

# Re-Entry Services Programming Update

**Workforce, Education,  
& Equity Committee Briefing**

**January 9, 2023**

The logo of the City of Dallas, featuring a stylized white 'D' on a dark blue background. Inside the 'D' is a white three-leaf plant. To the left of the 'D' are three horizontal white lines.

**City of Dallas**

Jessica Galleshaw, Director, Office of Community Care  
Joyce Williams, Director, Small Business Center  
Wil McCall, CEO, Dallas Leadership Foundation

# Overview



- Racial Equity Plan Alignment
- Re-Entry Support Lifecycle
- Collaboration Re-Entry Services
- OCC Re-Entry Social Services Projects
- SBC Workforce Re-Entry Initiatives
- Dallas Leadership Foundation



# Re-Entry Racial Equity Plan Alignment



**1. Big Audacious Goal Economic, Workforce, & Community Development Goal:** Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

**Action Target 1.5:** Promote community wellness by increasing access to quality, affordable, nutritious options for food, meals and critical hygiene items by aligning social services, nutrition education, urban agriculture, and financial investments in equity priority areas and other areas with demonstrated needs.

**Action Target: 1.9** Enhance economic vitality for equity priority areas to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.

**Action Target: 1.12** Implement Workforce Dallas with leadership from the Mayor's Workforce Czar to address young adult male residents (18- 24 years of age) from equity priority areas with workforce re-entry skills, FreshStart opportunities, upskilling, and on-the job training employment requirements.

## Relevant **Equity Indicators:**

- 1: Business Establishments, 2: Business Ownership, 4: Labor Force Non-Participation, 5: Unemployment, 6: High-Growth, High-paying Employment, 7: Median Full-Time Income



# Re-Entry Racial Equity Plan Alignment



**5. Big Audacious Goal Public Safety and Wellness:** Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.

**Action Target 5.8:** Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, organizations and work to advance re-entry efforts for justice impacted individuals.

