

Date: January 15, 2014

To: Thomas J. Bonfield, City Manager
Through: Keith Chadwell, Deputy City Manager
From: Kevin Dick, Director, Office of Economic and Workforce Development
Subject: Michael Honeycutt, Senior Workforce Development Manager, OEWD
Summary of Office of Economic and Workforce Development Workforce Programs

Executive Summary

The purpose of this memo is to address a request made by the Durham City Council at the work session held on January 9, 2014. City Council requested the following information:

- 1) Name of the "various training programs" administered by OEWD
- 2) Amount of funding received for each program
- 3) Clientele of each program ("who does the training program serve?")
- 4) Duration of the program ("when do these programs end?")

Issues and Analysis

Workforce development services are based upon the Durham Workforce Development Board 2012 – 2014 strategic plan and delivered through the Durham Career Center system to connect Durham City/County residents seeking employment with businesses. Federal and private foundation funding supports training and workforce placement programs for eligible adults, laid off workers and youth. City funds supplement employment and training opportunities for youth and job seekers that are former offenders. Outside of programs that are funded by city and ongoing Workforce Investment Act funding, other special initiatives include the U.S. EPA Brownfields grant for job training and placement as well as the telecommunications, energy and truck driving job training program.

Partnerships with Durham Technical Community College, North Carolina Central University, Duke University, North Carolina Institute for Minority Economic Development and many other not-for-profit and governmental entities provide resources that relate to the recruitment, retention, expansion and start-ups of businesses. Financial assistance to businesses for talent development and connections of businesses to job seekers through the Durham Career Centers both focus upon the preparation, training, placement and retention of Durham City/County residents for career opportunities, especially those in high growth industries. Also the implementation of workforce development plans with businesses that receive incentives from the City and County of Durham, as well as public sector departments that undertake infrastructure projects, are

key strategies designed to make the Durham Career Centers systems easier for businesses to use and to facilitate job placement and retention for Durham, City/County residents.

The following information summarizes the programs offered under the auspices of the City of Durham Office of Economic and Workforce Development.

Workforce Investment Act (WIA) Youth Program provides employment and training services to youth ages 16-21. The Youth Program provides students with ten program elements aimed at preparing them for the world of work. The ten best practice program elements are as follow:

- a. Tutoring, study skills training and instruction (including but not limited to pre-GED), leading to completion of secondary school, including dropout prevention strategies. Additional, special, or remedial assistance provided to a participant, often on an individual basis.
- b. Alternative secondary school services/GED instruction leading to a high school diploma. Instruction may be provided outside of the traditional school setting, but programs must meet applicable state and local educational standards. Offerings may also provide instruction leading to the receipt of certification that an individual has completed a level of education attainment equivalent to completion of a high school diploma.
- c. Leadership development opportunities such as community services and peer-centered activities encouraging responsibility, employability, and other positive social behaviors during the non-school hours, as appropriate, and may include:
 - Exposure to post-secondary educational opportunities
 - Community and service learning projects
 - Peer-centered activities, including peer mentoring and tutoring
 - Organizational and team work training, including team leadership training
 - Training in decision-making, including determining priorities
 - Citizenship training, including life skills training such as parenting, work behavior training, and budgeting of resources
- d. Adult mentoring for the period of participation and a subsequent period, for a total of not less than twelve months. Pairing a youth with a caring adult in a one-to-one relationship, challenging the youth to do well, helping the youth make the connection between school and work, and providing first-hand exposure to the world of work. Typically, mentors become advocates for the youth, working in consultation with the youth's teacher(s), supervisor, counselor/caseworker and parent(s), as appropriate.
- e. Year-round employment internship opportunities

- f. Paid and unpaid work experiences
- g. Occupational skills training.
- h. Supportive services are services such as transportation, child care, dependent care, housing and needs-related
- i. Comprehensive guidance and counseling is provided to assist youth in achieving success in school and at the workplace. Assistance may include drug and alcohol abuse counseling, as well as referrals to counseling. Services may be provided on an individual or group basis, using a variety of processes and techniques. Services may require counseling beyond the scope of most WIA staff training and are provided through referral to appropriate health agencies.
- j. Follow-up is the combination of framework services and the program elements which comprises the youth framework. The youth framework component is an integral component of the local youth program and provides a central access point to both determine program eligibility and make appropriate referrals for youth in the program.

Participants of the WIA Youth Program must reside in Durham City/ County.

Amount of Funding:	\$600,458 serving 150 youth
Who is Served:	Durham youth ages 16 to 21
Length of Actual Training:	Six months to two years
Length of Program Funding:	Fiscal Year to Fiscal Year
Contractors:	Achievement Academy of Durham \$52,000 Community Partnerships Inc. \$175,000

Other funding is allocated toward internships, business partnerships, technical assistance and administrative costs.

