



cw/ne



collaborative

Neighborhood Jobs Pipeline Final Report and Implementation Plan

Developed and led by:
Central Woodward/North End Collaborative
with support from
Corporation for a Skilled Workforce

**The CW/NE Collaborative thanks Local Initiatives Support Corporation (LISC) Detroit
for their generous support in developing the Neighborhood Jobs Pipeline plan.**

Additionally, the CW/NE Collaborative and the Corporation for a Skilled Workforce thank the
American Society of Employers for their support in gathering employer needs data.

CONTENTS

EXECUTIVE SUMMARY	4
BACKGROUND & INTRODUCTION.....	6
Talent demand and supply	7
Community employment dilemma	9
Community employment solution	10
PIPELINE CONTEXT: NEIGHBORHOOD JOBS PIPELINE EXEMPLARY PRACTICES.....	11
PIPELINE CONTEXT: OVERVIEW OF RESEARCH FINDINGS	12
Labor market research	12
Neighborhood resident outreach	15
Service provider outreach.....	15
Employer outreach.....	16
Research summary.....	17
PIPELINE STRATEGIC IMPERATIVES.....	18
PIPELINE PLANNING: POTENTIAL AREAS OF FOCUS	18
PIPELINE MISSION & VISION	20
PIPELINE VALUE PROPOSITION	21
PIPELINE DIFFERENTIATION	21
CW/NE NEIGHBORHOOD JOBS PIPELINE IMPLEMENTATION PLAN	23
Overview.....	23
Pipeline objectives and strategies	23
<i>Objective1: Enhance residents' access to local jobs through employer education and outreach...</i>	23
<i>Objective2: Serve as a trusted referral network for residents.....</i>	28
Implementation tables	31
Pipeline Structure and Oversight.....	39
Pipeline Staffing	39
Process Flow	40
Performance Measurement.....	42
Funding Strategy and Sustainability.....	45
CONCLUSION.....	47
APPENDICES TO THE FINAL REPORT	48

Appendix A: Central Woodward/North End Target Area	48
Appendix B: CW/NE Collaborative Membership and Pipeline Task Force Membership.....	49
Appendix C: Neighborhood Jobs Pipeline Examples Neighborhood Jobs Pipeline Model Assumptions	50
Appendix D: Labor Market Research.....	58
LARGEST INDUSTRIES	59
TOP INDUSTRY LOCATION QUOTIENTS	61
OCCUPATION TRENDS BY MAJOR OCCUPATION GROUP	63
SPECIFIC OCCUPATIONS WITH AT LEAST 10 ANNUAL OPENINGS	64
CHARACTERISTICS OF RESIDENT WORKERS	67
COMPARISON OF RESIDENTS AND WORKERS.....	68
WAGES AND INDUSTRY BY AGE OF WORKER	70
WAGES BY INDUSTRY	72
COMMUTE SHED REPORT – WHERE WORKERS ARE EMPLOYED WHO LIVE IN THE SELECTION AREA.....	74
WORK LOCATION BY AGE	74
WORK LOCATION BY WAGES	75
WORK LOCATION BY INDUSTRY	76
Appendix E: Neighborhood Resident Engagement and Input	78
Appendix F: Community-Based Organization Survey Input.....	82
Appendix G: Employer Engagement and Input.....	84
Appendix H: NEIGHBORHOOD JOBS PIPELINE COORDINATOR JOB DESCRIPTION	95
Appendix I: Sample Budget.....	97
Appendix J: Map of Potential Providers of Pipeline Services	98

EXECUTIVE SUMMARY

The Central Woodward/North End Collaborative (“Collaborative”) is focused on creating sustainable neighborhoods of choice filled with a variety of housing options, economic opportunity and a beautiful, safe environment to live, work and play, in the Center of the City of Detroit.

One of the most important building blocks for a sustainable community is the ability for individuals to sustain their families through productive employment. Currently there is a clear disconnect between residents of the Central Woodward/North End target area and employment opportunities both within and around the area. Even CW/NE residents with the training and skills necessary to be good candidates for available job openings are frequently not aware of and/or considered for those job openings.

The Neighborhood Jobs Pipeline is a new model of workforce development service delivery. It leverages local neighborhood support services and community based organizations to create a place-based approach designed to be replicable in other areas. The initial pilot phase of the Pipeline proposes two broad initial strategies:

- First, developing a targeted set of employers who will work with the Pipeline to deepen their local hiring strategies. In the first year, the pipeline anticipates placing 80 – 100 residents in jobs with local employers and preparing many others.
- Second, developing networks and clear pathways for local residents in the Centers for Working Families in the CW/NE area, to link them more effectively to local and regional job opportunities.

The benefits of this place-based Pipeline approach go beyond providing better results for residents searching for jobs. The Pipeline will also:

- deliver a significant social return to the CW/NE community, increasing the stability and sustainability of both businesses and families in the target area.
- clearly articulate the value proposition for local businesses, including:
 - reduction of human resources costs,
 - better connection to employees who have been vetted and demonstrated ready to work,
 - development of local resident champions who frequent, promote and otherwise support local business’ and job providers’ interests,
 - growth of goodwill and partnership with local organizations, and
 - public recognition and positive publicity.

Through the Neighborhood Jobs Pipeline planning process—which examined local labor market information and engaged well over 200 community residents, employers, service providers, and other stakeholders—it became clear that there is great need for place-based collaboration, so that silos

created as a result of both policy and tradition can be dismantled, and a more effective system for neighborhood employment can emerge.

The proposed Neighborhood Jobs Pipeline is a model that systematically harnesses the power of anchor institutions and other businesses, and substantial existing infrastructure investments and workforce development resources to create economic opportunity for low-income people. In so doing, the Pipeline will drive a revitalization strategy and job and community wealth creation strategy that will be replicable in other neighborhoods.

The Pipeline will undertake its charge with a budget of roughly \$250,000 in the first year, with almost half this amount already generously committed from the Detroit Local Initiatives Support Corporation (LISC). The CW/NE Collaborative will seek remaining support from other community stakeholders, including area philanthropic, corporate, government, and other community interests. A mix of revenue generation and other models will help ensure the effort's long-term sustainability.

BACKGROUND & INTRODUCTION

The CW/NE Collaborative is a group of dedicated, trusted, and credible neighborhood based and service organizations operating within the Central Woodward/North End Neighborhood, a roughly six-square mile area in Detroit (see Appendix A for a map of the CW/NE area). These partners understood intuitively that many Detroit residents are qualified for available jobs in and around their community but, for various reasons, struggle to connect to those jobs. The partners understand clearly that their goal of developing a more sustainable community can only be reached if they can successfully create or refine structures and pathways to link neighborhood residents to job training and employment.

The mission of the CW/NE Collaborative is to create sustainable neighborhoods of choice filled with a variety of housing options, economic opportunity and a beautiful, safe environment to live, work and play.

With this in mind, the Collaborative undertook development of a “Neighborhood Jobs Pipeline” implementation plan to develop a clear path for participants take to employment, building upon community assets to ensure that residents are able to access available opportunities and that employers can find and are willing to hire qualified area jobseekers. The concept detailed in this report leverages exemplary practices developed in other national communities to connect low-income neighborhood residents to jobs and career advancement opportunities.

Led by five agencies—Central Detroit Christian CDC, Vanguard CDC, New Center Council, Childcare Coordinating Council of Wayne County/Detroit and Focus: HOPE—the CW/NE Collaborative is particularly well positioned to develop and implement such an effort. Planning began with the launch of a Pipeline Work Group consisting of a variety of agencies and entities that have relevant expertise and/or seem likely to play a role in implementing the Pipeline. A list of Collaborative and Work Group participants is attached as Appendix B.

Following the initial conceptual planning, the Collaborative received financial support from the Local Initiatives Support Corporation (LISC) Detroit and subsequently engaged the Corporation for a Skilled Workforce (CSW) to facilitate and assist with the design of a Neighborhood Jobs Pipeline plan.

CSW conducted demographic and labor research and surveyed and interviewed local employers, neighborhood residents, and service providers in order to develop a baseline understanding of the local context in which the Neighborhood Jobs Pipeline would be designed. In fact, the process engaged nearly 100 businesses, over 120 community residents, and dozens of services providers and community-based organizations. Over the course of several CSW-facilitated sessions, the Collaborative confirmed its intent and refined its approach to establishing a Neighborhood Jobs Pipeline, which will connect many of

the area’s low income and minority neighborhood residents to job and career opportunities within the community and broader multi-county region.

Data revealed that many people currently work in the neighborhood, but a disproportionate number come from outside the community. In fact, only 2.6% of the 22,500 individuals working in the CW/NE Corridor live in the neighborhood and fewer than 7% of neighborhood residents with jobs are employed in the neighborhood.¹

This is despite the fact that CW/NE residents possess the basic qualifications that make them eligible for many jobs demonstrating growth and for which there is a reasonable volume of projected annual job openings.

Talent demand and supply

Data acquired through the research phases of the report development show that, despite concerns over Detroit’s economy, there is and will remain an ongoing need to place workers across multiple education and skill levels. For example, health science and human services are projected to create over 2,600 new jobs in Detroit in the next five years (over 1,700 new jobs in the former and 915 in the latter). New jobs contribute to the total number of annual openings, which also include replacement jobs resulting from natural employment turnover, for example, due to retirement, changes in employer, etc. In fact, annual openings in health science and human services in Detroit alone are projected to be over 1,400 and 1,500 per year respectively.²

Select Employment Clusters in the City of Detroit						
All Education Levels						
Cluster name	2009 jobs	2014 jobs	Change	Openings	Annual openings	2010 hourly earnings
Health science	44,514	46,240	1,726	7,016	1,403	\$24.81
Human services	43,715	44,630	915	7,737	1,547	\$16.59
Government & public admin	16,301	16,289	-12	2,331	466	\$28.96
Education & training	40,482	40,259	-223	6,310	1,262	\$22.16
Hospitality & tourism	58,113	57,453	-660	9,656	1,931	\$17.11

¹ Local Employment Dynamics, 2008 data for Census tracts in neighborhood

² There may be some duplication of jobs in these numbers due to inclusion of similar job types incorporated into the career cluster—the figures should not be added together.

While there is ever-growing demand for workers with higher education credentials, Detroit employers also still have substantial need for workers with less than an associate’s degree. Among the identified career clusters there is great demand for workers with either a post-secondary vocational credential (i.e., less than an associate’s degree) or even lesser qualifications. In fact, an estimated:

- 42% of health science careers require less than an associate’s degree, with greatest need occurring among occupations that require only short-term training. These include jobs like home health aides (the area of greatest employment demand for this career cluster), healthcare support workers, interviewers, and medical equipment preparers.
- 67% of human services careers require less than an associate’s degree, with greatest need occurring among occupations that require only short-term training. These include jobs like child care workers and personal and home care aides.

In government and public affairs, almost 46% of jobs require less than an associate’s degree, as do 39% of education and training jobs.

Select Employment Clusters in the City of Detroit						
Postsecondary Vocational Credential or Less						
Cluster name	2009 jobs	2014 jobs	Change	Openings	Annual openings	2010 hourly earnings
Health science	18,854	19,770	916	3,055	611	\$16.60
Human services	29,419	30,257	838	5,529	1,106	\$13.89
Government & public admin	7,477	7,450	-27	1,131	226	\$22.04
Education & training	16,048	16,541	493	2,999	600	\$10.92
Hospitality & tourism	51,076	50,649	-427	8,716	1,743	\$14.61

CW/NE residents possess the basic qualifications for many of these jobs, which represent just a sampling from a few of the most promising career clusters (others include information technology, arts/communications, transportation-distribution-and-logistics, business management and administration, etc.)

While it is true that Detroiters possess higher education credentials with less frequency than their regional counterparts, a great number possess the fundamental academic attainment and skill levels to qualify for positions in Detroit and the region beyond. In fact, 76% of Detroiters aged 25 or higher have a high school diploma or higher; 34% have a high school diploma or equivalent;; 24% of some college but no degree, and over 18% have an associate's degree or higher. (Source: American Community Survey estimates based on 2005-2009 data.)

Despite the availability of suitable jobs, CW/NE residents face a number of challenges when it comes to successfully competing for available job openings. The Neighborhood Jobs Pipeline will seek to address these challenges head on, creating opportunities for community residents to participate in Detroit and Southeast Michigan's growing and accelerating economic transformation.

Community employment dilemma

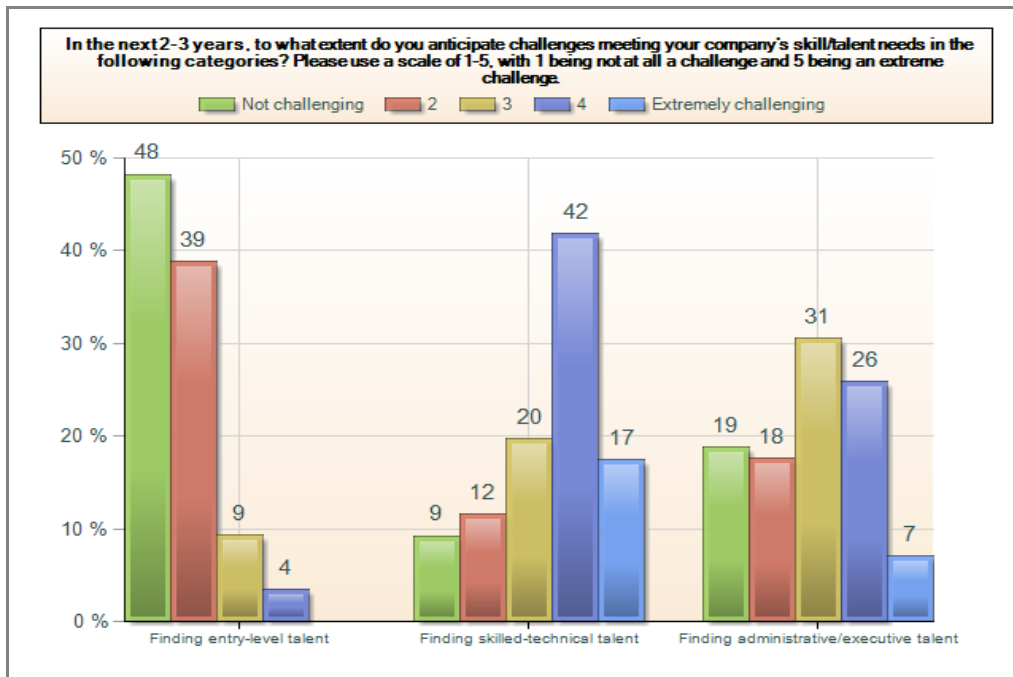
The CW/NE neighborhood (as well as many other neighborhoods in and around Detroit), faces an employment dilemma:

- Even though the regional economy is struggling, some career clusters are continuing to grow and, even in many of the clusters facing decline, there are substantial annual openings. The reality is that there are jobs in the community, in Detroit, and in the greater region beyond.
- Despite the fact that jobs are available, and CW/NE residents could help fill those jobs, the vast majority continue to be filled by workers from outside of the community and, in fact, outside of the city itself.

Survey and other input from community residents explained some of this disconnection, underscoring a lack of information about and relationships with employers as a substantial barrier to obtaining and retaining family sustaining employment. Community members often stated that they were unaware of the qualifications employers wanted or where to find opportunities.

Meanwhile, employers indicated that they have difficulty understanding and planning for their skill needs and employment demands, making it impossible to project how many or what types of employees they would be seeking in the future in order to convey this information to would-be employees. In addition, employers noted that, for the positions they do have available, they often are overwhelmed with applications, yet they continue to struggle to fill specific skill and experience needs, despite many stated commitments to the City of Detroit.

When asked what critical skill gaps employers were finding, common responses included: technical skills, specific experience or industry knowledge, and work ethic and/or customer service. Of the 86 respondents to an online employer survey, more than 42% reported they anticipated having challenges meeting their technical skill needs.



Community employment solution

To address the community's need to better connect with job opportunities, and to help employers find community jobseekers who can meet their identified needs, the Neighborhood Jobs Pipeline will:

- support ready-to-employ neighborhood residents in identifying and qualifying for viable job opportunities and
- support employer needs by identifying quality candidates and streamlining the recruitment, assessment and application process for employers inundated with huge volumes of applications.

The Collaborative envisions the Pipeline as a resource for residents and employers, while leveraging and enhancing existing services and initiatives within and around the neighborhood. This document is an implementation plan to help stakeholders engage more intentionally, deliberately, and with clearer direction in the effort to connect Detroit residents to area jobs.

It is important to note that, while the plan frequently refers to Detroit-based employment, the fundamental goal is to help neighborhood jobseekers connect with jobs throughout Southeast Michigan. While stakeholders prefer a regional job to no job, it is important to understand that long commutes and a lack of public transportation are barriers to some workers finding employment beyond a certain distance. Therefore, it is important to keep Detroit-based employment top-of-mind but not to limit the job-placement and preparation focus to the city exclusively.