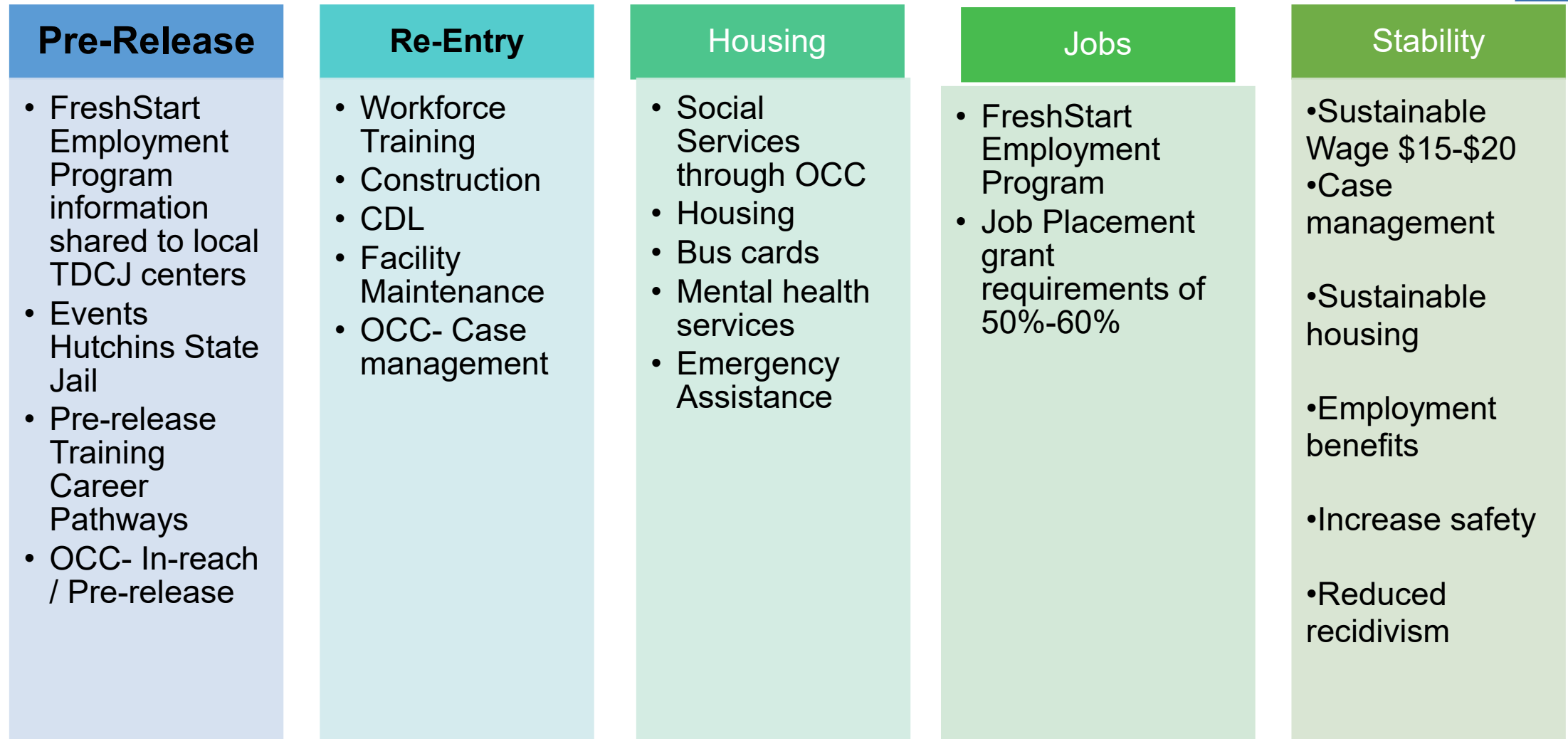
Relevant **Equity Indicators:**

- 40. Fines and Fees, 41. Jail Admissions, 43. Arrests





# Re-Entry Support Lifecycle



# Collaboration Re-Entry Services



**=** OCC and SBC strive to provide a holistic set of services to ensure clients can secure stable housing, job training, stable employment and financial stability

*Additionally, the City of Dallas is part of a National League of Cities cohort and learning group related to re-entry services in collaboration with DPD.*





# Office of Community Care

# Purpose for Re-Entry Services



- Re-Entry Social Services and Wraparound Support

- Case management
- Housing Supports
- Mechanism for identifying and serving individuals who have been recently released from incarceration
- Pre-release or in-reach program components and connections
- In-reach communications
- Income supports
- Emergency Assistance
- Wraparound services
- Employment and job skills trainings (through referrals)





# Summary of Projects - OCC



	Regional Black Contractors Association	Texas Offenders Re-Entry Initiative	Redemption Bridge	Salvation Army
<b>Project</b>	“Second Chance” Program	T.O.R.I.	SDEP – South Dallas Employment Project	Salvation Army Reentry Program
<b>Fund Source</b>	TDCJ	General Fund	(1) TDCJ; (2) General Fund	General Fund
<b>Time Period</b>	2020-2022	2021-2023	(1) 1 year + 2 one-year renewals, 2022-2025; (2) 2022-2024	2022-2024
<b>Contract Amount</b>	\$500,000.00	\$500,000.00	(1) \$500,000.00 + \$250,000.00 + \$250,000.00; (2) \$500,000.00	\$500,000.00



# Regional Black Contractors Association (RBCA)



- RBCA “Second Chance” Program is a comprehensive Workforce Development model that attentively addresses the needs of program participants. To combat recidivism, RBCA places emphasis on not only technical skills training, and job placement assistance but also wrap-around services for ALL backgrounds. The objective is to provide our community with:
  - A workforce development program that increases job opportunities for ex-offenders
  - A pipeline of college certified workers, ready for on-the-job training
  - Excellent support staff to ensure program success
- Note: This agreement was initiated prior to the establishment of the Small Business Center, however SBC now manages workforce and employment related programs.