This program supports Goal One of the City of Durham strategic plan: a strong and diverse economy and Objective Two: ensure well trained, qualified community workforce.

Durham YouthWork Internship Program (DYIP): The Durham YouthWork Internship Program formerly known as The Mayor’s Summer Youth Work Program offers Durham youth the opportunity to gain work experience and develop skills while connecting with jobs in Durham. The program operates through partnerships among the City of Durham, Durham County, and the Durham Public Schools and now is named the Durham YouthWork Internship Program. Under the DYIP program students now have the opportunity to gain work experience throughout the year, as we work with business and non-profits to have youths work a few hours during the day in non-summer months.

The Durham YouthWork Internship Program expanded in 2013 to include more private sector businesses that helped cultivate talent and grew the skill sets of 380 Durham youths, providing experience they will need over the next few years. The youth ages 14 to 22 work six to eight weeks, work 30 hours per week, and make either \$7.25 or \$8.25 per hour. Youths are assigned to various non-profits, for-profits and local government agencies primarily from late June to early August throughout Durham. Additionally, in an effort to enrich the experience for youth and provide crucial training, most of the young people participated in a nationally recognized program to improve employability skills. These skills include critical thinking/problem solving, oral communications, written communications, teamwork/collaboration, information technology application, leadership, creativity/innovation, lifelong learning/self-direction, professionalism/work ethic, and ethics/responsibility.

Participants in the Duke YouthWork Internship Program must reside in Durham City/County.

Amount of Funding: \$264,000 to serve 110 youth
Who is Served: Durham youth ages 14 to 22 years
Length of Actual Training: Six to twelve weeks
Length of Program Funding: Fiscal Year to Fiscal Year

Other funding is allocated toward internships, business partnerships, technical assistance and administrative costs.

This program supports Goal One of the City of Durham strategic plan: a strong and diverse economy and Objective Two: ensure well trained, qualified community workforce.

The Former Offender Program, once known as the Ex-Offender Program, provides counseling, placement services and supportive services to persons with criminal convictions. The Former Offender Program also provides employment orientations/workshops in order to maximize the former offender's employability, this aids program participants as they transition into the workforce (improving the workforce by referring qualified/skilled workers) and result in reducing recidivism in Durham City/County. Research states a person with a criminal conviction is three times less likely to commit another crime if he or she is gainfully employed. The most important factor affecting former offenders' success is the ability to seek employment.

The Durham City Council has charged the program with serving 150 participants, a 50% retention rate and 55% positive outcome (training and employment).

All new clients must attend orientation and after orientation, clients are scheduled for one-on-one counseling sessions. Orientation topics include: resume and employment history, preparing an application, job interviewing skills, and best utilizing community resources.

The program has evolved since 2004, in which the program was grant funded through the Department of Corrections, "Going Home Initiative." We provided assistance to persons that were preparing to be released from prison in finding them employment, housing, etc. This was a two year grant opportunity.

From January – December 2013, the Former Offender Program placed 89 former offenders in employment, average hourly salary of \$9.32 and 21 former offenders were enrolled in educational/training program(s).

Participants in the Former Offender Program must reside in Durham City/County.

- Amount of Funding: \$75000 from the City's general fund, approved by City Council each fiscal year.
- Who is Served: The program serves persons with criminal convictions that have been recently released from incarceration or those who have recent conviction(s) in the last two years. Program participants must be at least 18 years or older, reside in Durham City/County and unemployed. Persons with criminal convictions that do not meet program criteria are referred to other community organizations for assistance.
- Length of Programs; Two years
- Length of Program Funding: The program operates from July 1 – June 30 (fiscal year). The funding for this program will expire June 30, 2014, funding is subject to City Council approval each fiscal year.
- Partners: Carolina Trucking Academy
Pinnacle Culinary
Funding is determined by the number of registrants

Also provided are supportive services (bus passes/gas cards) to program participants that are actively involved in the program. Training assistance is provided on an individual basis (depending on funding).

The Former Offender Program mission/goals promote the City's Strategic Plan Goal One: a Strong and Diverse Economy through leveraging local and regional workforce development partnerships by the number of job placements overall. The Former Offender Program strives to provide employment opportunities in order to promote Goal Two: Safe and Secure Community in reducing occurrence and severity of crimes through decreasing the overall recidivism rate of former offenders.

The Durham Career Centers seek to continuously improve the delivery of high quality employment related services to individual and business customers through customized solutions.

