

Workforce &  
Business  
Development  
Committee  
Meeting

# Workforce Policy: Creating career opportunities for our residents

January 4, 2020



**What we are  
trying to solve  
for:**

Workforce Development Committee Referrals:

1. Reduce Unemployment
2. Diversion Programs
3. Corridors of Opportunity strategy
4. Policy guiding City investment

Led to creating a strategy answering these questions:

- Understand who is unemployed and why
- Are the right jobs available for people who are unemployed?
- What can the City do from a policy perspective to create opportunities for residents in high unemployment zip codes?

## Discussion for Today

## Policy Recommendation

*What can the City do from a policy perspective to create opportunities for residents in high unemployment zip codes*

### Things we know:

- While we would love to, we can not mandate hiring practices. i.e. hire from workforce development partners.
- We can set expectations for industries through our words and investments.
- We can influence hiring practices through building trusted relationships in the business community.

Reduce unemployment through creating opportunities for residents to gain successful employment in the construction industry, facilitated through city led construction projects, required through the inclusion of a city value statement, workforce hiring and wage reporting, and recognition of apprenticeship programs.

## Policy Recommendation

### City Construction Projects: *Phase One*

Timeline: Q2 2021 Implementation

- **Convene** the construction industry to initiate this partnership
- **Communicate:** State our challenges and goals for workforce development through **an inclusive value statement** pertaining to workforce development and creating career job opportunities, which will be included in all city construction contracts.
- **Partner:** Meet with industry partners quarterly to determine the level of participation in programs. Recognize this is a partnership and be able to pivot ideas as needed to ensure the outcomes can be achieved.
- **Track:** Measure outcomes with industry and workforce partners to see if this has created any success

Building off the momentum in Phase 1, two things will be added for consideration:

1. For city projects that allow for a contractor selection through a qualifications process, the city may also evaluate the quality of contractors to include items such as apprenticeship programs, training programs, wages and partnership with workforce development providers.
2. For all other construction projects, the city may collect reporting on apprenticeship programs, training programs, wages and partnership with workforce development providers, which may be included with pay requests.

**We need to assemble a diverse city team to develop an implementation strategy.**

# City Construction Projects:

## *Phase Two*

Timeline: Q3 2021 Implementation

Considerations

City Construction Projects	
Ability to Execute	Medium
Considerations	What would go into a value statement? Would only certain dollar thresholds need to do reporting? Would we want to create an innovation fund to incentivize creativity to create training programs?
Obstacles	What are the unintended consequences? Will the work now cost more? Necessary internal alignment to change processes on the procurement and compliance resources.
Cost Estimate	Staff Only- unless we want to create an innovation fund to assist with apprenticeship programs.
Timeline	FY2022 Pilot
Staff	Potentially creates the need for new staff member to assist with workforce partnership engagement, liaison between General Services, Enterprise Funds, Economic Development and construction industry. Existing workforce time in city departments and enterprise funds would need to be allocated time to do this work.

## Workforce Strategy

## Efforts underway to help our residents obtain & keep a good paying job

*Keeping in mind the continued efforts  
around the committee referrals*

- Conducting a study with EY around unemployment strategies in our corridors, including strategic outreach to unemployed residents to connect them with partners.
- Partnering with Charlotte Works and Workforce Providers Council to enhance the Talent Source Network – connecting residents to employers and employers to jobs.
- Connect businesses to workforce partners who will screen and source candidates for employment.
- Tech Talent Study- understanding how we best position our residents for careers in technology
- Launch our Strategic Employment Plan

## Current efforts underway

# Strategic Employment Plan

*that informs*

- **Jobs:** Defining the jobs needed in our community for all to have opportunity
- **Businesses:** How we work with businesses to grow them and recruit them.
- **Talent Initiatives:** Programs we invest in, skills needed in our community
- **Land Use & Mobility:** Where and how we are creating real estate product to house the jobs and the transportation services needed to be successful
- **Partnerships:** How do we work best with our partners to achieve these goals
- **Tools:** What tools and policies do we need to successfully implement this plan

## What is next?

- Bring PILOT policy language before committee and full council for approval
- Continuously gather data from our workforce partners- both grassroots and established organizations- to continuously refine our efforts
- **All of this work will inform our Strategic Employment Plan, which will be developed throughout 2021.**