- Outcomes Targets – Over 2 years:

- 130 participants to received soft skills training – 140 to date ✓
- 125 participants to achieve one or more benchmarks (construction certificate, on the job training, or subsidized employment training) – 113 to date ☆
- 90% of participants will obtain full or part time employment within 90 days of enrollment – 86% to date ☆
- 79% will remain employed for 90 days or longer – Year 1 = 42%; Year 2 = 80% to date ✓
- 75% will remain employed 180 days or longer – Year 1 = 19%; Year 2 = 85% to date ✓
- 25% will show evidence of stable housing – Year 1 = 13%; Year 2 = 5% ✗
- <16% recidivism rate in 24 months = 0% to date ✓
- 90% will complete case management referrals to improve functioning in one or more areas (life skills, life coaching, financial literacy, behavioral health) – 100% to date ✓
- 25% will obtain a State of Texas drivers license (renewed or re-instated) – Year 1 = 4%; Year 2 = 2% ✗

✓ Completed / On track  
☆ At risk  
✗ Not completed/ unlikely



# Texas Offenders Re-Entry Initiative (T.O.R.I.)



- Provides stability and security for returning citizens. Through assistance in the six core components:
  - Employment
  - Education
  - Housing
  - Healthcare
  - Spiritual guidance; and
  - Family unification
- T.O.R.I. addresses the individual needs of the person. The Program is a 12-month rehabilitative program that focuses on empowering participants to achieve their maximum potential. The program culminates in a graduation ceremony at the Potter's House of Dallas.



- Outcomes Target – Over 2 years:

- 80 participants enrolled in program – 130 to date ✓
- 80+ participants offered services (outreached) – 1430 to date ✓
- 80 clients receiving referrals for wrap-around services – 130 to date ✓
- Percentage of participants that secure and maintain housing among those placed/referred
  - 80% with 30-day retention – 100% to date ✓
  - 70% with 60-day retention – 100% to date ✓
  - 60% with 90-day retention – 100% to date ✓
- 70% of enrolled participants employed – 53% to date
- Percentage of participants that retain employment among those placed/referred
  - 80% with 30-day retention – 94% to date ✓
  - 70% with 60-day retention – 83% to date ✓
  - 60% with 90-day retention – 80% to date ✓
- <11% recidivism rate post program – data not yet reported due to timing



Completed / On  
track

At risk

Not completed/  
unlikely



# Redemption Bridge



- South Dallas Employment Project is a collaborative of nonprofit, for-profit, government and community partners, led by Redemption Bridge, to provide a comprehensive set of services and support to justice-impacted residents, targeting southern Dallas.
- Screens and assess each applicant needs using their established application process, prior to referring them to one or more of their partner organizations.
- Clients are provided ongoing case management, as they receive services and support from the partnering organizations.
- Redemption Bridge has a working relationship with the prison system which allows them to connect with individuals coming back to Dallas with post-release training, employment and wraparound services.
- TDCJ funds support clients previously incarcerated in TDCJ facilities
- General funds support Dallas clients not eligible for TDCJ funds



# Redemption Bridge Metrics - TDCJ



- Outcomes Targets:
  - 350 participants to non-duplicated individuals served
  - 350 non-duplicated individuals receiving case management support
  - 350 participants will receive one or more of the following services:
    - Training, including job training
    - Employment
    - Housing
    - Transportation
    - Health, wellness, and recovery
    - Community connectivity
    - Digital literacy
    - Financial literacy
    - Assistance to procure government documents
    - Legal aid



# Redemption Bridge Metrics – General Fund



- Outcomes Targets (over 2 years):
  - 450 participants to non-duplicated individuals served
  - 450 non-duplicated individuals receiving case management support
  - 450 participants will receive one or more of the following services:
    - Training, including job training
    - Employment
    - Housing
    - Transportation
    - Health, wellness, and recovery
    - Community connectivity
    - Digital literacy
    - Financial literacy
    - Assistance to procure government documents
    - Legal aid



# Salvation Army



- The Salvation Army's Re-Entry Program provides case management, housing support, financial assistance, financial literacy classes and employment and job skills training to eligible low-income residents in Dallas County with criminal justice intersection or those who have been recently released from incarceration.
- Services will be delivered by the Employment Specialist and Case Management Specialist who will work together to assist clients in need of stable, permanent housing and sustainable employment.



