Durham Workforce Development

An Office of Economic and Workforce Development and Durham Workforce Development Board Strategy
Pipeline Disruptors
Durham: A Tale of Two Cities

- Durham*
  - 275K people
  - Median Income $89K
  - Highest Median Income in the state of North Carolina
  - 49% have college degrees
  - Home of Duke, NCCU, Durham Tech

- Other side of Durham
  - 17% poverty rate
  - 1/5 of those in poverty live in public housing
  - 60% unemployment rate among work-able public housing residents
  - Average Income of DHA Residents is $13K
  - Average DHA rent paid is $238/month

* Source: US Census Quick Facts 2018/2019
NOT Just An Isolated Issue!
THE PROBLEM: A LEAKY EDUCATION PIPELINE
THE PROBLEM: A LEAKY EDUCATION PIPELINE

Fewer than 1/2 North Carolinians [25-44] complete higher education.

39% North Carolinians report they have not yet reached their desired level of education.

2/3 4-year college students don't complete their degree.

1/4 2-year college students don't complete their degree.
1/2 of NC Employers need more hire-able workers.

67% of the jobs in NC are projected to require high-quality postsecondary degrees or credentials by 2020.

- 49% of North Carolinians have completed that level of education.

Employers cite lack of:
- Employability skills
- Technical skills
- Overall education

Source: Holden, myFutureNC
I'm sure glad the hole isn't in our end...
Organizational Structure
WIOA Funding Stream

- Workforce Innovation and Opportunity Act
- Allocations to 23 Workforce Boards, based upon funding formula.
- To implement WIOA Title 1 and Tile 3 programs
FUNDING CHALLENGE: We can’t compete if we continue to cut.

**2020 Federal Budget Proposals**

- **WIA/WIOA Formula Funds**
  - $4.68 billion
  - Adjusted to $3.56 billion
- **Perkins CTE**
  - $1.76 billion
  - Adjusted to $1.51 billion
- **Adult Education**
  - $779 million
  - Adjusted to $663 million
- **Total Adjusted Funding**
  - $2.79 billion

Source: nationalskillscoalition.org, numbers adjusted for inflation
Workforce Development Programs

- WIOA Programs (current PY19 total budget: $1,494,409)
  - WIOA Adult
  - WIOA Dislocated Worker
  - WIOA Youth

- Durham Youth Internship Program

- Justice Involved Programs
  - Transitional Jobs Pilot
  - Training 2 Work DOL Grant
Covers all Workforce Development operational overhead
- Employer of record – staff salaries and benefits (current budget: $312,952)
- Operating costs (current budget: $25,569)

Programmatic costs
- Durham Youth Internship Program (current contribution: $70,000)
- Made In Durham Contract (current contribution: $150,000)
- Justice Involved Program (current budget: $475,344)
  - Transitional Jobs Program/Prototype
  - Scaled Training to Work Program
What is the NCWorks Commission?

- 33 Member State Workforce Development Board
- Led by a private sector Chair, all members are appointed by the Governor.
- Develops strategies to produce a skilled, competitive workforce that meets the needs of the State’s changing economy.
- Advise the Governor, the General Assembly, State and Local Agencies, and the business sector regarding workforce policies and programs.
- Provide oversight of the NCWorks Career Centers.
Building Workforce Capacity
Increase paid internships for Durham youth as a means of developing the talent pipeline for the future.

Support efforts to increase the successful transition of justice-involved residents to gainful and sustainable employment.

Increase awareness and participation in Durham’s Certified Career Pathways.

Increase participation and engagement with DWDB activities in support of the identified strategies.
A Performance Snapshot

WIOA Adult and Dislocated Worker

Key Definitions:
- Total Individuals Served: Any unique individual receiving a staff-assisted service including guidance and counseling, career readiness prep., job readiness training, training services, employment services, etc.
- Training Services: A service provided in a classroom setting, including continuing education offered through community college, or curriculum training through a college or university.
- Measurable Skills Gained: Any recorded progress towards completing, receiving service and attaining an industry-recognized credential.
- Credential: An industry-recognized certificate, license, or post-secondary degree from an accredited institution.
- Employment Services: A service provided with the goal of assisting in obtaining employment. These include job search, training, career pathways training, internships, mock interviews, etc.
- On the Job Training: Individuals who ineligible for WIOA funding for the first 3-6 months of employment.
- Work Based Learning Activity: Any activity that is completed on a work site, including internships, job shadowing, pre-apprenticeships, and apprenticeships.
WIOA Youth Program

- A Performance Snapshot

Key Definitions:
- Total Young Adults Served: Any unique youth receiving a staff-assisted service including guidance and counseling, career readiness prep, job readiness training, training service, employment service, etc.
- Training Services: A service provided in a classroom setting, including high school or GED services, continuing education offered through community college, or curriculum training through a college or university.
- Measurable Skills Gain: Any recorded progress towards completing a training service and attaining an industry-recognized credential.
- Credential: A secondary school diploma, industry-recognized certificate, license, or post-secondary degree from an accredited institution.
- Employment Services: A service provided with the goal of assisting in obtaining employment. These include job readiness training, career pathways training, internships, mock interviews, etc.
- Work Experience Internships: Interns who are supported through the WIOA Youth Program.
- Work Based Learning Activities: Any activity that is completed on a work site, including internships, job shadowing, pre-apprenticeships, and apprenticeships.