This is accomplished through a systemic delivery plan known as "Integrated Service Delivery." An integrated customer pool, integrated customer flow, integrated Career Center staffing and integrated technology best describe the execution of Integrated

Service Delivery. In general, the main objective of integrated service delivery is more customers receiving skill-building services – which are critical to the Durham Career Center’s local, regional and statewide economy, and necessary to meet employers’ needs.

The Durham Career Centers support Goal One of the City of Durham’s Strategic Plan: a strong and Diverse Economy by ensuring that Durham has a well-trained, qualified community workforce and leveraging local and regional workforce development partnerships.

BECOMING Employment Program is administered by Alliance Behavioral Healthcare. The BECOMING Project is a six-year federal Substance Abuse and Mental Health Services Administration (SAMHSA) grant-funded initiative. Over the life of the grant, the project aims to provide services to 800 disconnected, transition-age youth in Durham City/County.

The BECOMING Project contracts with OEWD to provide these services:

- Support in the coordination of youth outreach and recruitment;
- Employment curricula and youth employment resource groups;
- Helps youth explore their vocational interests and connects them with educational opportunities;
- Educates businesses to de-stigmatize the hiring and retaining of youth living with mental health challenges;
- Informs youth about job openings, recruitment events, and trainings and helps them in the application/interview process;
- Teaches youth how to conduct their own job searches toward self-sufficiency; and
- Strives to build confidence in youth so that they can become involved in career building and gainful employment.

Participants of the BECOMING project must reside in Durham City/ County.

Amount of Funding: The City of Durham receives \$60,000 per contract year to support the employment program.

Who is Served: The BECOMING Project employment program serves youth, ages 16 to 21, with one or more of the following life challenges: (1) no high school diploma and/or not in school; (2) pregnant or parenting; (3) criminal justice encounter(s); (4) exiting foster care or other institutional placement; (5) long-term unemployed or underemployed; and (6) homeless or at risk of homelessness.

Length of Programs: While the original intention was for this support to cover a three-year period, that period has been reduced to approximately one year and eight months.

Length of Program Funding: Funding for the BECOMING program will expire on April 30, 2014.

This program supports Goal One of the City of Durham strategic plan: a strong and diverse economy and Objective Two: ensure well trained, qualified community workforce.

Adult and Dislocated Worker Workforce Investment Act provides employment and training services to workers who are unemployed, underemployed or have been displaced from employment by no fault of their own. The program also provides work experience and on-the-job training opportunities for enrolled participants.

WIA Orientation is a general information session presenting an overview of the WIA Program such as:

- Resume Development
- Interview Skills
- Job Seeking

Professional Placement Network Academy is a peer-networking opportunity established for mid to upper-level professionals having earned \$30,000 or higher, or having earned higher education credentials or professional certifications. The participants come together and share ideas, employment leads, and current job market information, while participating in purposeful and motivational workshops.

The Dislocated Worker Academy is a program designed to assist eligible unemployment recipients in finding an expedient route to employment. Individuals participate in skill building workshops addressing the creation and effective marketing of their 'Brand' in today's economy.

- Enrollment in Job Search Prep classes
- Enrollment in Computer Refresher courses
- Resume Review and Development
- Video Taped Interview Sessions
- Access to Networking Events
- Access to Webinar classes
- Access to Job Developer

Bootcamp is very similar to Dislocated Worker academy, but open to all WIA participants, not just Dislocated Workers.

Individual Training Accounts provides the funding to training providers to help clients overcome barriers of education in finding employment. The funding can be up to \$4,500

per year with a lifetime maximum of \$9,000. The training leads to a diploma, degree, or certification.

On the Job Training (OJT) is the employment of a client by a company with a training agreement that is subsidized (at a percentage of the salary) dependent on the number of employees the company has. OJT subsidies allow the chance to bring on employees that are eager to learn new skills through customized hands-on training that the employer designs. OJT provides wage/salary reimbursements to employers to compensate for costs associated with skills upgrade training for newly hired employees. Employers may receive reimbursement of anywhere from 50 – 90% of the salary wage of their OJT trainees. The period of training wage/salary reimbursement varies with specific skills acquired by trainees and is generally three –six months. The percentage of reimbursement and length of reimbursable period will vary respectively with the size of the company and specific skills to be acquired. Employers must commit to providing long-term employment at 30+ hours per week barring any unforeseen economic conditions. The rate of pay and benefits must be commensurate with what others in the company are paid for doing similar work. And OJT trainees must be unemployed and meet all eligibility and suitability requirements. OJT partners include Stratta Solar, ACT Consulting, Fulbright, and Heartfelt Alternative.