- Outcomes Targets:

- 100 participants to be recruit for the program
- 90% of clients engaged in case management will complete and income and housing stability plan
- 75% of clients will obtain permanent housing
- 75% of clients who received housing supports and obtained permanent housing will maintain housing for a minimum of six months
- 65% of clients will apply for benefits
- 100% of clients who access emergency financial assistance will receive emergency assistance from the food pantry, utility/rental assistance
- 90% of clients participating in case management services will be provided support services and/or referrals
- 48% of clients who complete the job readiness course or receive individual job coaching will obtain full time, or part time, permanent employment and maintain it for 90 days





# Small Business Center

# Justice Impacted Employment Services



- The following programs are administered through the SBC to support justice impacted individuals to obtain gainful employment and sustainable wages:
  - FreshStart Employment Program (City of Dallas employment)
  - Workforce Intermediary (Dallas Life Foundation)



# FreshStart Employment Program



- Purpose
  - Interrupt the reoccurrence of recidivism & advocate for stable or full-time employment for individuals returning to their communities from incarceration or with non-incarceration infractions while ensuring program and training participants are supported in collaboration with community partners
- Total Hires YTD (October 2022): 118
- Goal: 25% of eligible FreshStart candidates hired FY2023



# FreshStart Employment Program



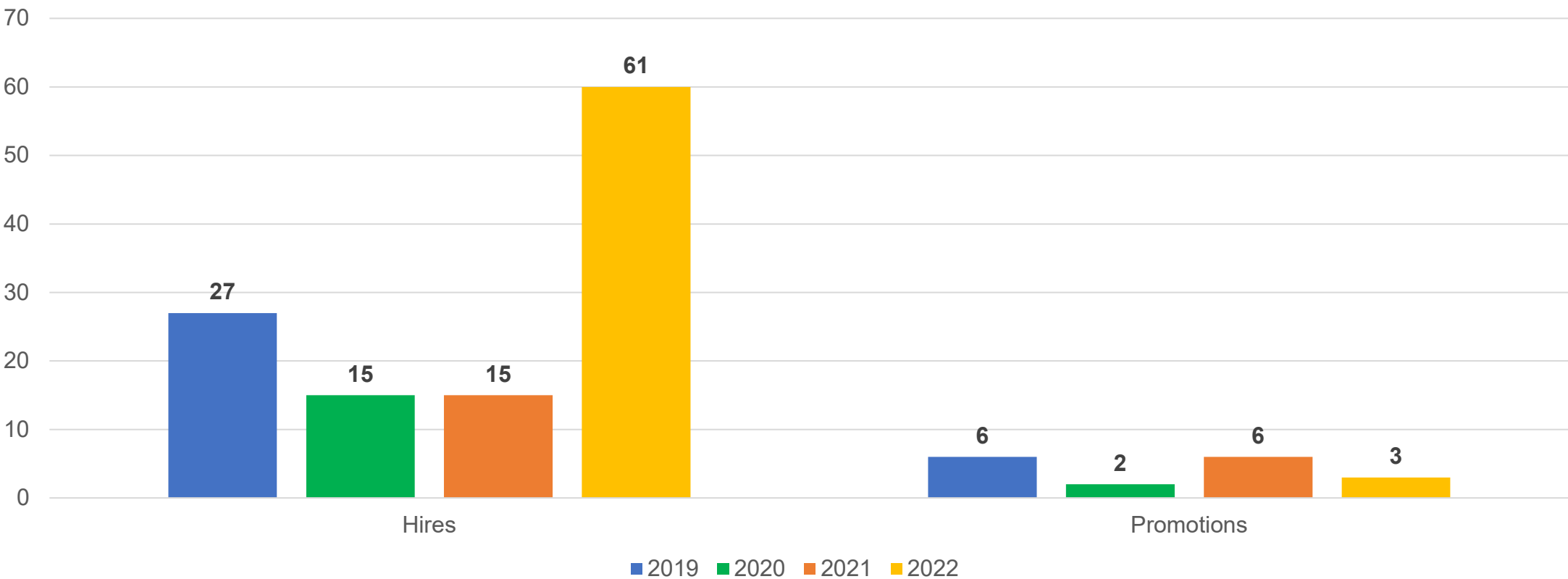
- Progressive Program Modifications
  - Changes to matrix to reduce wait time (2021)
  - Pilot open access to all non-civil service jobs (2021)
  - Modified applicant process to increase pipeline (2022)
  - Implemented access to all non-civil service jobs (2022)
  - Intensive case management for first 12 months of employment (2022)
  - Created centralized repository for storing data (2022)
  - Implemented transition portals for reverse referrals (2022)
    - Referral employment partnership with Dallas Foundation Leadership for applicants who are not hired by the City
    - Enhanced collaboration with Workforce Dallas to conduct on-site prescreening at community events and provide direct referrals for employment and/or workforce training



