



City of Dallas

Economic Development Business & Workforce Inclusion Overview

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Purpose



CTA Roadmap at a glance

Capacity Building Timeline

Objectives and Mantra

Overview of Business & Workforce

Inclusion

- Workforce Development

- Fresh Start

- Small Business Initiatives

- Business Inclusion

Questions



Roadmap at A Glance

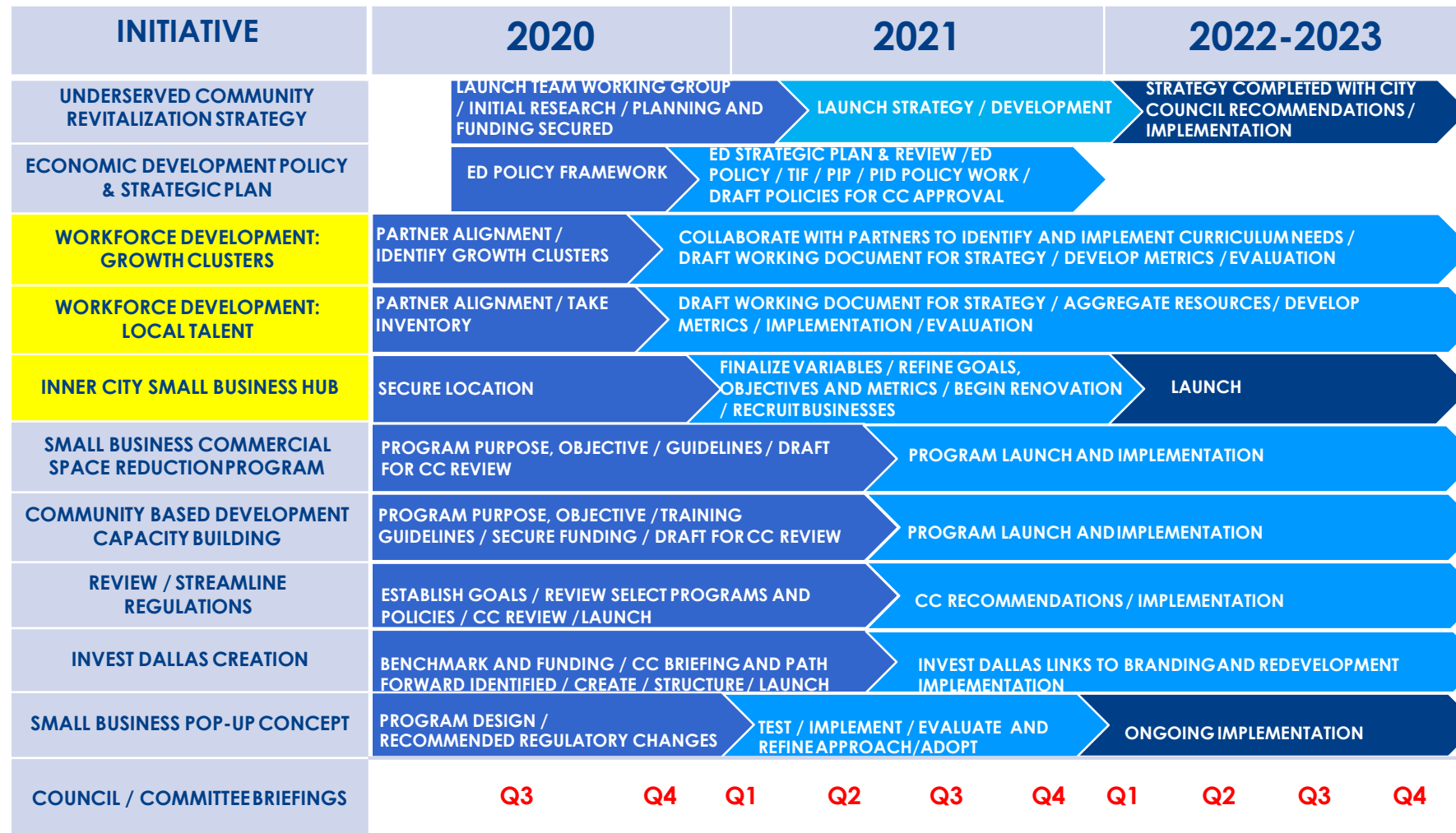


Housing Initiatives (Estimates)	Infrastructure Projects	Transformative Projects	Pilot Initiatives in Support of Social & Economic Growth	Capacity Building in Support of Social & Economic Growth	Resource Development	External Affairs
<ul style="list-style-type: none"> 1,000 affordable housing unit challenge PFC Housing 80% at 50% AMI: 2000 Units PFC Housing Pilot Initiative: City owned land; RFP 500 Units Innovative concepts HFC Housing, LIHTC Credit 1700 Units Site acquisition 300 Units (2) @ 150 Units Each Aligned w/ Community Assets (Commercial Kitchen/Incubator) Housing for Homeless Initiative 900 units Housing Nexus Study Affordable Housing Development Tools Program 	<ul style="list-style-type: none"> Large Scale (>\$10,000,000) Small / Medium Scale (<\$10,000,000) 	<p><u>Physical Projects:</u></p> <ul style="list-style-type: none"> Mall Areas UNT Dallas Area Medical District Urban Core #1 Biotech Initiative <p><u>Development Capacity:</u></p> <ul style="list-style-type: none"> Citywide Comprehensive Plan TOD Plan Hensley Field Redevelopment Plan Reimagine City Development Processes City Parking Code Review Historic Preservation Streamlining Regulations and Processes People Mover Demonstration Parking Code Convention Center Master Plan 	<ul style="list-style-type: none"> Integrated Community Development Project Neighborhood Level Projects (5) Food Desert Pilots Smart Cities Creative Industry Zones 	<ul style="list-style-type: none"> Underserved Community Revitalization Strategy* Economic Development Policy & Strategic Plan Workforce Development: Growth Clusters Workforce Development: Local Talent Inner City Small Business Hub Small Business Commercial Space Reduction Program* Community Based