PIPELINE CONTEXT: NEIGHBORHOOD JOBS PIPELINE EXEMPLARY PRACTICES

Nationwide there are a number of Neighborhood Jobs Pipeline examples from which to learn. While each pipeline differs in its specific approach, there are some common principles that appear fundamental to their general success. (The findings of the Anne E. Casey Foundation's *Making Connections* work and research were particularly valuable in identifying these principles.) An overview of Pipelines can be found in Appendix C.

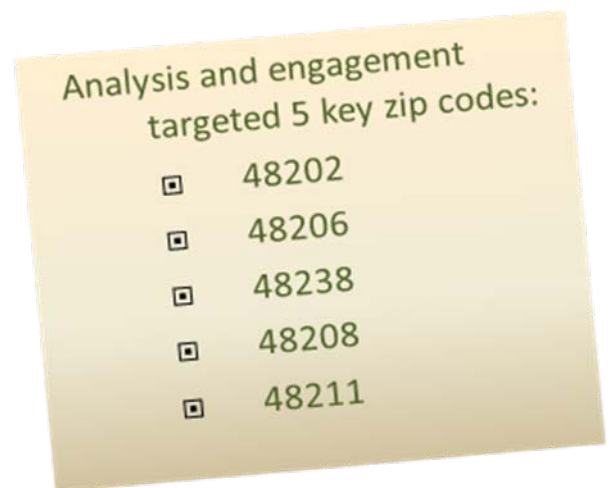
Most critically, Neighborhood Jobs Pipelines focus on serving participants and employers in their own neighborhood and surrounding geographic areas. Jobs Pipelines typically provide training, wrap-around services, and/or other support that help participants find and retain employment. Residents of low income neighborhoods often lack the resources and existing relationships to easily move into quality employment opportunities, so Pipelines aim to create or foster paths these participants might take to employment. Most Pipelines start with the intention to place neighborhood residents into positions with neighborhood employers, though employers also can be located outside the neighborhood.

In addition to focusing on local employment sourcing strategies, Neighborhood Jobs Pipelines typically involve the following general principles:

- *Community engagement:* In order to effectively implement a Neighborhood Jobs Pipeline, partners must work closely with the community, neighborhood employers and other key stakeholders. Community engagement is critical to ensuring that the community members access and utilize services available.
- *Clear pathway to employment:* The central benefit of a Neighborhood Jobs Pipeline is that it streamlines the pathway to employment, making it easier for participants to obtain a job and for employers to find qualified candidates.
- *Small pilot first, then scale:* Many effective Neighborhood Jobs Pipelines have started with smaller pilots to gain momentum and then expanded efforts after obtaining early successes.
- *Dual-customer:* Most Neighborhood Jobs Pipelines work to meet the needs of employers *and* job seekers by utilizing strategies that address both supply and demand sides of workforce challenges.
- *Collaboration:* Neighborhood Jobs Pipelines heavily rely upon the involvement of multiple and diverse partners in order to best serve employers and participants. Typically there are multiple agencies with varied services for which the Pipeline can serve as a hub or distribution point in a neighborhood.
- *Outreach and promotion:* Many Neighborhood Jobs Pipelines conduct outreach and promotion—or advocate—for their participants, employers and values; however, this outreach often takes many different forms. Some Pipelines advocate for local employment sourcing, others advocate for income maintenance and improvement efforts, and still others advocate for economic development policy changes within their community.

PIPELINE CONTEXT: OVERVIEW OF RESEARCH FINDINGS

The first task of the Pipeline planning work involved determining the specific conditions in the CW/NE neighborhood with respect to residents and their connection to jobs, and diagnosing the specific problems which impede neighborhood residents from accessing local jobs. This analysis involved substantial labor market research and engagement with employers, service providers, and community residents.



Labor market research

The CW/NE area is located in portions of five zip codes in the City of Detroit: 48202, 48206, 48238, 48208 and 48211. Labor market research on these zip codes resulted in the following key findings (For full findings see Appendix D)³:

- Employment in nearly all occupations in these zip codes shrank between 2005 and 2010, but growth projections through 2015 are more optimistic.
- There were three major groups of occupations that grew from 2005 to 2010 and will continue to grow: healthcare support occupations, personal care and service occupations, and community and social services occupations.
- As important as overall occupation growth, however, is annual job openings which could emerge from economic growth and due to turnover or retirement.
- Of the 22,543 people who work in the neighborhood, only 602 of them reside there (2.6%). This means that only 6.8% of the 8,858 working residents work at jobs in the neighborhood. This radical misalignment of jobs and residents points to the need for new strategies such as a neighborhood jobs pipeline.
- Residents of the neighborhood have lower wages than the combined set of residents and non-residents—or all workers—employed in the area. 73% of residents earn less than \$3,333 per month, with 30.3% earning \$1,250 or less. In comparison, of all workers in the five zip codes, 45.4% of all workers earn less than \$3,333 per month and only 10.6% earn \$1,250 or less.
- Residents and all (resident and non-resident) workers are typically employed in different industries. 53.3% of all those who work in the area (all workers) are employed in health care and social assistance, compared to just 20.8% of residents in the area. (Health care and social assistance jobs account for at least 10,000 of the jobs occupied by non-resident individuals. This is likely due to the presence of major health care institutions, as well as the State of Michigan’s Detroit offices, within the five zip codes.)

³ Local Employment Dynamics, 2008 data for Census tracts in neighborhood

- Residents of the CW/NE area, on the other hand, are employed in a broader range of industries including: educational services (9.9%), retail trade (9.5%), administration & support, waste management & remediation (9.2%), accommodation and food services (8.6%), and manufacturing (7.1%).

An EmployOn search of jobs within 50 miles of Taylor, Michigan, conducted between August 28, 2010 and September 27, 2010 (30 days) revealed 12,241 job postings within a 50 mile radius. (Taylor is about 17 miles southeast of Detroit. The area is a proxy for Southeast Michigan as a region). EmployOn spiders online job postings and lists them in a single database, keeping each posting for 60 days, regardless of the job status identified in the listing.

- Based on the EmployOn dataset analyzed for the period August 28 – September 27, 2010, 2,485 (20%) of the total identified jobs were posted by Detroit-based employers—that is, the posting listed a Detroit address. Keeping in mind that these postings represent a snapshot in time, the most frequently identified occupational categories were information technology (20%), health care (18%), and science and research (8%). For the region as a whole, the most 3 identified occupational categories were health care (1,934 jobs—16%), information technology (1,822 jobs—15%), engineering (1,036 jobs—8%).

EmployOn Job Postings 50 mile radius from Taylor, MI (8/10-9/10)

	<i>#jobs in Detroit</i>	<i>% of jobs in Detroit</i>	<i># jobs in region</i>	<i>% jobs region</i>
Information Technology	506	20%	1,822	15%
Healthcare	440	18%	1,934	16%
Science and Research	201	8%	376	3%
Sales	131	5%	578	5%
Accounting, Auditing and Purchasing	119	5%	407	3%
Engineering	107	4%	1,036	8%
Education, Training and Library	95	4%	409	3%
Banking and Financial Services	90	4%	661	5%
Human Resources	82	3%	209	2%
Transportation and Warehousing	80	3%	673	5%
Clerical and Administrative Support	76	3%	358	3%
Arts, Design, Entertainment and Media	73	3%	135	1%
Manufacturing and Production	57	2%	401	3%
Other	428	17%	3,263	27%
TOTAL	2485	100%	12,262	100%

NOTE: Retail and grocery made up 825 jobs (7%) in the region, the fourth largest category, but only 50 (2%) in Detroit, so it is grouped with "other." The same is true for restaurant and food services, which made up 545 (4%) of jobs in the region but only 47 (1.8%) in Detroit.

- 9 of the top 25 employers with the most listings in the EmployOn analysis identified their locations as “Detroit,” and had the following employment needs:
 - Ryder System, Inc, a transportation and distribution firm, had postings split primarily between transportation/warehousing (382 postings) and skilled labor/trades (171 postings).
 - General Motors Corporation was looking primarily for information technologists (171 postings) and engineers (133 postings).
 - Saint Joseph Mercy, St. John Health, Henry Ford, and Detroit Medical Center are driving half of the health-related employment in the region (over 1,000 total jobs), and though they are identified as domiciled in **Detroit**, not all of their employment demand is focused there (there are a total of 440 health jobs in the city counting all employers). The four health systems’ next biggest employment need was information technology (419 total jobs), followed by restaurant and food service (261 jobs), and science and research (212 jobs).
 - Wayne State University’s areas of highest demand were for scientists and researchers (158 postings) and education/training/library (51 postings).
 - Deloitte’s hiring interests were highly concentrated in information technology (72 postings) and human resources (41 postings), while Cyberscientific is concentrated in information technology (62 postings) and engineering (17postings).

Top 25 employers (50 mile radius from Taylor, MI)	
*Highlights indicate a primary posting address identified in Detroit	
RYDER SYSTEM, INC.	566
GENERAL MOTORS CORPORATION	453
THE UNIVERSITY OF MICHIGAN	369
ALTAIR ENGINEERING, INC.	337
SAINT JOSEPH MERCY HEALTH SYSTEM	297
PIZZA HUT, INC.	289
ST. JOHN HEALTH SYSTEM	266
WAYNE STATE UNIVERSITY	250
KELLY SERVICES, INC.	234
HENRY FORD HEALTH SYSTEM	222
MANOR CARE, INC.	202
AT&T INC.	182
HEARTLAND HEALTH SYSTEM INC	177
UNIVERSAL STUDIOS, INC.	169
DELOITTE TOUCHE TOHMATSU	154
SEARS, ROEBUCK AND CO.	131
DETROIT MEDICAL CENTER	118
CYBERSCIENTIFIC	110
PNC GLOBAL INVESTMENT SERVICING INC	105
CHILDTIME	85

Neighborhood resident outreach

In order to permit a better diagnosis of the “supply” side of the labor market in the CW/NE area, CSW and the Collaborative surveyed over 120 residents regarding their job experiences and employment-related needs. The intent of this survey was to identify problems that neighborhood residents have accessing local and other jobs, thus allowing a better identification of the best starting points for the pipeline. The following is an overview of key information gained from these surveys⁴:

- Basic skills and/or educational attainment are a barrier for the majority of the population (at least 61%) surveyed.
- Most of the respondents (61%) are currently unemployed and more than half of respondents had been unemployed for more than a year.
- Respondents indicated that, in the past, they have found job skills training, interview training and resume writing services to be helpful. They reported that they would anticipate finding the following services helpful in the future:
 - Job/Skill Training
 - Transportation and child care assistance
 - Leadership/Management Training
 - Career Search, interview and resume writing support
 - Networking events
 - Apprenticeship or co-op programs
- Residents indicate that they typically find out about local job opportunities through the internet (66%), newspaper (65%), and friends or relatives (56%).
- When asked what a Neighborhood Jobs Pipeline could offer to help them find good jobs or move into career pathways, the most frequently identified services were the following:
 - Inform residents about jobs and training
 - Create more local jobs
 - Offer job search support
 - Support skill building and training

A more detailed review of neighborhood survey responses, together with a copy of the survey tool, is included in Appendix E.

Service provider outreach

Early in the Pipeline planning process, CSW conducted a short survey of service providers in or serving the neighborhood area to refine the taskforce’s definition of “reasonably employable” participants as the initial target population, and to better identify potential Phase One services and contributing

⁴ While the responses collected are considered to be reasonably representative of the community, CSW also analyzed census data to minimize the effect of any response bias or skewed sampling. An analysis of the survey respondents’ demographics indicates that these responses appear consistent with census data. However, these responses should not be considered “statistically significant,” but rather reflective of a point-in-time snapshot of input from a particular subset of residents.

organizations (See Appendix F). The survey sought to articulate the characteristics of potential pipeline participants, so that the Pipeline could more appropriately build outreach and engagement strategies for these individuals. Respondents indicated that certain characteristics would likely signal a good fit for Phase One activities, including some work experience, basic skills, demonstrable motivation to work, and employability and interpersonal skills. Further, responding organizations indicated that individuals struggling with chemical dependency, low basic skills and a lack of reliable transportation were likely not a best fit for the first phase of the Pipeline.

When asked which organizations in the region were likely to be well-positioned to support Pipeline participant outreach, respondents indicated groups or neighborhoods in the CW/NE area, Community Development Corporations, Michigan Works! Agencies, Faith Based Organizations, and Community Based Organizations. Survey completers also suggested a the Pipeline consider including organizations who could provide a range of services, including occupational training or transportation support, child care, case management, job retention, advocacy/awareness-raising and other navigational services.

Lastly, respondents were asked to respond to an initial set of areas of focus that the Pipeline Taskforce had identified as potential goals, but not yet narrowed. Respondents overwhelmingly indicated that employer outreach and promotion (advocacy) was a key component of the initial phase of the Pipeline and suggested that subsequent phases should focus on coordination and “dot-connection” across supports and services. These results were both helpful community input that guided subsequent planning sessions of the Taskforce, as well as validation of the final choices made by the Taskforce on the goals and activities of the Pipeline.

Employer outreach

A fourth important set of information developed for planning the pipeline was “demand” side information – determining employer hiring needs, as well as barriers which employers in and around the CW/NE area perceive to hiring residents of the CW/NE area (Appendix G). For this purpose, employers in the CW/NE neighborhoods, as well as in the City of Detroit and the broader Detroit metropolitan area were surveyed and/or interviewed directly for their input. Employers were asked about their current and projected hiring outlook, their workforce needs, and how community partners might offer beneficial services to meet these needs. Key insights gained from their responses are set forth below:

- Many or most employers do not have a ready or robust analysis of their hiring projections. The majority were unable to speak in great detail about specific occupational skills needed in the future, or the timing of these needs.
- Uncertainty was a key theme: the economic outlook creates budget uncertainty and results in conservative hiring.
- Most employers report that they largely do their own hiring and outreach/recruitment. Word-of-mouth is by far the most common way to find workers, followed by online/newspaper postings and college or university partners.

- Nearly all employers said that they prioritize hiring a diverse workforce, and approximately half reported that they feel it is important to hire workers specifically from Detroit.
- Employers report wanting to invest in their own workforce. Several noted internal training/advancement programs that have shown success but which lost funding due to budget cuts.
- Given the current economic environment and high rate of unemployment in Michigan, nearly all respondents indicated that finding well-qualified entry-level employees is “not at all or hardly” challenging. They commonly complained of receiving an overwhelming number of applications per job posting, particularly for entry-level positions. Some employers did indicate that certain (highly specific) subsets of skills/credentials can be difficult to fill.
- The most common community-based workforce services that employers report currently using are help with recruitment and screening.
- Many employers indicate that they find it challenging to sort through all the available resources in order to connect with the right partner for the right support in workforce development matters.
- Employers frequently indicated they would like to see the following services from the Pipeline:
 - Services to enhance workers’ skills and productivity through supports that offer occupational training and/or support services for current employees
 - Services to connect employers to qualified employees
 - A “single point of entry” into the array of services available to employers and workers in the community (help knowing what’s available and how to access it)
 - Comprehensive (training/support) programs that address collective employer needs and help individuals succeed.

Research summary

The four strands of research summarized above (best practices, local market analysis, resident and employer research) provided several key insights that proved foundational for the development of this Pipeline Implementation Plan:

- *As the Collaborative suspected from its work on the ground in the CW/NE neighborhoods, there is a radical disconnect between neighborhood residents and neighborhood jobs. The Collaborative believes that this disconnect is, at least in significant part, an equity issue—low-income, minority residents are excluded from both local and regional opportunity because of their lack of connection to and preparation for these opportunities.*
- *No one else is focused on this type of “connecting the dots” work in the CW/NE area—developing the needed connection between employers and local residents who are well-prepared for job opportunities.*
- *The task of the Pipeline is daunting—initial efforts may therefore appear to be incremental, but are needed in order to build momentum and credibility for the pipeline.*

PIPELINE STRATEGIC IMPERATIVES

During the strategic planning process, the Pipeline Task Force carefully reviewed the research and outreach findings summarized above, and discussed the implications of these findings in depth. Based on this input and their knowledge of their own capacities, experiences and expertise with local neighborhood residents, the work group identified the following set of strategic imperatives, which helped to guide the development of this Pipeline Implementation Plan:

- The Pipeline should reflect a **dual-customer approach**, focused on meeting the needs of both employers and neighborhood residents.
- The Pipeline should focus on achieving some **early wins**, and so should target residents who are “**reasonably employable**.” Targeted customers might be unemployed or underemployed with sufficient basic skills, some employment skills and a demonstrable desire to work. The initial phase of the Pipeline, then, should **not initially target individuals with more substantial barriers to work** such as a chemical dependency, felony conviction, or nonexistent work history.
- The best way to reach these individuals is through **existing CW/NE organizations**, including community development corporations, community-based organizations, faith-based organizations, or Michigan Works! Agencies.
- The types of **supports and services** these reasonably employable participants most likely will need include occupational training, transportation and/or child care support, outreach/awareness-raising with employers, case management, help navigating existing services and agencies, job networks and mentoring, job retention.
- Services should be **convenient to residents**, focused on steering them toward jobs and training that are likely to help secure a decent wage.
- Services provided by the pipeline should be **relevant to the existing employment opportunities** in and around the neighborhood, or should relate to an identified growth sector in Southeast Michigan.
- The Pipeline services should be **sustainable**—realistic, feasible and doable with the potential for institutionalization or other sustaining support.
- The Pipeline should be designed to yield **measurable outcomes**, though recognizing the importance of intangible but high-impact outcomes that will bear more tangible fruit over time.