# FreshStart Employment Program



2019- 2022 FreshStart Hire Data





# FreshStart Employment Program Hires



## City of Dallas FreshStart Program Hires

Contrataciones del Programa Nuevo Comienzo de la Ciudad de Dallas



166

Total Contingent Offers  
Ofertas Contingentes Totales

118

Total Hires  
Contrataciones Totales

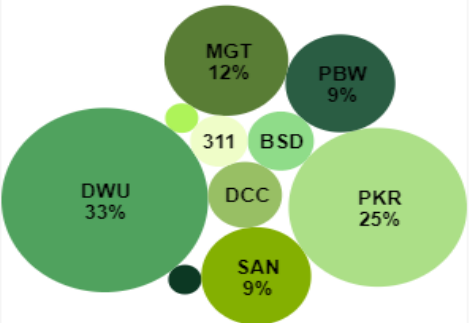
48

Total Not Hired  
Total No Contratado



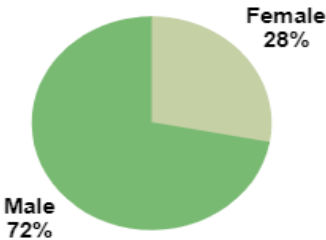
### Hires by Department

Contrataciones por Departamento



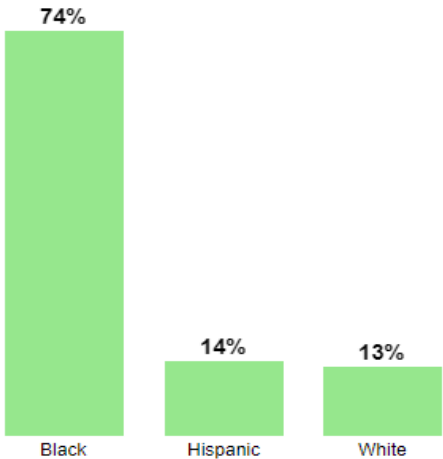
### Hires by Gender

Contrataciones por Género



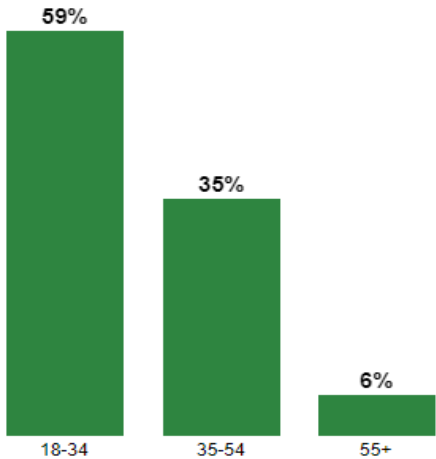
### Hires by Race / Ethnicity

Contrataciones por Raza / Etnicidad



### Hires by Age

Contrataciones por Edad



Data Source: City of Dallas Small Business Center, 12/19/2022. This dashboard was created by the Office Of Data Analytics and Business Intelligence.  
Note: Majority of applicants for jobs under the FreshStart program are African American males.