Development Capacity Building Review / Streamlining of Housing and Economic Development Policies and Regulations Invest Dallas Creation* Small Business Pop-Up Concept 	<p><u>Community Regeneration Fund</u>*:</p> <ul style="list-style-type: none"> Affordable Housing Revolving Loan Fund Small Business Revolving Loan Fund Historic Preservation Revolving Loan Fund Underserved Communities Small Businesses HUD Sec 108 Revolving Loan AFHTF Housing Stabilization Fund* 	<ul style="list-style-type: none"> Dallas Vision and Brand* Invest Dallas Creation* Community Relations / Engagement Dashboard Roadmap Evaluation Strategic Partnerships Program and Policy Alignment and Changes Outreach Anchor Institution Economic Development Strategy

NOTE: While not on the initial set of activities, staff will be exploring the creation of an equitable development initiative designed to build the capacity of minority developers. Examining program structure and format using Washing D. C. and Detroit as guides. Staff will also coordinate with the Black and Hispanic Contractor's Association over the next six months as staff works to develop a minority contractor capacity building program that focuses on increasing bonding capacity. This too will be added to the timeline.



Capacity Building In Support of Social and Economic Growth: Timeline



Objectives and Mantra



BUILD CAPACITY

Develop strategic partnerships through intentional, coordinated, and mission-driven efforts aimed at strengthening S/M/WBE businesses to improve their performance and economic impact.

“Intentional outreach yields equitable outcomes!”

WORKFORCE ECOSYSTEM

Work strategically and collectively in targeted areas to equip Dallas residents to thrive in Dallas professionally and financially.

“A system that works together to get Dallas residents to work!”

INCLUSIVE AGENDA

Advocate for the importance of diversity, inclusion, and equity in the awarding of City contracts while providing conditions for growth and development through training, communication, and resource connections for our most neglected communities and citizens.

“Have an equitable and inclusive lens in all we do!”