PIPELINE PLANNING: POTENTIAL AREAS OF FOCUS

Based on the research and analysis conducted by CSW, and on these strategic imperatives, several possible areas of focus for the Pipeline emerged. These areas of focus seemed well-positioned to allow achievement of momentum and credibility through some early wins, as well as a foundation for the Pipeline to broaden its impact over time by building on initial efforts and successes.

- **Ensuring workers have good access to local jobs through a proactive approach to brokering and referral to employers and job-readiness initiatives and resources.** Strategies may include:
 - Brokering connections for residents with local job opportunities.
 - Raising awareness among employers of the local workforce available.

- Providing information to employers on resources to support hiring.
 - Developing “community benefits agreements” with employers.
 - Cultivating employer champions for these local workforce investment efforts.
- **Serving as a trusted referral network to help workers connect with and compete effectively for available jobs.** Strategies may include:
 - Tracking available jobs and helping residents prepare for and connect to these opportunities.
 - Mapping a clear, accessible network of supportive services available (delivery could be online, workshops, individual referrals, etc.)
 - Brokering partnerships with educational facilities to build pathways for residents to obtain the skills needed by employers.
 - Connecting neighborhood jobseekers to services and resources available through major regional efforts (like Living Cities, Workforce Information Network [WIN], anchor institutions initiatives, etc.)
 - **Offering case management services** (“fundamental guidance on how to manage work and life”) to help meet each individual where they are and connect them with the supports needed. Strategies might include:
 - Career coaching and counseling services to help workers identify, enter, and succeed in a career pathway.
 - Barrier assessment and referral support to appropriate community partners.
 - **Helping (incumbent) neighborhood residents employed in entry-level jobs to advance along a career path.** Strategies may include:
 - Working with employers to identify and support neighborhood residents’ job growth needs.
 - Engaging a neighborhood peer network to share information, mentoring, supports, etc.
 - Brokering agreements with employers to fill opening entry-level positions with neighborhood residents.
 - Preparing chronically unemployed (harder-to-employ) residents for opening entry-level positions.

The CW/NE Pipeline workgroup explored these four potential areas of focus. Work group members discussed the feasibility of each, rated their potential impact, and reviewed the capacity of Pipeline partners to provide relevant services. The result was the decision to focus Phase I of the Pipeline on:

- **Ensuring workers have good access to local jobs through developing a strong cadre of employer partners through employer education and proactive engagement with a few key firms;** and
- **Serving as a trusted referral network to help workers connect with and compete effectively for available jobs.** The Pipeline projects that Phase II will focus on *helping neighborhood residents employed in entry-level jobs to advance along a career path.* These goals and the implementation plan created to meet them are outlined in more detail later in this report under Pipeline Implementation Plan.

The CW/NE Collaborative anticipates beginning to implement the plan immediately. The Collaborative expects to begin implementing Phase I in second quarter 2011 and Phase II in July of 2012. While the Collaborative will initially begin with these two phases, additional phases and other adjustments will be added once initial successes have been obtained.

Objective	Anticipated Timeframe
Phase I	
Objective 1: Enhance Residents’ Access to Local Jobs through Employers	Months 1 – 12
Strategy: Build Relationships and Credibility with a Set of Key Employer Institutions	Months 1 – 12
Strategy: Help Employers Better Identify, Understand and Meet their Long-Term Workforce Needs	Months 1 – 12
Objective 2: Serve as a Trusted Referral Network for Residents	Months 1 – 24
Strategy: Engage and Refer Residents to Opportunities with Partner Employers	Months 1 – 12
Strategy: Help Residents Identify and Navigate Services and Resources to Prepare for, Retain, and Advance in Local Jobs	Months 1 – 24
Phase II	
Objective: Support Neighborhood Incumbent Workers’ Career Advancement	Months 18 – 36

PIPELINE MISSION & VISION

The CW/NE Neighborhood Jobs Pipeline aims to be a trusted resource for community residents and employers, leveraging neighborhood resources made available through a network of partners and relationships with employers to help residents find and succeed in local jobs. Ultimately, the Pipeline will result in *more employed residents and more productive firms, resulting in a better quality of life and*

more prosperity in the community. It will do this in the first phase by fostering committed, mutually-beneficial partnerships with employers who recognize the value of employing neighborhood residents and support their advancement over time, and by aligning CW/NE stakeholders, services, and resources to help residents prepare for and achieve good jobs. It will do this in the second phase by emphasizing advancement of incumbent workers through alignment with community services providers who will offer planning, assessment, education, training and other advancement support upon referral from the Pipeline.

PIPELINE VALUE PROPOSITION

The CW/NE Neighborhood Jobs Pipeline will help residents who are looking for employment, while also supporting employers in understanding and meeting their business needs. The Pipeline will offer a unified neighborhood jobs approach—offering guidance both on how to qualify for and connect with jobs, as well as where to find good employees to fill them.

The intention is a win/win proposition for the two primary targeted audiences—employers and CW/NE employees. In addition to helping local residents and employers better find each other, the Pipeline will offer support to each. For residents, this includes connecting them with services to support job preparation, retention and advancement. For employers, this includes a focus on education regarding the benefits of local resident hiring and help identifying and addressing their immediate and long-term talent needs. The Pipeline will promote and develop the economic and social value of community-based employment practices.

Specific areas of value-add for employers include:

- Local hiring supports the local economy, which in turn supports business growth and prosperity, earns community goodwill, and has potential ancillary impacts on safety and security for the business;
- The existing network (of Pipeline providers) has relevant knowledge, relationships, and ability to support local workers' success; and
- The Pipeline will offer a high level of responsiveness and commitment to addressing employers' specific needs.

For local residents, the value of the Pipeline will be increased understanding of the pathway to local jobs, access to local networks and information, and better preparation for competing for local jobs.

Finally, participation in a Neighborhood Jobs Pipeline can enable area community based organizations to further their impact, including the development of trusted relationships with local employers, and improved access to jobs for the neighborhood residents whom they serve.

PIPELINE DIFFERENTIATION

The pipeline must become adept at differentiating itself and helping to clarify how it adds value to the existing Detroit workforce-development infrastructure. DWDD and other regional Michigan Works!

Agencies, for example, already serve thousands of workers seeking jobs in the Detroit area. The agencies provide assessment, refer people to training and jobs, and provide many of the various services that the jobs pipeline seeks to provide, and they have lots of experience in doing so. Meanwhile, large area employers are clamoring for fewer points of contact to help them navigate the complex workforce development system, not additional organizations competing to place workers into jobs.

The pipeline will address these concerns primarily in the two following ways:

- **The pipeline will concentrate on providing a high level of service to a few employers in the Detroit area.** The pipeline does not intend to serve every employer in the Detroit area. Rather, it is committed to seeking out a diverse (in terms of size and industry) set of employers that are committed to hiring local Detroit residents. The pipeline will emphasize serving fewer employers exceptionally well with a place-based approach, striving to reverse trends that show workers outside of Detroit are placed more frequently and at higher pay rates than local residents. In preparing its implementation plan, the pipeline consulted with nearly 100 employers, either through executive interviews or surveys; several indicated a need for (and interest in) working with the pipeline.
- **The pipeline will collaborate with partners, including Michigan Works! Agencies, community colleges, and various local and regional initiatives to provide a higher level of coordination and service for employers and jobseekers,** not “compete” to place workers into area jobs. The pipeline will act as a place-based concierge or broker within a complex system, helping to convene, coordinate, align, and connect resources, rather than leaving employers to fend for themselves to understand what can help them, when, where, how, and why. In fact, the pipeline will leverage many of the resources and tools available to area partners, including the Centers for Working Families, DWDD, and others, to make strong referrals and provide support for area employers and jobseekers. It also will help jobseekers connect to and benefit from major regional efforts (e.g., Workforce Innovations Network) to better align regional workforce-development stakeholders in support of employers and worker readiness.

CW/NE NEIGHBORHOOD JOBS PIPELINE IMPLEMENTATION PLAN

Overview

The Neighborhood Jobs Pipeline will be implemented in phases, with the first eighteen months focused on two primary goals: (1) Enhancing residents’ access to local jobs through employer outreach and education, and (2) Serving as a trusted referral network for residents. This phased approach will allow the Pipeline to focus on developing credibility and recognition through early wins, and to expand upon demonstrated successful practices. Initially, the Pipeline will focus on building relationships with key employer institutions to identify, project, understand and/or meet their workforce needs, while simultaneously helping local job seekers connect with identified employment opportunities.

The initial target audience for the Neighborhood Jobs Pipeline is both a) current and prospective employers in CW/NE area or within a reasonable commuting distance; and b) job-seeking neighborhood residents.

The Pipeline will begin with residents already engaged in community-based initiatives. Key partners will be CW/NE lead agencies, the two Centers for Working Families located in the CW/NE area, and other community or neighborhood based organizations. During this first phase, the Pipeline will focus on residents who are “reasonably employable.” Targeted customers will likely be underemployed or unemployed with a demonstrable desire to work, some occupational experience and skills, employment and interpersonal skills, a high school diploma or equivalent with basic skills, and actively seeking employment.

Pipeline objectives and strategies

The first phase of the pipeline will focus on the two objectives described in detail below:

Objective 1: Enhance residents’ access to local jobs through employer education and outreach.

Strategies:

- | |
|--|
| <ul style="list-style-type: none">A. Build relationships and credibility with a set of key employer institutions.B. Advocate and raise awareness and understanding among employers regarding the benefits of hiring locallyC. Help employers better identify, understand and meet their long-term workforce needs. |
|--|

The first objective of the Neighborhood Jobs Pipeline focuses on the “demand” side of the employment equation through a targeted strategy of employer outreach and relationship building. This objective encompasses three key strategies:

- Work closely with a small number of key employers to develop a core group of employer “advisors” and “champions” for the initiative.
- Raise awareness among employers of the advantages of hiring from the locally available workforce pool.
- Provide trending and forecasting services to employers and information on resources to support training and hiring, in return for an agreement to fill a certain quantity of available jobs with local residents.

A. Work closely with a small number of employers

To increase the ability of local residents to access local job opportunities, the CW/NE Collaborative will conduct outreach and awareness directly with local employers on behalf of local job seekers, initially focusing on building relationships and credibility with a subset of key employer institutions. The CW/NE Collaborative will endeavor to identify and broker job opportunities by providing local employer partners with resources and information to help them meet their workforce needs, beginning with connections to qualified, locally-based workers. The Pipeline also will explore ways to provide employers with information and analysis of their long-term skill needs, including subsidized consultation with workforce analysis experts, as an incentive for participation.

Sequencing

Key steps to implementing this strategy include:

- Further develop the value proposition for the “early Pipeline adopter” employers, and prepare draft marketing materials and talking points.
- Identify a narrow set of employers (2-3 at the outset, growing to 5-8 total in the first year) to target for this early adoption phase. This will allow for a higher level of service to a smaller number of trusted partners, and it makes “experimentation” and “testing” possible before rolling this approach out to a greater number of employers.
 - Include a range of sizes, so small, medium and large businesses are involved in the Pipeline, and ensure each business reflects:
 - A significant amount of anticipated annual openings;
 - Multiple current openings;
 - A commitment to Detroit and/or diversity in the workforce;
 - Positions for a range of skills, with many openings in entry and mid-skill levels;
 - A demonstrated willingness to engage with community organizations; and
 - Involvement in a field/industry with anticipated growth.
 - Based on CSW’s outreach and engagement with employers, a group of employers was identified as initial targets due to their fit with the emerging sectors analysis and their apparent open-mindedness and willingness to experiment and innovate, as well as a commitment to Detroit and the CW/NE neighborhood.

- Develop relationships with these early adopters and discuss the possibility of pipeline participation, including:
 - Data and intelligence sharing (including job postings)
 - Job candidate profiles
 - Ideal candidate resumes
 - Ideal assessment or credentialing
 - Sharing funding responsibilities for employment or training-related expenses
 - Cost of assessments/credentials
 - On-the-job training, paid internships
 - Strategies to support employees during retention stages (including leased employees) and eventually training, education, and other advancement stages

Local employers appear to be at different stages of “readiness” for engagement in the Pipeline. During the outreach and engagement phase, employers expressed a range of willingness to immediately engage deeply with the Pipeline. Further, while some employers in the Central Woodward/North End community appear to have a good sense of their short- and/or long-term employment needs, many appeared challenged to clearly articulate their skills needs outlook. The initial focus of the Pipeline will be to identify employers with an initial sense of their near-to-long-term jobs expectations, along with a commitment to helping the Neighborhood Jobs Pipeline fulfill its mission.

Resources Needed

This strategy will be led by a Pipeline Coordinator, to be hired to staff the Pipeline’s first phase. The Pipeline Coordinator will be supported by an Employer Outreach Team, comprised of lead Collaborative agencies and other key workgroup members such as the Detroit Workforce Development Department, the Detroit Economic Growth Corporation, the two Centers for Working Families located in the target area, and the Detroit Regional Chamber.

The Employer Outreach Team will provide strategic oversight for the Pipeline’s employer outreach and awareness efforts. Initially, this team will articulate the value proposition of the Pipeline for employers, and the Pipeline Coordinator will develop and disseminate related communication materials illustrating this Pipeline value-add. The Employer Outreach Team will continuously identify and engage key employers through their daily activities within their own organizational roles, as well as through Pipeline- specific outreach activities. Each quarter, the Employer Outreach Team will endeavor to add an additional one to two employers to the Pipeline partnership. New businesses moving to the neighborhood or starting up in the neighborhood will be targeted through the Detroit Economic Growth Corporation for outreach and awareness regarding hiring local residents.

As employers are engaged into the Pipeline partnership, the goal of the Employer Outreach Team will be to develop a non-binding letter of intent between the Pipeline and the employer that addresses some or all of the following elements:

Employer commitments

- A process to share data on short- and long-term employment needs;
- Immediate updates on new employment opportunities and job vacancies;
- Descriptions of ideal job candidate profiles;
- A goal to hire locally—particularly focused on Pipeline-identified candidates;
- Exploration of alternative hiring opportunities, including job-related experiences like On-the-Job Training, temporary/transitional jobs, and apprenticeships; and
- Share ongoing Pipeline employee performance data for tracking and development.

Pipeline commitments

- Descriptions of job-seekers within the Pipeline that might meet employer needs;
- Careful screening and assessment of Pipeline job-seekers through partner organizations such as the Centers for Working Families;
- Support to Pipeline job-seekers ensuring they are ready to work and have access to support services during employment; and
- Help identifying, projecting, understanding, and meeting workforce skills needs.

Pipeline Principles

Many Pipelines ascribe to a set of guidelines to which partners are asked to adhere in order to participate. Such guidelines for the Pipeline might include:

- *Open collaboration:* Partners should have a willingness and desire to openly share information, tools and resources with the Neighborhood Jobs Pipeline and its partners, in service of the Pipeline goals.
- *Provide accurate data:* An up-to-date, accurate database with participant and employer information is critical to the success of the CW/NE Collaborative Neighborhood Jobs Pipeline. Pipeline partners should agree to provide the Pipeline Coordinator with data and information related to participants and services in a timely fashion.
- *Long-term commitment:* Pipeline partners should make a long-term commitment to the Neighborhood Jobs Pipeline to ensure that the pipeline continuously improves, is sustainable, and continues to meet resident and employers' needs.
- *Work closely with the pipeline coordinator:* Pipeline partners should make efforts to work closely with the Pipeline Coordinator to ensure that their contributions are being used effectively. This includes working with the Pipeline Coordinator to administer tailored assessments, to deliver

Pipeline orientation sessions, sharing available service information for publications, and communicating information and case notes on Pipeline participants.

Specific elements of shared responsibility and commitments will be discussed and agreed upon with each partner. Elements to discuss with employers might include:

- Key point of contact
- Regular engagement/communication strategy
- Intelligence sharing agreement, including anticipated job openings and desired qualifications
- Description of process for screening, profiling, and presenting candidates
- Description of process for supporting employment candidates in job-readiness/retention/advancement strategies

It is anticipated that employer commitments will be developed on an individual basis with employers in order to accommodate the different needs and interests of employers and the Pipeline.

Throughout Pipeline implementation, the Employer Outreach team will need to assess employer satisfaction with the Pipeline job seekers with whom they have interacted, as well as the overall level of commitment and engagement demonstrated by employers. This feedback will provide critical information for the Neighborhood Jobs Pipeline partners providing supports to Pipeline job seekers.