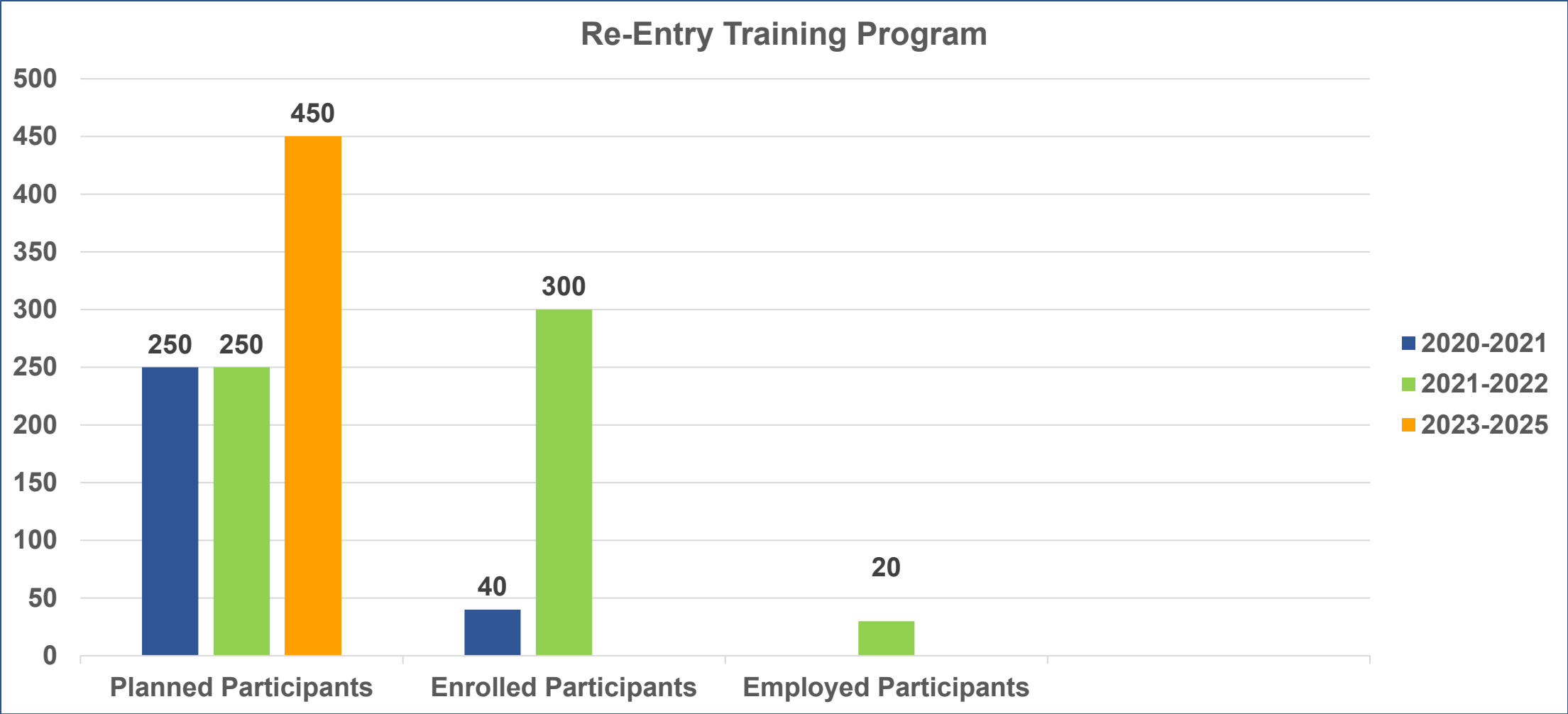
# Summary of Programs & Funding - SBC



	Dallas Leadership Foundation (DLF)	Regional Black Contractors Association (RBCA)	First Step Community Empowerment (FSCE)	Volunteers of America (VOA)
<b>Project</b>	Prepares incarcerated men for successful re-entry through a pre-release focus and workforce training	Provides workforce training to increase job opportunities for justice impacted individuals	Provides job readiness and workforce training to justice impacted individuals	Prepares incarcerated women for transition into society through job readiness
<b>Fund Source</b>	General Fund	TDCJ	General Fund	General Fund
<b>Time Period</b>	2021-2023	2023-2024	2023-2025	2023-2025
<b>Contract Award</b>	\$500,000	\$500,000	\$250,000	\$250,000
<b>Services</b>	Pre-release and workforce training (Facility Maintenance)	Re-entry job readiness and workforce training (Construction)	Re-entry job readiness and workforce training (commercial driver license)	Pre-release job readiness
<b>Participants</b>	500 served/200 trained	100	50	60



