

Workforce &
Business
Development
Committee
Meeting

Workforce Policy: Creating career opportunities for our residents

November 9, 2020



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

- 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 eliminate barriers for people in high unemployment zip codes?

Discussion for Today

- Things we know
- Policy Strategies
- Corridors Labor Study Survey

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.

- City Construction Projects
- Workforce Ecosystem Alignment around Job Placement
- Eliminate barriers by adding capacity to organizations excelling at this work
- Stand up new construction initiative to drive employment in construction and skilled trades

Policy Strategies to Consider

City Construction Projects

- Convene the construction industry
- Communicate our challenges and goals for workforce development
- Request their participation to generate solutions – building off the HEFL model.
- Prequalify: Ask for hiring practices, commitment to workforce development and minimum wages
- Track: Monitor engagement as a part of monthly reporting

Considerations

City Construction Projects	
Ability to Execute	Easy
Considerations	How does this align with our industry partners? Can we establish a workforce innovation fund for contractors to deploy metric based programs?
Obstacles	What are our metrics? Will it be effective?
Cost Estimate	Varies from \$0 to innovation fund amount
Timeline	2021 Pilot

- Convene our Workforce Providers Council and grassroots organizations around a common goal for 12 months
- Galvanize around job placement of unemployed into career opportunities
- Invest in strategic outreach to unemployed residents to connect them with partners.
- Invest in the Talent Source Network – both from a operations and marketing perspective.
- Create a City Existing Business team to connect with existing businesses to source job opportunities
- Connect businesses to workforce partners who will screen and source candidates for employment.
- Metric: Number of people placed in jobs/quarter, average wage, duration in job

All in on Jobs Strategy

Considerations

All in for Jobs	
Ability to Execute	Easy to Medium
Considerations	Will our partners galvanize around this approach? Do they have the capacity? Do they need financial incentives?
Obstacles	Unpredictable job market How do we engage the unemployed?
Cost Estimate	\$500K - Additional City Staff, financial incentives for our partners?
Timeline	2021 Pilot

Tackling Barriers + All in on Jobs

- Build off EY survey to determine what are the top barriers faced by unemployed along corridors.
- Identify partners that are successfully doing this work in our community.
- Build their capacity to do more by executing performance based contracts with these partners.
- Execute the All in on Jobs strategy to amplify success
- Metric: Number of people placed in jobs/quarter, average wage, duration in job

Considerations

Barriers + All in for Jobs	
Ability to Execute	Medium to Hard
Considerations	Do we focus on a specific barrier? Can partners expand their capacity to serve? Do they need financial incentives?
Obstacles	Unpredictable job market How do we engage the unemployed?
Cost Estimate	\$1.5M a year: \$1M to address barriers, \$500K for partners and staff
Timeline	Q3 2021 Pilot with the goal to be recurring every year if pilot is a success

- Built off the Denver model, this will be a new stand alone workforce program in Charlotte.
- Will rely on industry to own this program.
- Construction is the easiest path for people with high barriers to enter into
- Strategic partnerships with workforce providers in skilled trades and could build capacity of MWSBE's
- Would track individuals during the life of their career in construction
- Metric: Number of people placed in jobs/quarter, average wage, duration in job

**Let
Construction
lead the way**

Considerations

Let Construction Lead the Way	
Ability to Execute	Medium to Hard
Considerations	This must be an industry led initiative for this to work Highest potential for job creation and placement Apprenticeship program Barrier support
Obstacles	How do we engage the unemployed How we we engage the immigrant population How do we engage youth in our corridors
Cost	\$700,000 recurring annually for a period of 3 years to allow program to be successful and then ongoing reduced city commitment for the life of the program
Timeline	Operational July 2021

In summary

	City Construction	All in on Jobs	Barriers	Construction leads the way
Ability to Execute	Easy	Medium	Medium	Heavy
Considerations	Minimal	Must get partners on board & right tools	Who is doing this work today	New program in our community
Obstacles	Minimal	How do we tap into this population	Funding	Will our contractors support
Cost	Minimal	Minimal	\$2M	\$700,000
Timeline	Q1 2021	Q2 2021 Launch	Q3 2021 launch	Q3 2021 launch

What is next

- Marry these strategies with the EY labor study in our corridors
- What is the financial capacity of the City to invest in one or more of these strategies?
- Let these strategies inform our 2022 budget
- Convene our workforce partners – both grassroots and established organizations – to inform our city-wide jobs plan.

Next Steps

December:

- Make a recommendation based on feedback from today

January:

- Present initial Corridor of Opportunity Labor Study Findings.
- Present draft comprehensive job strategy outline to inform FY 2022 budget, guide the City's efforts in the community and define how we work strategically with our partners in this ecosystem.

Key Takeaway: Comprehensive Job 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 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