Work Experience (WEX) programs are where OEWD utilizes a temp agency to employ and pay a wage for individual with a company that agrees to a training agreement typically for three months. Partners include City of Durham OEWD, Clinical Ambassadors and Achievement Academy.

Job Training Re-housing Project is an initiative with homeless partners to re-house and reemploy the homeless.

Participants in Adult and Dislocated Worker Workforce Investment Act programs must reside in Durham City/ County.

Contractor: EDSI
\$280,000
April 1 – June 30, 2014

Other funding is allocated toward technical assistance, outreach, business partnerships, and administrative costs.

Partners: North Carolina Central University
Durham Technical Community College

	Length of Training	Hrs of Training	Average Cost per client (Total \$/# clients)	Average Wage	Approximate Gross Salaries
ITA Traditional Training	1-18 months	174-3120 hours	\$3681.14	\$21.42	\$312,000
OJT	3-6 months	320-1040 hours	\$16442	\$16.00	\$99,900
WEX	13 weeks	480 hours	\$5760	\$15.72	\$65,400
Bootcamps	2 weeks	48 hours	640.69	\$13.50	\$1,459,078

Telecommunications, Energy and Truck Driving Job Training Program provides job training that facilitates the creation of employment in the telecommunications and energy employment sector. The training is non-paid and is offered at Durham Technical Community College, Wake Technical Community College and Carolina Trucking Academy.

Training components include:

Energy Industry:

- CDL Class A Comprehensive Training
- Construction and Skilled Trades Certification
- Computer Basics for the Job Search
- Resume Writing/Interview Preparation
- Job Finding and Keeping Skills
- Career Readiness Certificate

Telecommunication Industry:

- Broadband Telecommunications
- Computer Basics for the Job Search
- Resume Writing/Interview Preparation
- Job Finding and Keeping Skills
- Career Readiness Certificate

Participants in the Telecommunications, Energy and Truck Driving Job Training Program must reside in Durham City/ County.

Amount of Funding: \$162,356
Who is Served: Durham City/County residents who are unemployed
Length of Actual Training: twelve weeks

Length of Program Funding: One Year Grant: September 1, 2013 through August 31, 2014

This program supports Goal One of the City of Durham strategic plan: a strong and diverse economy and Objective Two: ensure well trained, qualified community workforce.

Environmental Workforce Development and Job Training Program is a program whereby The U.S. Environmental Protection Agency (EPA) awarded an Environmental Workforce Development and Job Training Grant to the City of Durham OEWD. The training is non-paid, provided at no cost to participants and will be offered at the main campus of Durham Tech.

This 12-week training program consists of the following courses:

Environmental Workforce Development and Job Training
Course Title
Wastewater Treatment Plant Operator
40-Hour HAZWOPER
Asbestos Worker Abatement
Lead Worker Abatement
Soil Water Management
Field Testing & Equipment
10-Hour OSHA General Industry
Underground Storage Tanks
Confined Space Training
First Aid/CPR
Technological Orientation and Awareness
Field Observation
Environmental Data Analysis
Human Resource Development –Job Readiness (Non EPA Funded)

Participants in the Environmental Workforce Development and Job Training Program must reside in Durham City/ County.

Amount of Funding: \$264,000 to serve 110 youth
 Who is Served: Durham youth ages 14 to 22 years
 Length of Actual Training: Six to twelve weeks
 Length of Program Funding: Fiscal Year to Fiscal Year
 Partners: Durham Technical Community College
 Mid-Atlantic

Other funding is allocated toward technical assistance, outreach, business partnerships, and administrative costs.

This program supports Goal One of the City of Durham strategic plan: a strong and diverse economy and Objective Two: ensure well trained, qualified community workforce.

NC Incumbent Workforce Development Program is a competitive, retention-solutions grant that qualifying businesses can use to address employees' skills gaps. The goal of the grant is to increase employee knowledge and certifications, which will help contribute to a company's competitiveness in regional and global economies. Eligibility criteria include: for-profit and non-profit Durham-based businesses must be in operation in North Carolina for a minimum of one year prior to the application date, current on all federal and state tax obligations, and financially viable. This is coordinated through the Business Services Committee (BSC) to the Durham Workforce Development Board.

Rapid Response is a group presentation provided for the employees of companies experiencing layoff/closure to discuss benefits available to these employees (Career Center, WIA, unemployment benefits, social services, etc).

Summary

Senior Workforce Development Manager Michael Honeycutt is always available to meet with any individual member of City Council or the Council as a whole to offer further information or clarifications as to the above referenced programs. He may be reached at (919) 560-4965 or michael.honeycutt@durhamnc.gov