144 Total Young Adults Served
17 Total Youth Receiving Classroom Training Services
40 Measurable Skills Gains
11 Youth Attained a Credential
127 Total Youth Receiving Employment Services
19 Work Experience Internships
38 Youth Retaining Employment After Exit from Program

$58,342 Spent on Work Based Learning Activities
$199,747 Total Budget Expenditures
Justice Involved Programs

Transitional Jobs

Pre-employment vetting and training
- Partner organizations such as the Local Reentry Council refer qualified candidates.
- Program coordinator vets candidates via phone interview.
- Small panel of fellow justice-involved residents vet the next round of candidates.
- Employer referral to interview qualified candidates.
- Two weeks of essential skills and job readiness training at Durham Technical Community College (DTCC).

Jobs
- Participants receive up to 26 weeks of employment at $15.46 per hour with benefits.

On-going skills training
- Monthly essential skills training at DTCC
- Focused on-the-job training

Case management
- Employee skills, interest and needs assessment
- Individualized plan to meet employee goals
- Weekly check-ins with employees
- Periodic check-ins with employers

Supportive services
- Assistance with transportation, including bus passes and gas cards
- Assistance purchasing work materials
- Enrollment in driver’s license restoration program, if eligible

Mentorship
- Mentorship throughout employment
Justice Involved Programs

Transitional Jobs

"My transitional jobs participant is the employee supervisors dream of. He is responsive and engaged at all times. During my supervision he has yet to be late to work or not show up."
— Transitional Jobs Supervisor

- 9 out of 10 employees completed the 6 month temporary positions (1 employee opted to start his own business).
  - 6 employees have transitioned into full-time positions.
  - 2 employees are classified as temporary (1 is awaiting the completion of the HR onboarding process; 1 is in the process of completing his GED).
  - 1 employee accepted other employment.

Employee Performance Ratings

- Exemplary: 76.2%
- Highly Effective: 14.3%
- Effective: 9.5%

Employer Overall Satisfaction w/Program

- Very Satisfied: 5 (83.3%)
- Somewhat Satisfied: 1 (16.7%)

"I work and give my all to the City of Durham every day at work. Striving always to make a difference because I believe in the future of Durham. Being a part of giving someone a fresh start in life... guiding and supporting them has been the best gift I could ever deliver to the city."
— Transitional Jobs Supervisor
Justice Involved Programs

Transitional Jobs: Next Steps

• Continuing transitional jobs to include additional city departments.

• Expanding the transitional jobs model to Durham County government and private employers.

• Utilizing the program model to convene other providers to create a single referral stream.

“We need more programs like this for justice-involved residents trying to transition back to the community as productive people because the foundation of successful transition is being able to earn enough to sustain yourself and family without having to fall back on desperate times doing desperate things.”
—Transitional Jobs Employee

“The program changed my life. Without the program, I don’t know what position I’d be in. I could see myself doing this job forever.”
—Transitional Jobs Employee
Justice Involved Programs

Training to Work Update

- In 2016, the DOL awarded an $1.36M grant to provide pre- and post release individuals (Durham and Wake Counties) mentoring, job training, occupational skills training, education and other supportive services (transportation, legal aid assistance, transitional housing).

- Eckerd Connects was selected to serve as the contractor to administer the direct services of the grant.

- Received an extension to continue providing follow-up services to remaining participants until March 31, 2020.
### Justice Involved Programs

**Training to Work Update**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Rate</td>
<td>100% (170 participants)</td>
<td>103% (175 participants)</td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>60%</td>
<td>74%</td>
</tr>
<tr>
<td>Employment Retention Rate</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td>Average Earnings</td>
<td>$9.50 per hour</td>
<td>$12.93 per hour</td>
</tr>
<tr>
<td>Recidivism Rate</td>
<td>22% or below</td>
<td>13%</td>
</tr>
<tr>
<td>Entered Occupational Training Rate</td>
<td>75%</td>
<td>78%</td>
</tr>
<tr>
<td>Industry Recognized Certificate/Degree Rate</td>
<td>60%</td>
<td>67%</td>
</tr>
<tr>
<td>Attainment Rate</td>
<td>60%</td>
<td>85%</td>
</tr>
</tbody>
</table>

- Approved for additional funding through the City of Durham to provide services to an additional 50 justice involved returning citizens, using the training to work model.
WIOA Supportive Services