B. Raise awareness and among employers regarding the benefits of hiring locally

This activity involves educating employers regarding the benefits of hiring CW/NE residents, reinforcing and making the case for the benefits of hiring local residents. Key steps include:

- Developing marketing materials and an information flow regarding the Pipeline and the benefits of hiring locally.
- Participating in other local initiatives such as the Living Cities Job Pipeline development efforts, MDOT's Local Hiring Task Force, and SEMCOG's Regional Sustainable Communities workforce development efforts, to ensure that institutions and employers region wide are aware of the equity issues which need to be addressed in hiring local residents.

C. Help employers better identify, understand and meet their long-term workforce needs.

The Neighborhood Jobs Pipeline may also use employer feedback to develop toolkits and/or other resources to help local employers better project their employment needs so that Pipeline stakeholders, including residents, can more readily meet skills needs. Many employers struggle to identify their talent needs, so the Pipeline may consider providing a unique service by connecting employers with (previously-vetted) experts and resources to help them better understand and target their skills needs. Initially this service may be based on referrals and may include assistance in underwriting the cost of

developing such an assessment. The Pipeline Coordinator or other partners will need to screen qualified consultants with expertise in conducting talent projections, and explore funding or in kind approaches to support or offset the costs of such support to Pipeline employers. The Pipeline Coordinator also should explore a partnership with the Small Business Development and Technology Centers and other organizations that currently provide such services to eligible businesses for free, and may be willing to do so in the target area.

Objective2: Serve as a trusted referral network for residents.

Strategies:

- | |
|--|
| <ul style="list-style-type: none">A. Engage and refer residents to opportunities with partner employers.B. Help residents identify and navigate services and resources to prepare for, retain and advance in local jobs |
|--|

A. Engage and refer residents to opportunities with partner employers.

The Neighborhood Jobs Pipeline will support neighborhood residents and local employers by working with partner entities to refer qualified residents to job opportunities with partnering employers. The Pipeline will initially recruit, screen and refer qualified residents through the Collaborative's lead agencies and through the already established Centers for Working Families, while exploring expansion to other existing community initiatives that engage CW/NE residents.

The Pipeline Coordinator will develop and work with a Resident Referral Team to oversee Pipeline efforts at identifying, preparing and placing job seekers. The Resident Referral Team will focus on helping prepare job seekers to apply and compete effectively for available jobs.

The Resident Referral Team will oversee the following:

- Identifying qualified job candidates;
- Screening and assessing candidates' skills and work-readiness; and
- Supporting job seekers in developing resumes and cover letters and preparing for interviews.

The Resident Referral team will include input from the Detroit Workforce Development Department, Focus: HOPE, Goodwill Industries, and the Centers for Working Families. It is anticipated that the following key steps will be needed to implement this strategy:

- Participants initially will be identified and screened through the Centers for Working Families and will receive job-readiness and success skills training through the CWFs.
- The Pipeline Coordinator will then provide an orientation session explaining the Pipeline services available and expectations of participants, including a clear understanding of the participants' unique role as representatives of the pipeline.

- The Pipeline Coordinator will work with the CWFs to develop protocols to further screen participants then will refer them to appropriate job opportunities identified and brokered by the Employer Outreach Team.
- The Pipeline Coordinator will work with partners to leverage existing software or develop and maintain a database to collect profile information and align potential candidate information and qualifications with identified employer requirements and preferences. The Pipeline Coordinator or appropriate partners will track participants' experiences with employers, including an interview within one week of placement. Follow up will be conducted periodically throughout employment, and feedback will be shared with the Employer Outreach Team and the Pipeline Taskforce. This follow up should assess:
 - Fit of employment position with participants' skill set and interests;
 - Support needed and received to retain position;
 - View of potential for career advancement; and
 - General experience with Pipeline and employment.

B. Help residents identify and navigate services and resources to prepare for, retain, and advance in local jobs.

This strategy will be implemented through several key steps:

The Pipeline Coordinator will develop and maintain a database that includes profile information on service-delivery opportunities in the target neighborhoods, as well as close by, including:

- Types of services offered (e.g., child care, transportation, education/training, counseling, etc.)
- Contact Information/how to access services
- Service eligibility requirements
- Transportation Routes

As part of the regular employer contact, the Pipeline will maintain in its employer/employee database information on the most frequent needs and most effective solutions to better anticipate challenges and pinpoint solutions over time. Tracking will document the following employer input:

- Challenges encountered
- Types of Pipeline intervention undertaken/recommended
- Outcomes of intervention
- Profiles of successful candidates/placements

In addition, the Pipeline Coordinator will be responsible for engaging a neighborhood peer network in order to share information, mentorships and other job readiness support. Monthly orientation sessions and job fairs led by Coordinator will be used to engage community residents in this network, including employed residents and current job seekers. This network will allow participants to share services information, provide updates on progress, and connect to local mentors for support in job preparation, work/life management and work readiness. The network will be flexible and responsive, addressing emerging needs and continued networking.

Job seekers currently face an often confusing or disparate network of resources for support. The CW/NE Neighborhood Jobs Pipeline will provide potential candidates with resources and tools to better navigate systems providing work supports and work preparation activities, including training. To this end, the Pipeline Coordinator will work with the Resident Referral Team to identify available resources among local providers to create a clear referral network. This network will focus on enhancing access to supportive services (childcare, transportation, income supports, etc.) and training and educational opportunities aligned with employer needs and available employment opportunities.

The Coordinator and Resident Referral Team will provide neighborhood residents with a map or “toolkit” of available community services and avenues to accessing these resources. All residents who could benefit from these supports will have access to the toolkit, especially those who may not meet the criteria identified for the initial screening process. It also may be possible to bring mobile resources (such as the Detroit Workforce Development Department’s Mobile One Stop Service Center unit) together in the neighborhood on a regular schedule, perhaps also including a Neighborhood Access Point under the State’s SHARE Network (in partnership with the Department of Labor).

In the second year, the Pipeline will work with participating employers to identify emerging and existing skill gaps. These identified skill needs will inform the development of partnerships with regional educational and training providers to create pathways to support residents in gaining relevant skills and credentials to fill participating employer vacancies.

In addition, the Pipeline will create a peer network to support participating residents in building social networks. These networks will build the local, neighborhood capacity of residents to problem-solve, job seek, share resources, and offer informal mentoring and social support. Residents will be expected and encouraged to focus on the issues most relevant to their job goals, including sharing the following:

- Information on available community resources;
- Intelligence on potential job openings and training opportunities; and
- Insight on ways to deal with common challenges to finding and retaining jobs.

Implementation tables

Objective 1: Enhance residents' access to local jobs through employer education and outreach.

Strategy A: Build relationships and credibility with a set of key employer institutions.

- **Target:** A subset of current and prospective employers in the CW/NE area or within a reasonable commuting distance for initial pipeline collaboration
- **Suggested Key Implementers:** Employer Outreach Team: DWDD, DEGC, Chamber, Goodwill Industries, Central Detroit Christian, New Center, Vanguard CDC

Activity	Months 1 – 6	Months 7 - 12
<p>Articulate pipeline value proposition (for employers).</p> <p>Pipeline Coordinator with input from Task Force</p>	<ul style="list-style-type: none"> • Connect with Vanguard CDC to learn from their business plan to connect with small businesses and anchor institutions • Meet with Goodwill Industries to identify opportunities to connect with their sector initiative in Oakland • Highlight information available through Pipeline • Create communications materials • Share with trusted employers, community residents, CBOs 	<ul style="list-style-type: none"> • Continue to build and expand relationships with employers • Provide introductions with the Pipeline • Distribute Pipeline materials

Objective 1: Enhance residents' access to local jobs through employer education and outreach.

Strategy A: Build relationships and credibility with a set of key employer institutions.

- **Target: A subset of current and prospective employers in the CW/NE area or within a reasonable commuting distance for initial pipeline collaboration**
- **Suggested Key Implementers: Employer Outreach Team: DWDD, DEGC, Chamber, Goodwill Industries, Central Detroit Christian, New Center, Vanguard CDC**

Activity	Months 1 – 6	Months 7 - 12
<p>Identify subset of specific employers to target.</p> <p>Pipeline Coordinator (lead), DWDD, DEGC, Chamber, Vanguard CDC</p>	<ul style="list-style-type: none"> • Confirm membership of Employer Outreach Team • Set up regular meetings with top 3-4 employer candidates to develop a relationship and possible pipeline participation, which could include (1) targeted staffing needs, (2) short/long-term hiring needs, (3) alternative employment opportunities, including OJT, internships, etc. • Establish an individualized agreement for intelligence-sharing, preferential hiring for residents, employer referrals with each employer partner and strategies to support employee retention • Draft letter of intent to participate in pipeline that references agreement on above • Criteria for participating employers could include: enlightened self-interest, geographic base, recognize the ROI of investing in local employees. • Consider testing different approaches (staffing firms, mid-sized focus, etc.) 	<ul style="list-style-type: none"> • Set up regular meetings with an additional 3-4 employer candidates to develop a relationship and possible pipeline participation, which could include (1) targeted staffing needs, (2) short/long-term hiring needs, (3) alternative employment opportunities, including OJT, internships, etc. • Establish an individualized agreement for intelligence-sharing, preferential hiring for residents, employer referrals with each employer partner and strategies to support employee retention • Draft letter of intent to participate in pipeline that references agreement on above

Objective 1: Enhance residents' access to local jobs through employer education and outreach.

Strategy B: Raise awareness and understanding among employers regarding the benefits of hiring locally.

Suggested Key Implementers: Employer Outreach Team (DWDD, DEGC, Detroit Chamber)

Activity	Months 1 – 6	Months 7 - 12
<p>Promote CW/NE Residents and Make the Case for Hiring Locally</p> <p>Pipeline Coordinator (lead), DWDD, DEGC, Chamber, Vanguard CDC</p>	<ul style="list-style-type: none"> • Develop marketing materials about the Pipeline and the benefits of hiring locally • Share marketing materials with trusted employers, community residents and CBO's • Participate in other local initiatives to ensure that institutions and employers region-wide are aware of equity issues which need to be addressed in hiring local residents • Identify promising practices of early adopters and employers with commitments to hiring locally • Refine value proposition with information from early adopters 	<ul style="list-style-type: none"> • Develop communications materials describing promising practices of early adopters • Share early adopters case studies and promising practices with regional employers • Convene a meeting of similar, socially minded employers • Target and advocate for local hiring with new businesses in the neighborhood (Detroit Economic Growth Corporation)

Objective 1: Enhance residents' access to local jobs through employer education and outreach.

Strategy C: Help employers better identify, understand and meet their long-term workforce needs.

Suggested key Implementers: Employer Outreach Team (DWDD, DEGC, Detroit Chamber)

Activity	Months 1 – 6	Months 7 - 9	Months 10 - 12
<p>Help employers assess their talent development needs</p> <p>Pipeline Coordinator (lead), DWDD, DEGC, Chamber, Vanguard or Central Detroit Christian CDC, New Center</p>	<ul style="list-style-type: none"> Collect employer feedback from employers who have participated in the Neighborhood Jobs Pipeline Meet with SBTDC to better understand their services and opportunities to use SBA funding for proposed efforts (Resource center in Vanguard) Develop and shop proposal for funding to support employer talent needs assessments/job projections Engage employers in concept development Work with the Entrepreneurial Institute at WCCCD to connect potential employers 	<ul style="list-style-type: none"> Develop toolkits and resources based on employer feedback Develop and issue RFQ to identify firms with expertise in talent/employment need projections Establish budget to provide stipends to employers to encourage them to conduct talent need assessment 	<ul style="list-style-type: none"> Develop and issue solicitation to firms for matching funds to complete talent assessment with qualified contractor Screen qualified consultants with expertise conducting talent projections Develop agreement with employers to entertain candidates from Pipeline as eligible employees and continually share employment-related needs and information upon assessment

Objective 2: Serve as a trusted Referral Network for residents.

Strategy A: Engage and refer residents to opportunities with partner employers

- **Target: Refer prepared job seeking residents to 5-8 employers and build the capacity of existing providers**
- **Suggested Key Implementers: Resident Referral Team (Focus: HOPE Center for Working Families, Goodwill Industries Center for Working Families, and Detroit Workforce Development Department)**

Activity	Months 1 – 3	Months 4 - 6	Months 7 - 9	Months 10 - 12
Identify, screen, and refer qualified local residents to employer partners Pipeline Coordinator (lead), [Phase One] Goodwill Industries, Focus: HOPE, Detroit Workforce Development Department [Phase Two] Learning Labs, Broadband Adoption Partners, [Phase Three] Kelly Services	<ul style="list-style-type: none"> • Develop communications materials for residents • Focus on residents already engaged with Pipeline partners 	<ul style="list-style-type: none"> • Develop screening and assessment process for residents recruited into Pipeline • Develop protocols for residents to share resumes • Develop orientation materials and process • Develop a process or database to track (a) potential employees and their respective skill sets; and (b) local employers' job needs/skill requirements. 	<ul style="list-style-type: none"> • Recruit, identify and assess Pipeline participants. • Target initial qualified employees for referral to employers • Enter all candidates into database 	<ul style="list-style-type: none"> • Follow-up with employers to see how residents are doing • Interview placed residents to understand initial challenges/barriers • Begin helping residents address barriers to employment by connecting them with relevant services

Objective 2: Serve as a trusted Referral Network for residents.

Strategy B: Help residents identify and navigate services and resources to prepare for, retain, and advance in local jobs.

- **Target: Map available services and develop tool for residents to use in accessing support.**
- **Suggested Key Implementers: Resident Referral Team (Focus: HOPE, Goodwill Industries, Detroit Workforce Development Department)**

Activity	Months 1 – 3	Months 4 - 12	Months 13 - 18	Months 19 - 24
<p>Help residents to locally prepare for and connect with job opportunities</p>	<ul style="list-style-type: none"> • Develop and maintain database that includes profile information on service-delivery opportunities • Regularly meet with employers to identify employee skill or capacity gaps—begin identifying retention and advancement strategies based on mutual employer and employee input <p>Pipeline Coordinator</p>	<ul style="list-style-type: none"> • Identify immediate employer intervention needs • Input and maintain employer needs information in a database and align information with promising solutions to common challenges • Develop “employee agreement” for participants prior to job placement <p>DWDD, DEGC, Henry Ford Health System, New Center</p>	<ul style="list-style-type: none"> • Continually assess and improve referral processes and protocols • Maintain and update service database <p>DWDD, DEGC, Henry Ford Health System, New Center</p>	<ul style="list-style-type: none"> • Explore supports for harder to serve participant needs • Develop a map or toolkit of available services within the neighborhood to provide to community residents <p>Pipeline Coordinator with Resident Referral Team and Catholic Social Services</p>

Objective 2: Serve as a trusted Referral Network for residents.

Strategy B: Help residents identify and navigate services and resources to prepare for, retain, and advance in local jobs.

- **Target: Map available services and develop tool for residents to use in accessing support.**
- **Suggested Key Implementers: Resident Referral Team (Focus: HOPE, Goodwill Industries, Detroit Workforce Development Department)**

Activity	Months 1 – 3	Months 4 - 12	Months 13 - 18	Months 19 - 24
<p>Identify educational institutions with relevant pathways for residents to obtain skills employers need</p> <p>Pipeline Coordinator, DWDD, Henry Ford Community College, Wayne County Community College District, Broadband Initiative Partners</p>			<ul style="list-style-type: none"> • Reach out to local educational institutions and schedule discussions to explore Pipeline-employer needs • Summarize and share first year findings • Develop agreements to provide training to Pipeline participants specific to employer needs 	<ul style="list-style-type: none"> • Develop funding models for training • Continually update and add to training options.

Objective 2: Serve as a trusted Referral Network for residents.

Strategy B: Help residents identify and navigate services and resources to prepare for, retain, and advance in local jobs.

- **Target: Map available services and develop tool for residents to use in accessing support.**
- **Suggested Key Implementers: Resident Referral Team (Focus: HOPE, Goodwill Industries, Detroit Workforce Development Department)**

Activity	Months 1 – 3	Months 4 - 12	Months 13 - 18	Months 19 - 24
<p>Engage a neighborhood peer network to share information, mentoring, support, etc</p> <p>Pipeline Coordinator, Goodwill Industries, New Center, 4C Childcare Coordinating Council, Faith Based Organizations</p>			<ul style="list-style-type: none"> • Leverage monthly orientation sessions to engage community residents in a community network • Convene Pipeline participants through neighborhood organization • Share services toolkit and information • Connect residents to local mentors for support in job preparation, work/life management, etc 	<ul style="list-style-type: none"> • Develop plan for ongoing neighborhood networking

Pipeline Structure and Oversight

Pipeline partners will sit on the Neighborhood Jobs Pipeline Task Force, which will guide the activities of the initiative and provide strategic direction to the Pipeline Coordinator. The Task Force will oversee and manage funding and operational implementation of the Pipeline initiative. Led by Focus: HOPE, the Pipeline Task Force will be responsible for coordinating fundraising efforts and will work to connect and leverage the Pipeline with other regional initiatives.

Pipeline Partners will work closely with the Pipeline Coordinator to ensure that support activities are delivered in the most effective manner possible. The Pipeline Partners may participate on two potential teams: the Employer Outreach Team and/or the Resident Referral Team. Both teams will report to the Pipeline Task Force.

