struggle to find, secure, and maintain employment—particularly if they rely on public transportation to get to work. Public policy levers such as incentives for workforce

housing, inclusionary zoning, and the prohibition of source-of-income discrimination in housing should be used to help address these challenges.

Yet even as housing and employment are intimately connected for individuals and families, they are often disconnected at the program and policy level. Workforce organizations should take proactive steps to connect these two often-siloed areas of work in order to support low-income families of color in a more holistic manner. Steps include building the knowledge and capacity of workforce providers to understand broad/systemic issues around housing access and supporting their ability to collect and track information on participants' housing status. Additional steps are to build the capacity of community development practitioners and other housing organizations to integrate workforce services—or partner with existing workforce organizations—to provide those services to clients who are experiencing homelessness or housing instability. And, employers should be engaged to build shared understanding around the importance of affordable, safe housing for fostering a stable and productive workforce.

Funders can:
- Provide gap financing and pre-development funding for affordable housing projects.
- Support CBOs or partner with housing-focused organizations to document client housing status.
- Provide funding for co-located services.
- Support new or continued demonstration projects to strengthen impact of rapid rehousing programs paired with employment, education, and supports.

CBOs can:
- Build capacity and partnerships to assist clients in securing housing.
- Assess, record, and report client housing needs, disaggregated by race/ethnicity.
- Advocate for investments in affordable housing.
- Provide emergency assistance when necessary to help clients stay housed.

Employers can:
- Invest in their employees' ability to afford housing in the region through housing-cost wage assessments and down-payment assistance programs.
- Provide financial wellness programs that help employees save toward goals.
- Invest in workforce housing (especially large employers/corporations moving to the region).

An equitable Dallas and Collin counties workforce will be one in which racial income gaps have been eliminated, all jobs are good jobs, and everyone who wants to work has access to family-supporting employment. Achieving this vision will require high-impact, large-scale, cross-system efforts to dismantle barriers and cultivate racial equity in education and training, hiring and advancement, and the social determinants of work that support positive economic outcomes for workers and families. Good jobs and inclusive growth are the foundations of an equitable economy. Amid the economic uncertainty of the current moment and the projected scale of technological transformation in the not-too-distant future, targeted strategies to improve job quality and ensure equitable access to safe and stable employment are essential to an equitable future of work and a thriving, inclusive economy in Dallas and Collin counties.

13.0
METHODOLOGY

The analyses presented here were drawn from two key data sources: the 2018 5-year American Community Survey (ACS) microdata from IPUMS USA and a proprietary occupation-level dataset from Burning Glass Technologies expressed at the six-digit Standard Occupational Classification (SOC) level. While sources and notes are included beneath each figure in the report, here we provide additional information on these two key data sources and methods used for the analysis of "good jobs," automation risk, and income/GDP gains with racial equity in the workforce. Unless otherwise noted, all data reflect Dallas and Collin counties in the state of Texas.

The ACS is the largest annual survey of US households administered by the US Census Bureau, collecting a wealth of socioeconomic and demographic information. It is released in both a "summary file" format that includes a limited set of summary tabulations for a wide variety of geographies as well as a "microdata file" that includes individual-level responses for the survey and affords an analyst the flexibility to create custom tabulations. These files also come in both 1-year and 5-year versions, which cover about 1 and 5 percent of the US population, respectively. We used the 5-year sample of the microdata to achieve a larger sample size, and we used the version released by IPUMS USA because it has been harmonized to be more consistent over time and augmented with many useful variables.

Unless otherwise noted, the ACS microdata was the source of all tabulations of demographic and workforce equity metrics by race/ethnicity and nativity included in this report. Also, unless otherwise noted, racial/ethnic groups were defined such that all groups are non-Latino (excluding those who identify as Hispanic or Latino), leaving all persons identifying as Hispanic or Latino in the "Latinx" category. The term "US born" refers to all people who identify as being born in the United States (including US territories and outlying areas), or born

abroad of at least one US citizen parent, while "immigrant" refers to all people who identify as being born abroad, outside of the United States, of non-US citizen parents. The ACS microdata was aggregated to the detailed occupation level and merged with data from Burning Glass Technologies to conduct the "good jobs" and "automation risk" analyses that appear in the report.

The proprietary data from Burning Glass Technologies is based on job postings by collecting data from close to 50,000 online job boards, newspapers, and employer sites daily. Burning Glass then de-duplicates postings for the same job, whether it is posted multiple times on the same site or across multiple sites. Finally, Burning Glass applies detailed text analytics to code the specific jobs, skills, and credentials requested by employers. The equity gap for good jobs was calculated using occupation characteristics from the ACS (employment and average salary), Burning Glass data models (typical education requirements advertised on job postings and metropolitan-area occupational employment projections), and the automation risk associated with each occupation from the 2013 paper, "The Future of Employment: How Susceptible Are Jobs to Computerisation?" by Carl Benedikt Frey and Michael A. Osborne.[49]

The income and GDP gains with racial equity in the workforce are based on a methodology used for the "racial equity in income" indicator on the National Equity Atlas. That analysis estimates aggregate income and income per person for the population ages 16 years or older, by race/ethnicity, under the status quo and under a hypothetical scenario in which there is no inequality in age-adjusted average income and employment by race/ethnicity. That is, it assumes that all racial/ethnic groups have the same average annual income and hours of work, by income percentile and age group, as non-Hispanic Whites. The aggregate income gains are then used to estimate the gain in GDP by applying the percentage increase in aggregate income (for all racial/ethnic groups combined) to actual GDP as reported by the US Bureau of Economic Analysis.

For the income and GDP gains with racial equity in the workforce analysis included in this report, we replicated the same methodology used in the National Equity Atlas but restricting it to the working-age population (ages 25–64 years). Care was taken to ensure that the percentage (and total) gain in GDP we estimated was based on the percentage gain in overall aggregate income (i.e., for the population ages 16 years or older) that we would expect if there were racial equity in income for just the population ages 25–64 years.

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15.0
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