- Transportation (ex. bus passes, gas cards)
- Childcare
- Linkage to community and social services
- Assistance with uniforms and work-related tools
- Payment for industry testing and certifications
Durham Youth Internship Program (DYIP)
Durham Youth Internship Program Timeline

- Applications Accepted: January 2\textsuperscript{nd} – March 27\textsuperscript{th}
- DPS Ready, Set, Go: March 24\textsuperscript{th}
- Interviews: April 13\textsuperscript{th} – April 23\textsuperscript{rd}
- Pre-Employment Training: June 15\textsuperscript{th} – June 19\textsuperscript{th}
- Report to Worksite: June 22nd
- Program End: July 24\textsuperscript{th}
DYIP Summer 2020 – As of 02/2020

- 270 applications have been submitted.
- Over 60 agencies/businesses have signed up to participate as host sites.
- Outreach made to over 1,200 youth and parents to inform them about summer opportunities.
Previous Internship Hosts

- NC Central
- City of Durham
- Durham County
- Durham Public Schools
- Durham Housing Authority
- Durham Bulls
- Durham Tech
- Duke Health
- Duke University
- Duke Energy
- Salvation Army
- McKim & Creed
- Kimley–Horn
- MHA Architecture
- Favor Desserts
- Childcare Providers
- Spring Valley Living
- Legal Aide
- Burt’s Bees
- Nurse Care of NC
- Pairwise Plants
- And others
The Strategy
DYIP: Increase internships by increasing Host Sites.

- Continued process improvement strategy.
- Continue partnership with Made in Durham and the Work Based Collaborative to leverage strategies and identify host opportunities.
- Based upon Process Improvement Task Force, OEWD is requesting $150,000 to secure an off-site operator, maximizing the efficiency for application, interview assessment, matching, on-boarding, and payroll.
- Launch fundraising strategy to secure funding for scholarships.
Building a Talented, Competitive Workforce

- **Justice Involved**: Incorporate Training 2 Work program principles into City program.
  - Designated Case Manager
  - To expand and incorporate the Transitional Jobs program into a comprehensive Durham Justice Involved program, OEWD is requesting $100,450 to cover the placement, case management, support services and peer support necessary for the success of this program.

- **WIOA** Youth/Adult/Dislocated Worker programs:
  - Continue quality service delivery through Career Center and Re-City.
  - Launch jobs pilot program partnering with DHA residents.
Leveraging resources: DWDB, DHA, CDD.

Embedded strategic alignment.

Designing impacting strategy for supply and demand.
Wealth Building: Develop the local talent pipeline
- Train local talent – building skill capital
- Target population – building human capital
- Strategic outreach – building social capital

Local Hiring (Levering Section 3 application)
- Pay Living Wage
- Pathway to certification and training
- Create a direct pipeline of skill-building to employment
Impacting Demand

- **Increase and build MBE Participation**
  - 30% MWBE Goal for General Contractor
  - Work with local MBE organizations
    - √ Provide Technical Assistance
  - Remediate/Remove potential operational and/or financial barriers
    - √ Waive or reduce bonding requirements
    - √ Reduce General Liability Insurance requirements
    - √ Facilitate Financial Payment Support
Proposed Jobs Pilot

- Target existing long-term Construction and Skill Trade opportunities – such as: DHA and Durham County development projects.
- Workforce Development engages at the start of the development process.
- Working with Project Developer, General Contractor and Sub-Contractors, develop an “inventory” of anticipated in-demand skills.
- In partnership with DHA, recruit and enroll program participants into WIOA program to fund training, on-the-job training, and “wrap-around” support services to address systemic challenges.
Proposed Pilot Structure

- Enroll eligible participants into **WIOA** Adult program.
- In consultation with Career Counselors, develop viable training plan, along with necessary “wrap around” services.
- In partnership with **Durham Tech** as the primary training provider, participants undertake training and skill building (including work readiness skills).
- Participants complete training, acquire required skills, and are placed in **identified positions**.
Why DHA?
DHA Development Plan

- New Construction and Rehabilitation of over **2,450 units**
- Estimated years to completion: **10+ years**
- Estimated budget: **over $500 Million**
- **7 properties** (5 DHA, 2 City of Durham)

<table>
<thead>
<tr>
<th>JJ Henderson</th>
<th>Fayette Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oldham Liberty*</td>
<td>Hunt Street Station</td>
</tr>
<tr>
<td>DHA Office*</td>
<td>Southside III</td>
</tr>
<tr>
<td>Forest Hill Heights*</td>
<td></td>
</tr>
</tbody>
</table>

*Bond Funded Developments*
Support and Partnership
What is immediate need?

- Support $150,000 funding request for DYIP expansion.
- Support $100,450 funding request for integrated Justice Involved programming.
You have to plug the holes before you can bail the boat!
Questions

Adria Graham Scott
Adria.GrahamScott@DurhamNC.gov