The Employer Outreach Team will be primarily responsible for working with the Pipeline Coordinator to develop partnerships with potential employers. This team will negotiate partnerships with regional employers, collect information on relevant job opportunities and ensure that employer needs are met. This team will be led and staffed by the Pipeline Coordinator but will leverage existing efforts by team members.

The Resident Referral Team will work closely with the Pipeline Coordinator to identify eligible participants and to ensure that they are prepared to apply for the open employment opportunities presented through the employer partnerships. The Resident Referral Team will coordinate supportive services for participants and will work with the Coordinator to screen, assess and refer potential job applicants.

Pipeline Staffing

The Neighborhood Jobs Pipeline will hire a full-time individual to manage implementation and ongoing coordination of the partnership. This Pipeline Coordinator position will be responsible for driving the Pipeline Implementation Plan, as well as for overseeing the roles and contributions of each Pipeline partner. This will include ongoing convening and facilitation of the Pipeline Task Force. Please see Appendix F for a full Pipeline Coordinator Job Description.

Perhaps no Coordinator responsibility is more critical than the ongoing engagement of employers, residents, partners and other stakeholders. This will require that the Coordinator plan and facilitate regular community-based events, including orientation for Pipeline participants and Job Fairs for neighborhood residents. As the Coordinator also is responsible for convening and overseeing the objectives of the Resident Referral and Employer Engagement teams, this role will provide the critical staffing infrastructure for the success of the Pipeline.

As Pipeline implementation begins, the Coordinator will need to meet with each partner to clarify and fully outline their specific roles, including the assistance they will provide to participants and/or the manner in which they will engage with employers. Written commitments among Pipeline Partners will help to specify the expectations, roles and responsibilities of each organization. Commitments to be detailed should include outreach, screening, referral, job readiness and other supports, employer outreach, involvement in the Resident Referral and/or Employer Engagement Teams, job placement, and outcomes tracking.

Another important function of the Coordinator will be to oversee the communications needs of the Pipeline, including identifying and connecting with funding opportunities among foundations. The Pipeline will engage a consultant to help with sustainability issues such as grant development, as well as communications efforts. The Coordinator will work closely with the consultant to develop communications and marketing materials describing the Pipeline's partnership, goals and community impact for outreach to funders and other audiences. The consultant should be engaged to both develop these marketing materials, including the use of social media as appropriate, as well as to help the Pipeline develop an overall communications strategy to deploy within the neighborhood and with area employers. Compelling communications will be critical to engaging funders, and also will be needed as the Coordinator identifies grants or other Pipeline funding opportunities. The consultant may be engaged to help with additional tasks as needed, including grant development and reporting.

Lastly, the Pipeline also will involve administrative functions. A part-time administrative staff person will be required to help the Coordinator with scheduling, database management, tracking of partner activities, and other functions as identified by the Coordinator.

Process Flow

A general overview of the process for the Neighborhood Jobs Pipeline has been developed, and is depicted in the graphic below.

Phase I
(reasonably employable)



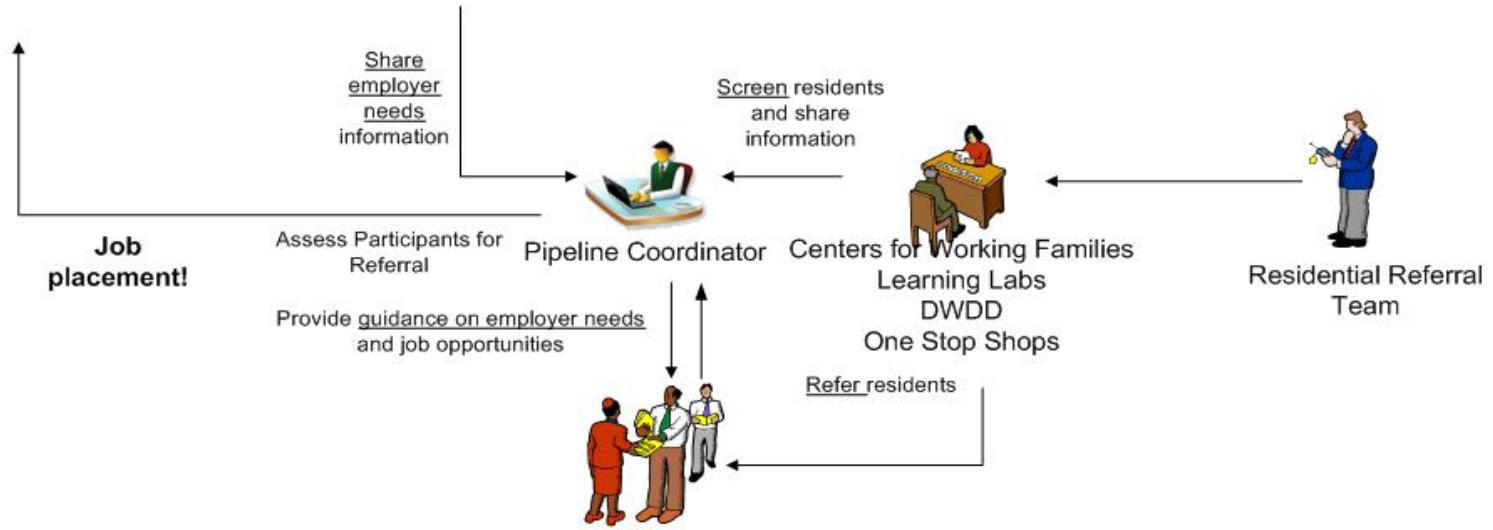
Employers

Broker partnerships and advocate for residents



Employer Outreach Team

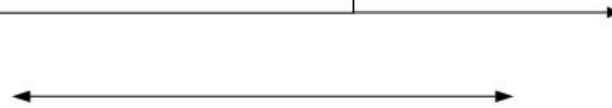
Central Woodward/North End Neighborhood Jobs Pipeline



Phase II
(less immediately employable)



Neighborhood Peer Network



Extended Referral Network

More extensive supports for residents less immediately employable

Pipeline Providers
Provide assessment and orientation; and provide job readiness support (help with resumes, interview skills, etc.)

Performance Measurement

It will be important to understand whether the pipeline is reaching its intended audiences, neighborhood jobseekers and Detroit (and beyond) employers. A range of suggested measures have been designed as a basis to ensure that the pipeline is undertaking sufficiently diverse and far-reaching activities. Other additional measures focus more on determining the actual success of those activities, based on some indication of market penetration. It is expected that the Pipeline will identify a subset of these (and/or other measures) as key performance indicators.

Category	Measure type	Year 1 goal
Community jobseeker engagement		
Activity measures	# in-person presentations	40 total
	<ul style="list-style-type: none"> • Community partner meetings • Unique convenings (pipeline led) 	36/year (3 per month) 4/year (1 per quarter)
	#teleconferences/webinars	6/year
	# press releases/ announcements	12/year
	# flyers distributed	1,000/year
	# electronic mail blasts	12/year
	# social networking postings on Facebook, Twitter, etc.	104/year (2 per week)

Number and type of community awareness partners	Community-based organizations Faith-based organization meetings Human and social services Education and literacy partners Professional trade associations Labor	3 (in year one) 6 (in year one) 5 (in year one) 3 (in year one) 2 (in year one) 1 (in year one)
Actual awareness measures	# e-mail addresses aggregated for electronic communication (if possible, delivery, read, and click-through rate) # social networking friends/fans # attending informational sessions	600 in year one (95% accurate delivery, 15% read rate, 5% click through—Constant Contact measures) 50 friends/fans 300 unique session attendees per year
Market penetration/ service measures	# signed jobseeker participation forms (track total number, % of goal) # in cue for support (all participant obligations met—ready for placement or job readiness referral) # active cases/placements (directly tied to pipeline) # job readiness (service referral from pipeline)	100 signed forms 80 in cue for support 50 active placements 30 in job readiness track

Category	Measure type	Year 1 goal
Employer engagement		
Activity measures	# one-on-one informational meetings (identify unique and repeat sessions) # chamber/other business association presentations (identify unique and repeat sessions) # informational mailings/flyers # electronic mail blasts (bi-monthly news)	24/year unique, 30 total (counting multiple visits) 12/year (14 counting multiple visits) 500 6/year
Number and type of employer	Trade associations Industry associations	3 (in one year) 2 (in one year)

awareness partners	Chambers of commerce	4 (in one year)
Actual awareness measures (use html e-mail service)	# e-mail addresses provided/aggregated	150 in year one (90% accurate delivery, 15% read rate, 5% click through—Constant Contact measures)
	# attending informational sessions	24/year
Market penetration/ service measures	# signed employer participation forms (track total number, % of goal)	18 signed forms (in year one)
	# completing employer readiness training	12
	# employers with active cases/placements with pipeline jobseekers	10-15

In addition to the activity and process goals, a subset of the measures below should be selected for outcomes related to economically sustainable individuals and families. In addition to producing economically sustainable individuals, the neighborhood jobs pipeline should focus heavily on ensuring that employer needs are met. This can be determined through repeated employer engagement with the pipeline and employer satisfaction with the quality of referrals and services offered (based on survey feedback). The focus should be on whether employers feel they are getting good employee candidates, whether the system seems intuitive and easy to use, and if they feel they would like to use the system again or refer their peers to it.

Category	Measure type	Year 1 goal
Economically sustainable individuals placed in “good jobs”		
Employment	Entered employment (evidence of employment in first quarter)	80 - 100 individuals
	Short-term employment rate (6 months)	45%
	Long-term employment rate (12 months)	40%
Service referral and uptake	Literacy Education Training Entrepreneurship/self-employment Asset building Other	85% cumulative referral 30% uptake (of those, 70% complete)

Category	Measure type	Year 1 goal
Meeting employer needs		
Repeat employer customers	Number of employers who are repeat customers	60%
Employer satisfaction rate (based on survey results)	Overall satisfaction	90%
	Satisfaction with candidate screening (referrals seemed to meet identified needs)	85%
	Satisfaction with jobseeker candidate readiness for the job	75%
	Satisfaction with employer preparation and pipeline awareness	90%
	Satisfaction with customer service	95%
	System was easy to understand/navigate	80%
	Prefer using the pipeline to find qualified candidates than “going on my own”	60%
	Prefer using the pipeline to find qualified candidates over other referral options	70%
	I would refer the pipeline to other peer employers	80%
Other		

Funding Strategy and Sustainability

The proposed budget for the Neighborhood Jobs Pipeline is \$246,500 for the initial year with the first phase of services (See Appendix I for full budget). The approach is to start small and scale up efforts over time, once the model has demonstrated proven value and the ability to meet the great challenges it has set for itself. The budget calls for only 1.5 full-time equivalent staff, and addresses other coordination and support needs through various contractual arrangements. All told, the budget for this effort translates into about \$2,000-\$2,500 in cost for every jobseeker the pipeline intends to serve (either through job placement or service referral—80 to 100) in the first year.

As the initiative progresses and additional services and phases are added, the budget also will grow. In order to meet changing budgetary demands and to ensure that the initiative is sustainable in the long-term, Pipeline Partners need to consider potential avenues for long-term funding. The pipeline has plans to begin diversifying its funding base almost immediately, ensuring financial viability very quickly and over time. While initial pipeline funding may come from very few sources, the goal within the first 2-3 years of operations is to diversify investment in the pipeline such that no more than 1/3 of funds comes from any one source. Moreover, the pipeline has a plan to generate fee-for-service activities that may generate revenue from the private sector. (The Pipeline will explore implementation of a social entrepreneurship effort in partnership with Pipeline employers. This effort will provide low cost workforce analysis for participating employers in exchange for Pipeline support and a commitment to hiring Pipeline participants.) As a regional convener and collaborator, it also is a prime candidate to help and support major grant funding efforts that also may generate revenue for the initiative.

Other relevant efforts in the Detroit area which the Pipeline should connect with in some fashion include:

- The Anchor Institutions Initiative/U3 Ventures
- The Detroit Learning Labs Initiative
- The Detroit Fund for Workforce Solutions
- PolicyLink
- NextEnergy Efforts
- Living Cities
- Kresge, Hudson-Webber and Mid-Town Initiative
- HUD Section 3 Transit-Oriented Development
- Emerald Cities
- SEMCOG Sustainable Communities work
- Workforce Innovations Network

As the Pipeline connects and coordinates with these other initiatives, the Pipeline partnership should explore discussion of support with the following funders, whose goals align with the Pipeline:

- The New Economy Initiative
- Knight Foundation
- Skillman Foundation
- Kresge Foundation

- Kellogg Foundation
- Detroit Fund for Workforce Solutions
- Detroit Workforce Development Department
- State of Michigan

As the model scales up and demonstrates that this place-based approach to connecting residents with jobs is a more effective approach, funding through national or state funding streams for workforce development should be accessed, as more permanent and sustainable funding streams explored.

CONCLUSION

The need is great and the time is right for launching the first phase of the Central Woodward/North End Collaborative's Neighborhood Jobs Pipeline. An excellent working group has been established, which has developed both the principles and a proposed trajectory for launching the pipeline.

The pipeline will start small but is expected to be a foundation for a scalable and replicable strategy, yielding both the tangible benefits referenced above, as well as significant intangible benefits such as the following:

- Systems alignment, including greater awareness and collaboration among diverse stakeholders in the community (workforce development, economic development, community based organizations, etc.)
- Improved institutional efficiency/less redundancy among partners
- Acceleration through alignment with K-12 and postsecondary institutions
- Better awareness of training and education needs associated with emerging local sectors
- Better preparation among jobseekers for movement up talent career ladders
- Success plans in place to help workers overcome common barriers to long-term employment
- Employers with easier, single-points of contact to find Detroit-based employees who are ready and able to work
- More targeted screening and job preparation to ensure better jobseeker/employer matches
- Engaged and aware regional stakeholders and community members
- Mechanism for sustainability, with awareness resulting in growing stakeholder engagement and investment

APPENDICES TO THE FINAL REPORT

Appendix A: Central Woodward/North End Target Area



Appendix B: CW/NE Collaborative Membership and Pipeline Task Force Membership

Candy Collins-Adams, Henry Ford Health Systems

Keith Bennett, Goodwill Industries of Detroit

Brenda Njiwaji, Consultant

Michelle Bush, Corporate FACTS

Scott Alan Davis, Vanguard CDC

Debbie Fisher, Focus: HOPE

Karen Gage, New Center Council

Tom Habitz, Henry Ford Health Systems

Brenda R. Harvill, Detroit Regional Chamber

Felicia Hunter, Goodwill Industries of Detroit

Malinda L. Jensen, Detroit Economic Growth Corporation

Lisa Johanon, Central Detroit Christian CDC

Duane Lewis, SE Region, Michigan Civil Service Commission

Denise Wellons-Glover, Child Care Coordinating Council of Detroit/Wayne County

Julian E. Pate III, Focus: HOPE

Onia Pilgrim, Focus: HOPE

Monique M. White, Detroit Workforce Development Department

Appendix C: Neighborhood Jobs Pipeline Examples Neighborhood Jobs Pipeline Model Assumptions

The following chart outlines key values of the Annie E. Casey Foundation’s Neighborhood Jobs Pipeline Model in comparison to alternative employer engagement models. This chart attempts to articulate the core values and assumptions of the Central Woodward/North End Collaborative’s Neighborhood Jobs Pipeline.

Annie E. Casey Model	Alternative Models	CW/NE Collaborative
Neighborhood Focus: Geographic Neighborhood	Sector or Mini-Regional	CW/NE Area Focus
Community Engagement: Initial buy-in and support from community members	Plan then outreach	Hybrid: simultaneous plan and outreach
Clear Pathway to Employment/Jobs at the End	“Train and pray”: Train participants blindly without a clear job opportunity in sight	Clear pathway to neighborhood jobs within and around the CW/NE Region
Small Pilot First, Then Scale: Start with initial capacity (i.e. one sector/employer)	Initiate the project at intended scale	Doing while planning: Pilot a project, while continuing to plan and add components
Dual-Customer: Meet employers’ needs for skilled workers and neighborhood job seekers’ needs	One-Customer Approach	Dual-Customer Focus “Plus”: Employers, workers and non-talent services (Beyond skills training to support business development)
Collaboration: No single entity has the capacity to provide all the services to meet neighborhood need	Single, Co-Located Service Outlet	Collaborative (This has implications for some pipeline structure choices, e.g. lead agency, service integration, data sharing)
Advocacy: Communication about benefits of involvement in collaborative and potential policy changes	Primarily advocate for increased funding	Initial advocacy amongst various stakeholders, ongoing communication and advocacy
Focus on Income Improvement: Retention and holistic approach, including case management, job advancement skills, and income supports	Focus on “self-sufficiency” – i.e. eliminating income supports through job attainment	Intensive case management supporting participants in finding New Economy Jobs

Annie E. Casey Model Summary

Neighborhood Jobs Pipelines connect residents of low income neighborhoods to jobs, employment and career advancement opportunities. Job Pipelines provide training, wrap-around services, and other supports that help participants find and retain employment. Residents of low income neighborhoods often lack the resources and existing relationships to easily move into quality employment opportunities. Pipelines smooth the path these participants take to employment, building upon community assets to ensure that community members are able to access available opportunities.