Workforce Development



Create opportunities to connect Dallas residents to job opportunities in the City of Dallas. **Three areas of focus for this fiscal year:**

- **Local Preference (Dallas First)**
 - A program that assigns up to five points on request for proposals for creating economic return and value to the Dallas economy
 - Examples include: Hiring or employing Dallas residents, locating main office or factory in Dallas, and **supporting workforce programs**
 - To receive the points, a supplier must satisfy one of the following:
 - Proof of principal place of business located in the City of Dallas
 - Proof of local workforce composition including:
 - At least 20% of 100 full-time employees or independent contractors who are Dallas residents
 - **Participation in the City's workforce development program**
 - Connect prime and subcontractors to local non-profit organizations that have workforce development programs
 - Creates opportunities for non-Dallas based companies to participate in the Dallas First program
 - Work with local non-profits to align their workforce development programs City of Dallas contracts by industry
- **Expand The Workforce Training Program**
 - Currently Oak Cliff Works (Healthcare) and City Square (Construction)
 - Additional \$3M in funding to expand the program to include more organizations
 - Develop an outreach strategy to bring awareness to the existing and developing programs
 - Align efforts to focus on the following industries as well as identify emerging industries
 - Construction
 - Healthcare
 - Information Technology
 - Transportation, Logistics, and Distribution
 - Manufacturing & Production
 - Business
- **Southern Dallas Employment Project**
 - Collective and targeted efforts to increase employment and quality of life for individuals returning to or living in South Dallas
 - Focuses on five zip codes in Southern Dallas (75210, 75215, 75216, 75217, and 75228)
 - Brings businesses, educational institutions, workforce agencies, and nonprofits together to provide citizens with nationally recognized certifications and wrap-around services



Workforce Development



FY20-21 Q2 – Q3

Formalize the Dallas First process to:	Status
• Connect non-Dallas vendors competing on City contracts with workforce development partners	In progress
• Track & report Dallas citizens hired through the program	In progress

FY20-21 Q3

Expand the Workforce Training Program	Status
• Develop a marketing strategy to bring awareness to the programs	In progress
• Develop and advertise specifications to expand the program	In progress

FY20-21 Q2 – Q3

Launch the South Dallas Employment Project	Status
✓ Identify businesses that align with targeted industries	Complete
• Finalize invitation letter and send to businesses	In progress
• Finalize marketing and outreach schedule	In progress



Workforce Development – Fresh Start



To create City of Dallas employment opportunities for our returning residents by becoming a bridge to assist with their personal journey to restoration. **Six areas of focus for this fiscal year:**

- Revamp the recruiting and on-boarding process to ensure clients are cleared and hired in a timely manner that meets the hiring needs of our departments
- Identify vacant positions from various departments
- Develop a request for proposals to identify five agencies to work with to receive referrals
 - We receive a number of referrals and applications, but many of the referrals do not qualify for the program
- Host a City of Dallas departmental job fair for Fresh Start clients
- Work with the Office of Community Care to develop bi-monthly brown bag lunch sessions to discuss available resources
- Work with DWU and Risk to explore City transportation to work at sites not on Dart bus lines



Workforce Development – Fresh Start



FY20-21 Q1 – Q2

Revamp the recruiting and on-boarding process	Status
✓ Work with staff to review and revamp the process	Complete
• Meet with HR to finalize the process	In progress
• Meet with CAO and Civil Service to hire clients in Civil Service positions	In progress
Identify vacant positions	Status
• Receive hiring commitments from departments (not PM#s) – 25 jobs	In progress
• Identify training and certification opportunities for growth opportunities	In progress
Develop a bi-monthly brown bag lunch resource session	Status
• Work with the Office of Community Care to develop six sessions	In progress
• Identify training and certification opportunities for growth opportunities	In progress



Workforce Development – Fresh Start



FY20-21 Q2

City of Dallas Job Fair for Fresh Start Clients	Status
• Schedule the day 1 information session	In progress
• Schedule the day 2 interviews	In progress
RFP to identify five agencies	Status
• Develop specifications	Not started

FY20-21 Q3

Identify transportation for DWU Fresh Start clients	Status
• Meet with Risk, Fleet Management, and DWU	Not started

In FY21-22 we will explore plans to expand the Fresh Start program to City of Dallas vendors



Small Business Initiatives



In order to address the lack of awareness of existing business support and capital resources, a collaborative initiative was launched to develop and implement a marketing strategy that educates small/minority/women owned business on the resources that exist in Dallas.

Four areas of focus this fiscal year:

Broadening Urban Investment to Leverage Dallas (B.U.I.L.D.)