# Workforce Re-Entry Training Updates





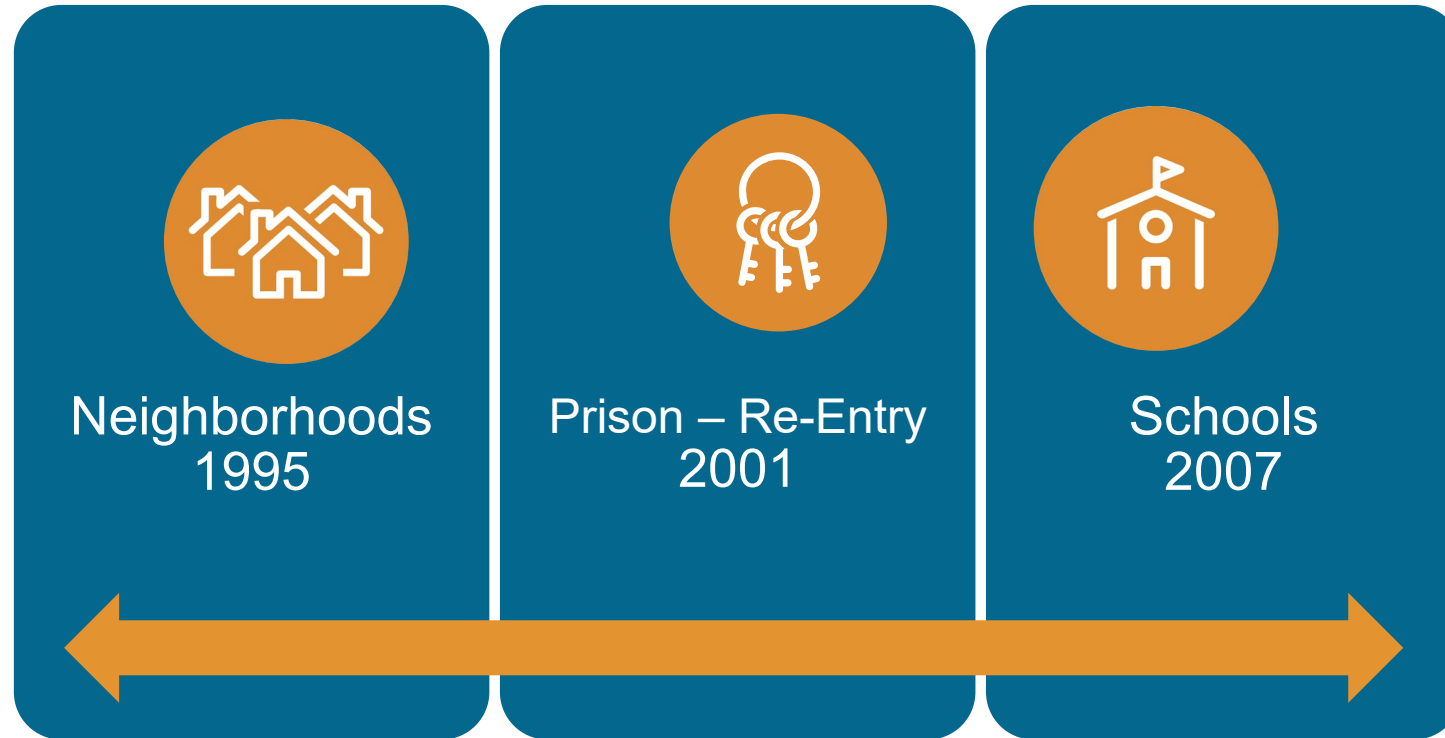
# Dallas Leadership Foundation

# Dallas Leadership Foundation



Mission: To unlock leadership in challenged communities so families in every neighborhood have opportunities to flourish.

*How Do We help families in challenged communities?*







- Workforce Intermediary – Works for and with:
  - The Client – we provide Case Management, pre-employment training/services, Counseling, Housing, Public supports, etc.
  - The Training Institution – Provides eager students with job skills training & certifications to level set their lives after most barriers have been removed
  - The Employer – Provides employees, living-wage career utilizing DLF Team as HR support to increase employee success.



# Dallas Leadership Foundation – Partners



- City of Dallas Small Business Center
- Community-Based Partners
  - ROD Ministries
  - Outcry in the Barrios
  - Austin Street Shelter
  - Dallas College
  - ForgeNow
  - City of Dallas
  - 13 Dallas Neighborhoods
- Private Employers
  - Belmar Logistics
  - Bell Mechanical Services
  - JMEG Electrical Contractors
  - Payne Mechanical Services
  - Facilities Response Group
  - Cornbread Hustle





- **Pre-Release** – Pre-employment training, Documents application, needs assessment, program assessment
- **Phase I** (30 days) - Career assessments/preference, documents obtained, intro to training opportunities, released to housing
- **Phase II** (2-3 months) – tour training facilities/enroll in GED training, begin training (HVAC, electrical, truck driving, facilities management), DLF provides case management throughout