Pipelines Provide:

- Outreach and recruitment: Outreach could target specific populations and individuals who meet employment criteria identified. Most Pipelines emphasize employment among neighborhood residents.
- Orientation: Pipelines identify employment opportunities and employer requirements and provide services to help participants fulfill employment requirements in available opportunities.
- Standard Assessments: Pipelines are a network of service providers who all utilize common assessment instruments to determine what services individual participants will need.
- Referrals: Pipeline participants are typically referred to specific employment opportunities with partnering employers and training programs and services designed to provide employer validated skills and credentials.
- Access: Pipelines provide access to jobs and training opportunities with specific employers and industries.
- Retention: Pipelines often provide ongoing work supports beyond placement to ensure participants maintain employment.
- Case Management: Long term case management focused on income improvement provides employees with opportunities to advance within their careers.

In addition to the above services, participation in a Neighborhood Jobs Pipeline can enable area service providers to provide better services and many other benefits, including:

- Increased access to funding;
- Opportunities to increase program capacity;
- Better access to underserved populations; and
- Improved ability to meet current contract obligations.

Key Characteristics: The following are a set of key characteristics that are critical to successful programs:

- A community in which residents want the services offered;
- A core set of neighborhood organizations with the capacity to serve participants;
- A view of employers and area businesses as customers and clients;
- The ability to advocate, influence or lobby multiple funders, agencies, employers, organized labor and service providers; and
- An assurance that partners receive and perceive clear benefits, beyond funding.

Neighborhood Jobs Pipeline Case Studies

Boulder, Colorado

Introduction: Boulder's Green Jobs Pipeline provides community residents with access to services and employment opportunities in emerging green jobs. The program emphasizes economic well-being and self-sufficiency for participants.

Development: Recognizing the Boulder was significantly worse off than the rest of the state in a number of poverty indicators, Boulder received an opportunity to improve their employment figures. The initiative represents a public-private partnership between workforce development entities and other private organizations and philanthropies. The strategic direction was developed through a countywide plan adopted by elected officials, policymakers, nonprofit leadership and local foundations. This initiative attempts to align a Bridges of Poverty framework and Boulder's Human Services Strategic Plan.

Services: The Green Jobs Pipeline attempts to create a system of coordinated housing and human services to better enable residents to enter green employment opportunities. The following services are provided through the initiative:

- Neighborhood energy sweeps;
- Renovation projects hiring participants;
- HIP Jobs in Weatherization and Maintenance; and
- Opportunities to improve housing sites, including Lafayette Great Park Housing, and 900 Avalon Project.

Partners:

- Elected officials;
- Policymakers;
- Nonprofit leadership; and
- Local foundations.

Key Lessons Learned:

- Support the demand side: The Green Jobs Pipeline works to release contracts for projects to create employment opportunities.
- Subsidize training: The Green Jobs Pipeline provides funding for on-the-job and customized training.
- Engage business: The Green Jobs Pipeline works to provide connections to employers to ensure that potential employees are prepared for opportunities and business is involved in breaking the cycle of poverty.

Resources:

- Green Jobs Pipeline: www.greenjobspipeline.org/BCGreenJobs.pdf

Indianapolis, IN

Introduction: Indianapolis's Neighborhood Jobs Pipeline attempts to quickly attach participants to employment opportunities in good quality entry-level jobs. The program matches residents with employers in key growth sectors.

Development: Funded by the Annie E. Casey Foundation, the Jobs Pipeline grew out of the Making Connections partnership and the Centers for Working Families. As of June 2009, the Jobs Pipeline placed 320 participants into employment at an average hourly wage of \$9.74.

Services: Indianapolis's Neighborhood Jobs Pipeline provides the following services to ensure participants and employers are benefiting from the pipeline:

- Engage employers to identify job openings;
- Work with employers and employees to identify advancement potential;
- Provides job readiness training, including soft skills training and hard skills training;
- Works with service providers to identify and remove barriers and provide continued support services;
- Closely works with the Centers for Working Families to align employment opportunities for employment

Partners:

- Making Connections Indianapolis
- Indianapolis Centers for Working Families
 - Hawthorne Center for Working Families
 - Oasis of Hope Center for Working Families
 - John H. Boner Center
 - Southeast Community Services
 - Mary Rigg Neighborhood Center
- Annie E. Casey Foundation

Key Lessons Learned:

- Ensure the employment is close to where people live: The Neighborhood Jobs Pipeline attempts to identify employment opportunities in Indianapolis close to where community members reside.

Resources:

- Making Connections Indianapolis: www.mcindy.org/Workforce-Pipeline.html
- LISC Indianapolis, www.liscindianapolis.org/cnt.php?id=19

Louisville, KY

Introduction: Louisville's Neighborhood Jobs Pipeline works closely with Norton Healthcare to provide entry-level job opportunities to neighborhood residents.

Development: Recognizing a disconnect between the largest employer in the city and employment opportunities for neighborhood residents, community stakeholders in 4 Louisville neighborhoods began meeting in 2004 to develop an effort to smooth the employment pathways. These stakeholders decided to initially develop a sector approach to connect residents to jobs at Norton Healthcare. After two years, the partnership placed 300 individuals in employment, yielding more than \$1.5 million in new income.

Services: Louisville's Neighborhood Jobs Pipeline provides the following services to Norton Healthcare and neighborhood residents:

- Recruitment services to attract residents to learn about employment opportunities;
- Interviewing skills workshops;
- Application development workshops;
- Screens applicants for Norton Healthcare, including background checks and drug clearings;
- Establishing interviews with department managers; and
- Continued engagement with Norton recruiters to ensure that applicants continue to meet their workforce needs.

Key Lessons Learned:

- Privacy issues may need to be overcome: The Pipeline's primary contractor could not contact Norton employees directly to ensure that they were receiving employment retention support services.
- Neighboring community residents may want to utilize services: The Pipeline partners decided to allow a percentage of participants to reside in other neighborhoods, but ensure that the majority were from the designated target neighborhoods.
- Recruitment can be an ongoing challenge:
- Provide post-employment coaching: The Pipeline initially had difficulty retaining participants, so organizers started offering post-employment coaching to participants.

Resources:

- Annie E. Casey: Neighborhood Jobs Pipeline Report
- Diarist Project: www.diaristproject.org/files/Louis.pdf

Seattle, WA Airport Jobs

Introduction: Seattle's Neighborhood Jobs Pipeline, Airport Jobs creates a smooth pathway for community residents to access job opportunities at the Sea-Tac Airport. Airport Jobs recruits, supports and screens job applicants for airport employers, enabling job seekers to quickly prepare for and access airport jobs.

Development: Initially founded in 1999, Airport Jobs was developed by Port Jobs and sponsored by the Port of Seattle. In 2009, Airport Jobs had placed 534 participants into employment opportunities, of which over 50% were immigrants or refugees. Since the development and success of Airport Jobs, the White Center/Boulevard Park area has expanded to include additional sectors, including construction and healthcare. In addition, the Seattle/White Center has expanded services to include the following:

- **Airport University:** Provides training for entry-level workers and incumbent workers to move into better jobs. Courses include: Supervision and leadership; computer basics; online college classes; and job seeking basics.
- **Working Wheels:** Working Wheels provides transportation services to help low-income workers. Airport Jobs can access this service operated by the Fremont Public Association. Services included: Free financial education and financial counseling; access to credit; basic auto maintenance training; access to banking services; insurance payment assistance; and free employment assistance.

To ensure that partners are able to work well together, Airport Jobs has a Work and Earnings Workgroup, comprised of 15 – 20 community and institutional representatives, which maintains a collective vision for the effort. It also services as the avenue for regular and collective communication.

Services: Airport Jobs provides a variety of services to both job seekers and employers, including:

- Helps job seekers understand the nature of airport-related jobs;
- Helps job seekers complete employment applications;
- Assists job seekers in creating resumes and writing cover letters;
- Supports job seekers in learning interviewing techniques;
- Obtains referrals to community resources;
- Offers employers a centralized location to list job openings;
- Provides services to help employers start or expand operations;
- Reduce advertising expenditures to recruit job applicants;
- Provides information about Unemployment Insurance and WorkSource;
- Training for Workforce Development Professionals about Sea-Tac job opportunities; and

- Reduces screening costs for employers by pre-screening job applicants.

Partners:

- Port of Seattle
- South Seattle Community College
- Highline Community College
- Pacific Associates
- United Way of King County
- Neighborhood House
- White Center Community Development Association
- Burst for Prosperity
- State of Washington Employment Security
- WorkSource Seattle King County

Key Lessons Learned: Seattle's Airport Jobs illustrates several key components and strategies that improve the effectiveness of a Neighborhood Jobs Pipeline. These include the following:

- Ensure services are appropriate for the target population: Airport Jobs includes ESL training and services for their largely immigrant population.
- Engage key employers and target key sectors: Airport Jobs developed strong relationships with the employers in Sea-Tac Airport to ensure there were quality jobs available and candidates were well trained for specific positions.
- Value community outreach and recruitment: Airport Jobs emphasized outreach and recruitment for key participants in the White Center/Boulevard Park area.
- Ensure community members value the project: Airport Jobs worked to make sure that community residents played a key role, for example, including residents on their Work and Earnings Workgroup.
- Leverage additional resources: Airport Jobs worked to utilize additional training funds through FSET and other funding programs.
- Build community capacity to deliver services: Airport Jobs utilized existing community based organization's services and attempted to enhance their efforts through professional development and other capacity building efforts.

Resources:

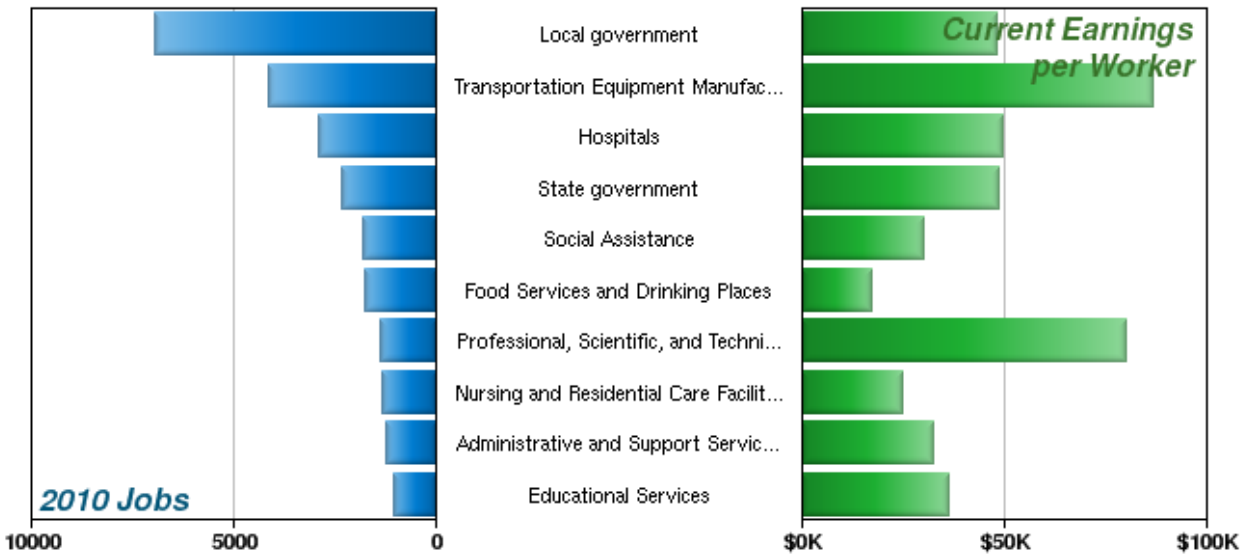
- Making Connections Work: www.makingconnectionswork.org/images/resource_files/Seattle.pdf
- Port Jobs: www.portjobs.org
- Airport Jobs: www.airportjobs.org

Summary of Secondary Data Collection for Neighborhood Jobs Pipeline

September 2010



LARGEST INDUSTRIES



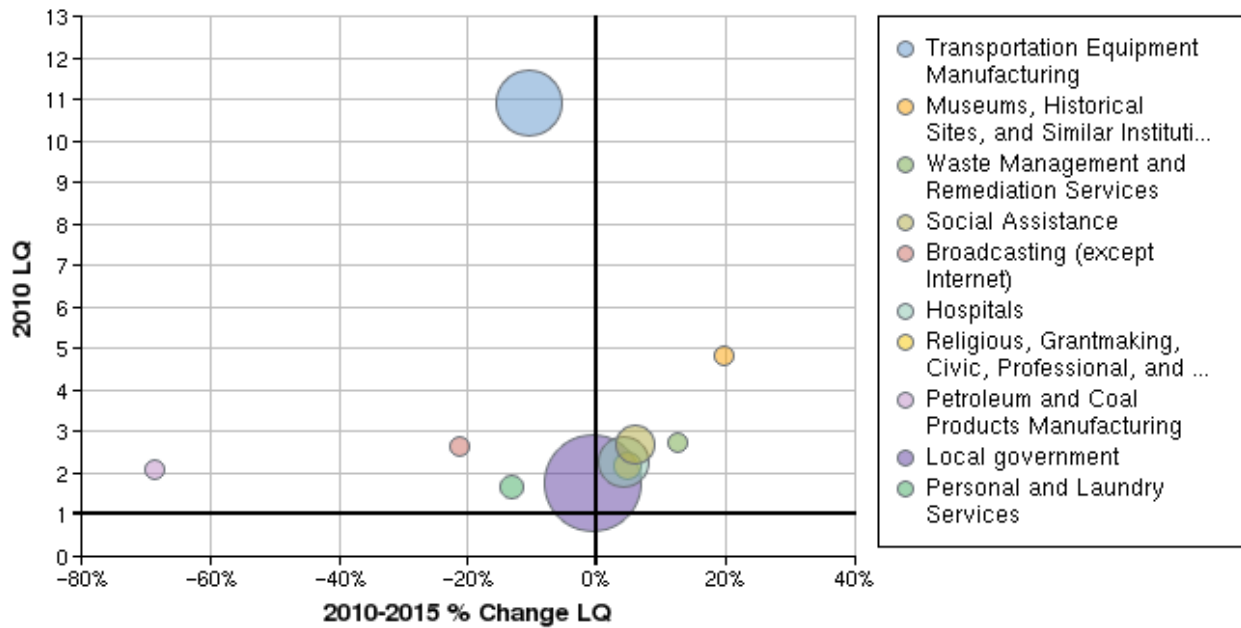
NAICS Code	Description	2005 Jobs	2010 Jobs	% Change	2015 Jobs	% Change	Current EPW
930	Local government	8,388	6,953	(17%)	6,621	(5%)	\$48,042
336	Transportation Equipment Manufacturing	6,177	4,158	(33%)	3,131	(25%)	\$86,845
622	Hospitals	2,915	2,912	0%	2,950	1%	\$49,732
920	State government	2,364	2,314	(2%)	2,205	(5%)	\$48,806
624	Social Assistance	1,679	1,801	7%	2,045	14%	\$29,997
722	Food Services and Drinking Places	1,946	1,741	(11%)	1,828	5%	\$17,254
541	Professional, Scientific, and Technical Services	1,388	1,368	(1%)	1,714	25%	\$79,889
623	Nursing and Residential Care Facilities	1,497	1,335	(11%)	1,308	(2%)	\$24,893
561	Administrative and Support Services	1,938	1,259	(35%)	1,278	2%	\$32,225
611	Educational Services	1,006	1,031	2%	1,206	17%	\$36,010
621	Ambulatory Health Care Services	742	894	20%	976	9%	\$44,010
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	876	808	(8%)	832	3%	\$36,678
551	Management of Companies and Enterprises	890	734	(18%)	777	6%	\$104,327

812	Personal and Laundry Services	780	586	(25%)	515	(12%)	\$28,197
424	Merchant Wholesalers, Nondurable Goods	647	577	(11%)	600	4%	\$61,655
911	Federal government, civilian, except postal service	549	561	2%	571	2%	\$72,129
423	Merchant Wholesalers, Durable Goods	634	531	(16%)	496	(7%)	\$63,247
445	Food and Beverage Stores	577	529	(8%)	510	(4%)	\$22,740
238	Specialty Trade Contractors	654	445	(32%)	500	12%	\$54,938
491	Postal Service	378	324	(14%)	302	(7%)	\$57,263

Source: EMSI Covered Employment - 2nd Quarter 2010

- Industry data for the neighborhood describes the makeup of employers in the 5-digit zip code area
- Nearly all industries experienced workforce contraction between 2005 and 2010, but growth projections through 2015 are more optimistic.
- *Local government* is the single highest employing industry. However, since this data is based on employer location, this may reflect the “headquarters” (so to speak) of local government, and workers may actually be located in locations throughout the city. *State government* is likely similar.
- *Transportation equipment manufacturing* is the second largest industry, but it has declined sharply since 2005 and is projected to continue to decline.
- All of the health care industries appear in this top 20 list. *Hospital* employment has been and will remain relatively flat. *Ambulatory health care services* is projected to show sustained growth. *Nursing and Residential Care facilities* have declined and are project to continue to do so, albeit more slowly, through 2015.
- *Social assistance* employment is growing and projected to see continued growth
- Employment in *professional and technical services* is projected to grow significantly through 2015. This is consistent with the Detroit Economic Growth Corporation’s projections and focus on this industry as a key driver for the city.
- The *food services and drinking places* industry employs a large number of people in the neighborhood, but it has the lowest wages of all industries on the Top 20 list.
- *Educational services* grew slowly through 2010, and is project to grow more rapidly through 2015.