- Ecosystem is a collaborative of 400+ business service organizations (BSO) and Community Development Financial Institutions (CDFI) lead by the City of Dallas and the Red Bird Dallas Entrepreneur Center to provide technical assistance and capital to small/minority/women owned businesses primarily located in LMI census tracks

South Dallas Fair Park Opportunity Fund

- To provide loans and grants to promote economic development and support human development initiatives in the neighborhoods surrounding Fair Park

Southern Dallas Investment Fund

- To support small businesses in southern Dallas

Small Business Continuity Fund

- A partnership between the Office of Economic Development, Dallas Development Fund (DDF), and National Development Council (NDC), designed to assist low-to-moderate (LMI) microenterprise business owners (5 or fewer employees) or small businesses with 50 or fewer employees that retain LMI workers within the City of Dallas.
 - Manage the second round of funds and providing technical assistance to those businesses that did not qualify

Inner City Small Business Hub

- To develop a resiliency center that will meet the needs of the inner-city businesses through economic recovery and development by systematically addressing the disparities and barriers that present challenges for minority owned businesses in the Southern Sector



Small Business Initiatives



FY20-21 Q1 – Q2

Continue Standing up B.U.I.L.D.	Status
✓ Create a robust website (dallasbuilds.org)	Complete
✓ Get 50% of BSOs to enter their information in the website portal	Complete
• Finalize the marketing and outreach strategy to business owners	In progress
• Finalize “hand-off” strategy once businesses have been served	In progress
Marketing strategy for Southern Dallas Investment Fund	Status
• Include in the B.U.I.L.D. ecosystem financial training cohorts	In progress
Marketing strategy for South Dallas Fair Park Opportunity Fund	Status
✓ Review 16 NOFA proposal responses to ensure all meet requirements	Complete
• Meet with the SDFPOF board to review	In progress
• Evaluate and award	In Progress
Second round of SMCF	Status
✓ Establish a plan for receipt of the additional funds	Complete
• Develop marketing outreach strategy for new applications	In progress
• Develop a B.U.I.L.D. referral process for those not approved or choose not to accept	In progress



Small Business Initiatives

FY20-21 Q2 – FY21-22 Q2

Inner City Business Hub	Status
• Identify a location and close on lease or sale	In progress
• Identify donation opportunities or subsidies	In progress
• Develop a budget to serve 80 to 100 businesses annually	In progress
• Establish a list of strategic partners to develop in-kind services for build-out, programming, and innovation	In progress
• Procure office furniture and computers	Not started



Business Inclusion



Based on the outcome and recommendations of the availability & disparity study, implement flexible programs that encourage the growth of M/WBEs as well as contracting opportunities. **Five Areas of focus for this fiscal year:**

Availability & Disparity Study Recommendations

- Enhance M/WBE compliance efforts
 - *Develop a specification review team to encourage equity and competition by ensuring barriers are removed and creating opportunities for new competitors*
 - *Perform project site visits to ensure compliance with the business inclusion program (proactive instead of reactive)*
 - *Formalize procedures to monitor prompt payment per Government Code Section 2251.022 (primes pay subs within 10 days of receiving payment from the City)*
 - *Develop formal non-compliance procedures to support prime and subcontractor accountability*
- Diversify Supplier Utilization
 - Establish an owner controlled insurance program to create opportunities for emerging construction companies to work on City projects while increasing competition
 - A policy owned by the City for construction projects designed to cover virtually all liability and loss from the construction project



Business Inclusion



FY20-21 Q1

Set Annual M/WBE Goals	Status
✓ Set annual M/WBE Goals	Complete

Enhance M/WBE Compliance Efforts	Status
• Develop a specification review team	In progress
• Perform regular project site visit audits	In progress
• Prompt payment review	In progress
• Develop formal non-compliance procedures	In progress

FY20-21 Q4

Diversify Supplier Utilization	Status
• Establish an owner controlled insurance program	In progress



Business Inclusion Policy Goals



CONTRACT CATEGORY	CURRENT M/WBE GOALS	UTILIZATION	AVAILABILITY	NEW M/WBE GOALS
A&E	25.60%	32.46%	36.86%	34.00%
Construction	25.00%	27.94%	38.30%	32.00%
Professional Services	36.30%	30.74%	50.92%	38.00%
Other Services	23.80%	39.04%	32.18%	N/A
Goods and Supplies	18.00%	26.60%	41.00%	32.00%





Economic Development

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