- **Phase III** (4-9 months) graduation, interviews with employers, begin work.
- **Phase IV** (9-12 months) - Case management, provides guidance, support, monthly communications with client and employer



- Recidivism Rate
  - State: 20.3%
  - DLF: 6%; **100% of graduates have NOT returned to prison**
- Average Cost of Incarceration in Texas (4.2 years)\*
  - Per day - \$62.34 (Annual Cost \$22,754.10)
  - Total - \$95,633
- Economic Impact
  - Highest Wage Earning Graduate: \$25.00/hr
  - Lowest Wage Earning Graduate: \$15.00/hr
  - Average Wage Earning Graduate: \$17.42/hr
- Increased Revenues to the local economy
  - Over \$500,000 savings to the state of Texas (cost of incarceration)
  - Over \$840,000 into the economy (salaries of graduates)



# Dallas Leadership Foundation Success Stories



# Next Steps



- Office of Community Care (OCC)
  - Work closely with TDCJ to strengthen local partnerships and in-reach communications opportunities and to ensure alignment of COD programming with TDCJ priorities
  - Work closely with South Dallas Employment Project and Salvation Army to support outreach, referrals, and program growth
  - Strengthen housing referrals and internal knowledge of low-barrier housing options for justice-impacted clients
- Small Business Center (SBC)
  - Increase ability to assess data through the development of a Customer Relationship Management tool
  - Enhance FreshStart dashboard to improve process efficiencies for on-boarding hires and support service requirements
- OCC & SBC
  - Continued collaboration with Dallas Police Department related to in-reach and pre-release efforts





**City of Dallas**

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