TOP INDUSTRY LOCATION QUOTIENTS



NAICS Code	Description	2010 Jobs	2015 Jobs	% Change	2010 LQ	2015 LQ	% Change LQ	Current EPW
336	Transportation Equipment Manufacturing	4,158	3,131	-25%	10.92	9.76	-11%	\$86,845
712	Museums, Historical Sites, and Similar Institutions	168	207	23%	4.82	5.76	20%	\$33,555
562	Waste Management and Remediation Services	259	303	17%	2.73	3.07	12%	\$66,479
624	Social Assistance	1,801	2,045	14%	2.69	2.85	6%	\$29,997
515	Broadcasting (except Internet)	218	163	-25%	2.64	2.08	-21%	\$84,958
622	Hospitals	2,912	2,950	1%	2.28	2.37	4%	\$49,732
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	808	832	3%	2.20	2.30	5%	\$36,678
324	Petroleum and Coal Products Manufacturing	65	16	-75%	2.08	0.65	-69%	\$91,579
930	Local government	6,953	6,621	-5%	1.77	1.76	-1%	\$48,042
812	Personal and Laundry Services	586	515	-12%	1.67	1.45	-13%	\$28,197
491	Postal Service	324	302	-7%	1.63	1.76	8%	\$57,263
711	Performing Arts, Spectator Sports, and Related Industries	176	172	-2%	1.62	1.59	-2%	\$22,417

920	State government	2,314	2,205	-5%	1.61	1.59	-1%	\$48,806
623	Nursing and Residential Care Facilities	1,335	1,308	-2%	1.57	1.52	-3%	\$24,893
322	Paper Manufacturing	173	84	-51%	1.56	0.99	-37%	\$44,228
611	Educational Services	1,031	1,206	17%	1.54	1.72	12%	\$36,010
551	Management of Companies and Enterprises	734	777	6%	1.46	1.63	12%	\$104,327
517	Telecommunications	280	202	-28%	1.06	0.90	-15%	\$64,252
424	Merchant Wholesalers, Nondurable Goods	577	600	4%	1.06	1.18	11%	\$61,655
911	Federal government, civilian, except postal service	561	571	2%	0.95	1.01	6%	\$72,129

Source: EMSI Covered Employment - 2nd Quarter 2010

- Location quotient (LQ) describes the relative concentration of an industry in a region as compared to the nation. For example, if the percentage of the total workforce employed in an industry is 10% for both the region and the nation, the region would have an LQ of 1. If 20% of the total workforce in the region was employed in that industry, then the region would have an LQ of 2. LQs are a very good indicator of driving industries in a region, and most economists consider an LQ of 2 or higher to be significant.
- This chart shows the LQ on the vertical axis, and the change in LQ on the horizontal axis. The size of the bubble equates to employment in that industry. Industries in the upper left quadrant are declining in importance, while industries in the upper right quadrant are increasing.
- Unsurprisingly, transportation equipment manufacturing has the highest LQ of in the neighborhood, although it is declining.
- Industries with sizeable employment, and a high LQ that is growing are *hospitals, social assistance, and Religious, Grantmaking, Civic, Professional, and Similar Organizations*
- Smaller industries to watch include *Waste Management and Remediation Services* and *Museums, Historical Sites, and Similar Institutions*

OCCUPATION TRENDS BY MAJOR OCCUPATION GROUP

Description	2005 Jobs	2010 Jobs	2005-2010 % Change	2015 Jobs	2010-2015 % Change	Annual Openings	2010 National LQ	Current Median Hourly Earnings
Office and administrative support occupations	5,814	4,891	-16%	4,763	-3%	109	0.84	\$16.17
Education, training, and library occupations	4,743	4,239	-11%	4,259	0%	111	1.78	\$25.11
Production occupations	5,984	4,067	-32%	3,160	-22%	93	1.81	\$22.50
Healthcare practitioners and technical occupations	2,499	2,480	-1%	2,546	3%	64	1.28	\$31.88
Sales and related occupations	2,781	2,464	-11%	2,462	0%	87	0.46	\$13.71
Management occupations	2,576	2,354	-9%	2,404	2%	80	0.75	\$34.81
Transportation and material moving occupations	2,717	2,193	-19%	2,131	-3%	70	0.91	\$15.34
Business and financial operations occupations	2,234	2,092	-6%	2,164	3%	68	0.97	\$28.45
Food preparation and serving related occupations	2,260	2,055	-9%	2,139	4%	84	0.74	\$9.86
Community and social services occupations	1,966	1,981	1%	2,107	6%	72	3.19	\$18.13
Personal care and service occupations	1,672	1,712	2%	1,879	10%	80	1.12	\$9.57
Protective service occupations	1,889	1,688	-11%	1,731	3%	63	2.14	\$19.18
Building and grounds cleaning and maintenance occupations	1,686	1,522	-10%	1,539	1%	40	0.90	\$10.30
Healthcare support occupations	1,344	1,471	9%	1,620	10%	46	1.42	\$11.34
Architecture and engineering occupations	1,848	1,448	-22%	1,327	-8%	46	2.30	\$36.61
Installation, maintenance, and repair occupations	1,691	1,352	-20%	1,247	-8%	31	0.95	\$22.69
Construction and extraction occupations	1,483	1,120	-24%	1,131	1%	33	0.58	\$24.94

Arts, design, entertainment, sports, and media occupations	908	858	-6%	874	2%	32	0.73	\$16.61
Computer and mathematical science occupations	922	831	-10%	879	6%	28	0.92	\$34.39
Life, physical, and social science occupations	313	308	-2%	331	7%	15	0.72	\$26.65
Legal occupations	233	216	-7%	218	1%	5	0.63	\$34.11
Military Occupations	192	184	-4%	181	-2%	4	0.37	\$10.13

Source: EMSI Covered Employment - 2nd Quarter 2010

- Occupation data for the neighborhood describes the occupational makeup of employers in the 5-digit zip code area (this data includes residents and non-residents who work in the area). This table is for the broad occupation groups.
- Employment in nearly all occupations shrank between 2005 and 2010, but growth projections through 2015 are more optimistic.
- There were three major groups of occupations that grew from 2005 to 2010 and will continue to grow: *Healthcare support occupations, Personal care and service occupations, and Community and social services occupations.*
- As important as overall occupation growth, however, is the number of annual openings. Even occupations that are contracting overall may still hire new workers due to turnover or retirement.
- By order of annual openings, occupation groups with at least 80 openings projected annually include:
 - Education, training, and library occupations
 - Office and administrative support occupations
 - Production occupations
 - Sales and related occupations
 - Food preparation and serving related occupations
 - Management occupations
 - Personal care and service occupations

SPECIFIC OCCUPATIONS WITH AT LEAST 10 ANNUAL OPENINGS

Description	2010 Jobs	2015 Jobs	% Change	Annual Openings	Current Median Hourly Earnings	Education Level
Child care workers	787	863	10%	39	\$8.12	Short-term OJT
Registered nurses	1,099	1,139	4%	27	\$31.91	Associate's degree
Security guards	619	691	12%	27	\$11.00	Short-term OJT

Cashiers, except gaming	585	564	-4%	27	\$8.52	Short-term OJT
Elementary school teachers, except special education	801	807	1%	21	\$31.34	Bachelor's degree
Home health aides	525	606	15%	21	\$9.25	Short-term OJT
Assemblers and fabricators, all other	919	672	-27%	21	\$28.03	Moderate-term OJT
Teacher assistants	774	767	-1%	19	\$14.92	Short-term OJT
Truck drivers, heavy and tractor-trailer	411	463	13%	19	\$19.37	Moderate-term OJT
Social and human service assistants	414	457	10%	18	\$13.52	Moderate-term OJT
Team assemblers	694	562	-19%	18	\$22.36	Moderate-term OJT
Combined food preparation and serving workers, including fast food	569	595	5%	17	\$8.08	Short-term OJT
Personal and home care aides	342	408	19%	17	\$8.71	Short-term OJT
Child, family, and school social workers	420	446	6%	16	\$23.70	Bachelor's degree
Postsecondary teachers	691	692	0%	15	\$35.32	Doctoral degree
Office clerks, general	934	928	-1%	15	\$13.06	Short-term OJT
Laborers and freight, stock, and material movers, hand	465	414	-11%	15	\$12.23	Short-term OJT
Business operation specialists, all other	546	540	-1%	14	\$35.01	Bachelor's degree
Mechanical engineers	455	391	-14%	14	\$43.27	Bachelor's degree
Janitors and cleaners, except maids and housekeeping cleaners	713	686	-4%	14	\$10.83	Short-term OJT
Managers, all other	339	358	6%	13	\$27.06	Work experience in a related field
Nursing aides, orderlies, and attendants	589	623	6%	13	\$12.10	Postsecondary vocational award
Police and sheriff's patrol officers	497	475	-4%	13	\$23.84	Long-term OJT
Waiters and waitresses	216	218	1%	13	\$7.87	Short-term OJT
Management analysts	210	251	20%	12	\$26.15	Degree plus work experience
Medical and public health social workers	346	363	5%	12	\$17.68	Bachelor's degree

Secondary school teachers, except special and vocational education	383	374	-2%	12	\$27.67	Bachelor's degree
Customer service representatives	316	317	0%	12	\$16.41	Moderate-term OJT
Industrial engineers	337	294	-13%	11	\$41.67	Bachelor's degree
Counter attendants, cafeteria, food concession, and coffee shop	119	131	10%	11	\$10.30	Short-term OJT
Retail salespersons	367	354	-4%	11	\$10.00	Short-term OJT

Source: EMSI Complete Employment - 2nd Quarter 2010

- While the previous table looked at major occupation groups, this table looks at the most detailed occupations
- Many of these occupations require only short to moderate on-the-job training, although wages can be low as well.

CHARACTERISTICS OF RESIDENT WORKERS

- While the preceding tables looked at the industrial and occupational numbers and projections for all those who work in the neighborhood, the following tables are able to differentiate between those who work in the neighborhood and those who live there.
- Also, while the preceding data refers to the entire 5 zip code area that includes the neighborhood, the following data is based on census blocks and corresponds exactly to the neighborhood boundaries.
- Please note that all this data refers only to the **employed** population. So when the text says “residents” it refers to residents of the neighborhood who are employed (anywhere) and when it says “all workers” it refers to everyone who works in the neighborhood (regardless of whether or not they live there).

Total Primary Jobs

	Count
Residents	8,858
Work in area	22,543
Reside and Work in Area	602

Jobs by Worker Age

	Count	Share
Age 29 or younger	139	23.1%
Age 30 to 54	360	59.8%
Age 55 or older	103	17.1%

Jobs by Earnings Paid

	Count	Share
\$1,250 per month or less	101	16.8%
\$1,251 to \$3,333 per month	253	42.0%
More than \$3,333 per month	248	41.2%

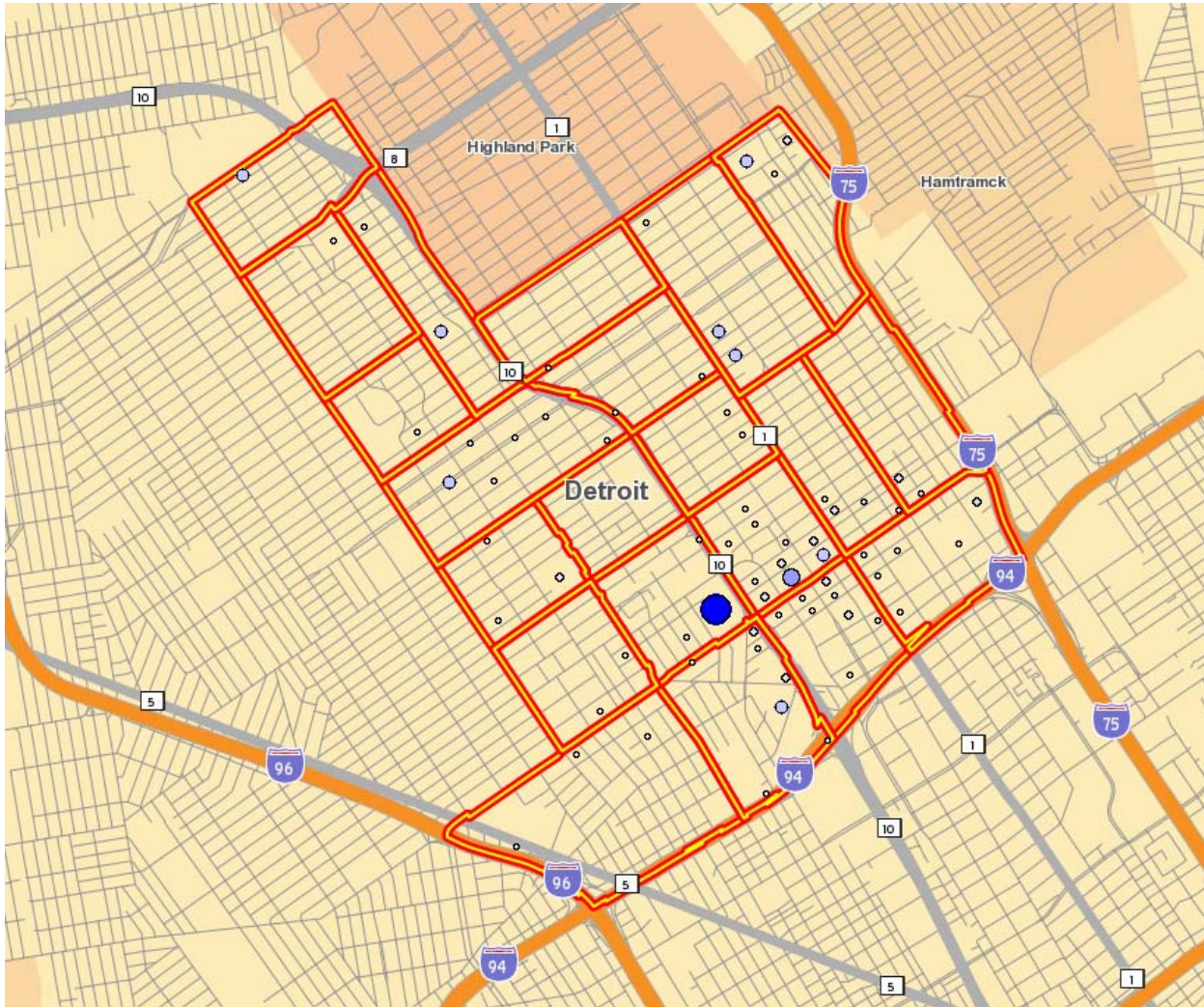
Jobs by Industry Type

	Count	Share
Goods Producing	38	6.3%
Trade, Transportation, and Utilities	50	8.3%
All Other Services	514	85.4%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

- Of the 22,543 people who work in the neighborhood, only 602 of them reside there (2.6%). This means that only 6.8% of the 8,858 working residents work at jobs in the neighborhood.
- Of these 602 resident workers, about 60% are between the ages of 30 and 54. Most earn middle to higher earnings. And nearly all work in the services industry.

Map Showing Work Locations of Resident Workers



Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

COMPARISON OF RESIDENTS AND WORKERS

Total Primary Jobs

Live in Area

Work in Area

	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	22,543	100.0%

Jobs by Worker Age

	Count	Share
Age 30 or younger	2,279	25.7%
Age 31 to 54	4,988	56.3%
Age 55 or older	1,591	18.0%

Count	Share
3,892	17.3%
14,516	64.4%
4,135	18.3%

Jobs by Earnings Paid

	Count	Share
\$1,250 per month or less	2,682	30.3%
\$1,251 to \$3,333 per month	3,782	42.7%
More than \$3,333 per month	2,394	27.0%

Count	Share
2,395	10.6%
7,848	34.8%
12,300	54.6%

Jobs by Industry Type (2-digit NAICS)

	Count	Share
Agriculture, Forestry, Fishing and Hunting	3	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%
Utilities	47	0.5%
Construction	115	1.3%
Manufacturing	627	7.1%
Wholesale Trade	239	2.7%
Retail Trade	841	9.5%
Transportation and Warehousing	219	2.5%
Information	216	2.4%
Finance and Insurance	312	3.5%
Real Estate and Rental and Leasing	140	1.6%
Professional, Scientific, and Technical Services	582	6.6%
Management of Companies and Enterprises	166	1.9%
Administration & Support, Waste Management and Remediation	816	9.2%
Educational Services	881	9.9%
Health Care and Social Assistance	1,840	20.8%
Arts, Entertainment, and Recreation	272	3.1%

Count	Share
0	0.0%
0	0.0%
107	0.5%
328	1.5%
1,335	5.9%
224	1.0%
1,345	6.0%
646	2.9%
518	2.3%
409	1.8%
179	0.8%
1,113	4.9%
836	3.7%
1,162	5.2%
343	1.5%
12,007	53.3%
281	1.2%

Accommodation and Food Services	766	8.6%	574	2.5%
Other Services (excluding Public Administration)	325	3.7%	261	1.2%
Public Administration	450	5.1%	874	3.9%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

- Reminder: Please note that all this data refers only to the **employed** population. So when the text says “residents” it refers to residents of the neighborhood who are employed (anywhere) and when it says “all workers” it refers to everyone who works in the neighborhood (regardless of whether or not they live there).
- Residents are younger than all workers (25.7% of residents are under 30, compared to 17.3% of all workers)
- Residents who live in the neighborhood have lower wages than all workers. 73% of residents earn less than \$3,333 per month, with 30.3% earning \$1,250 or less. In comparison, of all workers, only 10.6% earn \$1,250 or less.
- Residents and all workers are employed in different industries. 53.3% of all those who work in the area (all workers) are employed in health care and social assistance, compared to 20.8% for residents. Health care and social assistance jobs account for at least 10,000 of the in-commuting individuals.
- Residents, on the other hand, are employed in a broader range of industries including: *Educational services (9.9%), Retail trade (9.5%), Administration & Support, Waste Management & Remediation (9.2%). Accommodation and Food Services (8.6%) and Manufacturing (7.1).*

WAGES AND INDUSTRY BY AGE OF WORKER

Total Primary Jobs	All Residents		30 or younger		30-54		55 or older	
	Count	Share	Count	Share	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	2279		4988		1591	

Jobs by Earnings Paid

\$1,250 per month or less	2,682	30.3%	1198	52.6%	1084	21.7%	400	25.1%
\$1,251 to \$3,333 per month	3,782	42.7%	856	37.6%	2277	45.6%	649	40.8%
More than \$3,333 per month	2,394	27.0%	225	9.9%	1627	32.6%	542	34.1%

Jobs by Industry Type (2-digit NAICS)

Agriculture, Forestry, Fishing and Hunting	3	0.0%	0	0.0%	3	0.1%	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%	1	0.0%	0	0.0%	0	0.0%

Utilities	47	0.5%	1	0.0%	39	0.8%	7	0.4%
Construction	115	1.3%	27	1.2%	79	1.6%	9	0.6%
Manufacturing	627	7.1%	94	4.1%	404	8.1%	129	8.1%
Wholesale Trade	239	2.7%	37	1.6%	166	3.3%	36	2.3%
Retail Trade	841	9.5%	396	17.4%	361	7.2%	84	5.3%
Transportation and Warehousing	219	2.5%	31	1.4%	156	3.1%	32	2.0%
Information	216	2.4%	52	2.3%	132	2.6%	32	2.0%
Finance and Insurance	312	3.5%	67	2.9%	200	4.0%	45	2.8%
Real Estate and Rental and Leasing	140	1.6%	40	1.8%	74	1.5%	26	1.6%
Professional, Scientific, and Technical Services	582	6.6%	122	5.4%	365	7.3%	95	6.0%
Management of Companies and Enterprises	166	1.9%	22	1.0%	97	1.9%	47	3.0%
Administration & Support, Waste Management and Remediation	816	9.2%	217	9.5%	454	9.1%	145	9.1%
Educational Services	881	9.9%	129	5.7%	501	10.0%	251	15.8%
Health Care and Social Assistance	1,840	20.8%	378	16.6%	1073	21.5%	389	24.5%
Arts, Entertainment, and Recreation	272	3.1%	98	4.3%	144	2.9%	30	1.9%
Accommodation and Food Services	766	8.6%	438	19.2%	281	5.6%	47	3.0%
Other Services (excluding Public Administration)	325	3.7%	75	3.3%	177	3.5%	73	4.6%
Public Administration	450	5.1%	54	2.4%	282	5.7%	114	7.2%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

- Data in this chart refers only to the neighborhood's employed residents (who may or may not work within in the neighborhood)
- Wages are lowest for younger workers and highest for those between 30 and 54 years of age. Older workers (over 55) have the highest percentage of those earning more than \$3,333 per month, but also have an increase in those earning \$1,250 or less compared to those in the 30-54 age bracket.
- More than half of all workers under 30 earn less than \$1,250 per month.
- Employment for workers under 30 is primarily in three industries: *Accommodation and Food Services* (19.2%), *Retail Trade* (17.4%), and *Health Care and Social Assistance* (16.6%)
- Workers between 30 and 54 have their highest concentrated employment in *Health Care and Social Assistance* (21.5%), *Educational Services* (10%), *Administration & Support, Waste Management & Remediation* (9.1%) and *Manufacturing* (8.1%)

- Workers 55 and older are concentrated in the same industries as those aged 30-54, but in slightly different percentages: *Health Care and Social Assistance* (24.5%), *Educational Services* (15.8%), *Administration & Support, Waste Management & Remediation* (9.1%) and *Manufacturing* (8.1%).

WAGES BY INDUSTRY

Total Primary Jobs	All Residents		\$1,250 per month or less		\$1,251 to \$3,333 per month		More than \$3,333 per month	
	Count	Share	Count	Share	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	2682		3782		2394	

Jobs by Industry Type (2-digit NAICS)

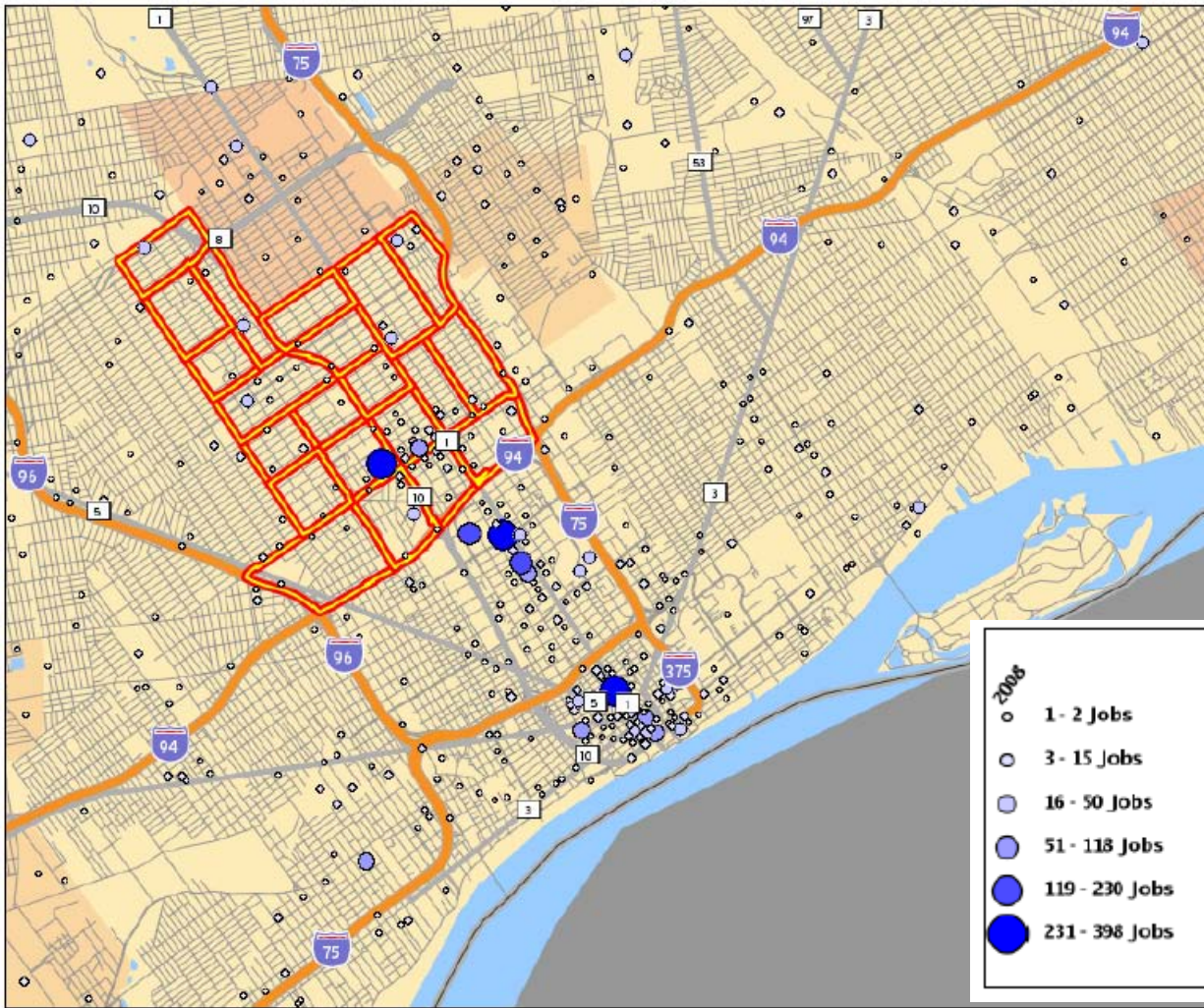
	Count	Share						
Agriculture, Forestry, Fishing and Hunting	3	0.0%	1	0.0%	1	0.0%	1	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%	1	0.0%	0	0.0%	0	0.0%
Utilities	47	0.5%	1	0.0%	2	0.1%	44	1.8%
Construction	115	1.3%	19	0.7%	56	1.5%	40	1.7%
Manufacturing	627	7.1%	74	2.8%	292	7.7%	261	10.9%
Wholesale Trade	239	2.7%	32	1.2%	114	3.0%	93	3.9%
Retail Trade	841	9.5%	423	15.8%	353	9.3%	65	2.7%
Transportation and Warehousing	219	2.5%	33	1.2%	125	3.3%	61	2.5%
Information	216	2.4%	32	1.2%	77	2.0%	107	4.5%
Finance and Insurance	312	3.5%	34	1.3%	160	4.2%	118	4.9%
Real Estate and Rental and Leasing	140	1.6%	43	1.6%	75	2.0%	22	0.9%
Professional, Scientific, and Technical Services	582	6.6%	91	3.4%	205	5.4%	286	11.9%
Management of Companies and Enterprises	166	1.9%	20	0.7%	46	1.2%	100	4.2%
Administration & Support, Waste Management and Remediation	816	9.2%	364	13.6%	355	9.4%	97	4.1%
Educational Services	881	9.9%	206	7.7%	351	9.3%	324	13.5%

Health Care and Social Assistance	1,840	20.8%	577	21.5%	833	22.0%	430	18.0%
Arts, Entertainment, and Recreation	272	3.1%	68	2.5%	185	4.9%	19	0.8%
Accommodation and Food Services	766	8.6%	513	19.1%	230	6.1%	23	1.0%
Other Services (excluding Public Administration)	325	3.7%	120	4.5%	154	4.1%	51	2.1%
Public Administration	450	5.1%	30	1.1%	168	4.4%	252	10.5%

- Low wage jobs are concentrated in *Health Care and Social Assistance (21.5%), Accommodation and Food Services (19.1%), Retail Trade (15.8%), and Administration & Support, Waste Management & Remediation (13.6%)*
- Middle wage jobs are concentrated in *Health Care and Social Assistance (22%), Administration & Support, Waste Management & Remediation (9.4%), Retail Trade (9.3%), and Educational Services (9.3%).*
- High wage jobs are concentrated in *Health Care and Social Assistance (18%), Educational Services (13.5%), Professional, Scientific, and Technical Services (11.9%), Manufacturing (10.9%) and Public Administration (10.5%)*
- These percentages refer to the percentage of jobs in that wage category by the industry. Another way to look at this data would be the percentage of jobs in each industry that fall into each wage category. The following table gives those percentages for selected industries.

Industry Type (2-digit NAICS)	\$1,250 and under	\$1,251-\$3,333 per month	More than \$3,333 per month
Manufacturing	12%	47%	41%
Retail Trade	50%	42%	8%
Professional, Scientific, and Technical Services	16%	35%	49%
Administration & Support, Waste Management and Remediation	45%	44%	11%
Educational Services	23%	40%	37%
Health Care and Social Assistance	31%	45%	23%
Accommodation and Food Services	67%	30%	3%
Public Administration	3%	37%	56%

COMMUTE SHED REPORT – WHERE WORKERS ARE EMPLOYED WHO LIVE IN THE SELECTION AREA



Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

WORK LOCATION BY AGE

Total Primary Jobs

	All Residents		30 or younger		30-54		55 or older	
	Count	Share	Count	Share	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	2,279		4,988		1,591	

Jobs in Places (Cities, CDPs, etc.) Where Workers are Employed

Detroit city, MI	3,844	43.4%	842	36.9%	2,245	45.0%	757	47.6%
Southfield city, MI	466	5.3%	135	5.9%	272	5.5%	59	3.7%

Lansing city, MI	354	4.0%	66	2.9%	198	4.0%	90	5.7%
Dearborn city, MI	354	4.0%	106	4.7%	176	3.5%	72	4.5%
Warren city, MI	266	3.0%	54	2.4%	162	3.2%	50	3.1%
Troy city, MI	255	2.9%	92	4.0%	118	2.4%	45	2.8%
Livonia city, MI	210	2.4%	50	2.2%	112	2.2%	48	3.0%
Farmington Hills city, MI	146	1.6%	34	1.5%	82	1.6%	30	1.9%
Sterling Heights city, MI	107	1.2%	38	1.7%	58	1.2%	*	*
Royal Oak city, MI	96	1.1%	*	*	54	1.1%	21	1.3%
Taylor city, MI	*		30	1.3%	*	*	*	*
Oak Park city, MI	*		*	*	*	*	21	1.3%
All Other Locations	2,760	31.2%	832	36.5%	1511	30.3%	398	25.0%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

WORK LOCATION BY WAGES

Total Primary Jobs

	All Residents		\$1,250 per month or less		\$1,251 to \$3,333 per month		More than \$3,333 per month	
	Count	Share	Count	Share	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	2682		3782		2394	

Jobs in Places (Cities, CDPs, etc.) Where Workers are Employed

Detroit city, MI	3,844	43.4%	866	32.3%	1712	45.3%	1266	52.9%
Southfield city, MI	466	5.3%	147	5.5%	219	5.8%	100	4.2%
Lansing city, MI	354	4.0%	308	11.5%	*	*	25	1.0%
Dearborn city, MI	354	4.0%	115	4.3%	136	3.6%	103	4.3%
Warren city, MI	266	3.0%	70	2.6%	92	2.4%	104	4.3%
Troy city, MI	255	2.9%	79	2.9%	134	3.5%	42	1.8%
Livonia city, MI	210	2.4%	48	1.8%	113	3.0%	49	2.0%
Farmington Hills city, MI	146	1.6%		0.0%	81	2.1%	30	1.3%
Sterling Heights city, MI	107	1.2%	37	1.4%	*	*	35	1.5%
Royal Oak city, MI	96	1.1%	*	*	47	1.2%	*	*

Taylor city, MI	*		40	1.5%	*	*	*	*
Oak Park city, MI	*		*	*	42	*	*	*
Westland city, MI	*		40	1.5%	*	*	*	*
Romulus city, MI	*		*	*	42	*	*	*
Auburn Hills city, MI	*		*	*	*	*	24	1.0%
All Other Locations	2,760	31.2%	932	34.8%	1164	30.8%	616	25.7%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

WORK LOCATION BY INDUSTRY

Total Primary Jobs

	All Residents		Goods Producing		TTU		All Other Services	
	Count	Share	Count	Share	Count	Share	Count	Share
Total Primary Jobs	8,858	100.0%	746		1346		6766	

Jobs in Places (Cities, CDPs, etc.) Where Workers are Employed

Detroit city, MI	3,844	43.4%	212	28.4%	314	23.3%	3318	49.0%
Southfield city, MI	466	5.3%	20	2.7%	50	3.7%	396	5.9%
Lansing city, MI	354	4.0%	*	*	*	*	345	5.1%
Dearborn city, MI	354	4.0%	16	2.1%	62	4.6%	276	4.1%
Warren city, MI	266	3.0%	94	12.6%	52	3.9%	120	1.8%
Troy city, MI	255	2.9%	33	4.4%	48	3.6%	174	2.6%
Livonia city, MI	210	2.4%	30	4.0%	46	3.4%	134	2.0%
Farmington Hills city, MI	146	1.6%	*	*	*	*	128	1.9%
Sterling Heights city, MI	107	1.2%	27	3.6%	*	*	*	*
Royal Oak city, MI	96	1.1%	*	*	*	*	80	1.2%
Taylor city, MI	*	*	*	*	42	3.1%	*	*
Oak Park city, MI	*	*	*	*	*	*	68	1.0%
Hamtramck city, MI	*	*	16	2.1%	*	*	*	*
Fraser city, MI	*	*	16	2.1%	*	*	*	*
Rochester Hills city, MI	*	*	12	1.6%	*	*	*	*

Romulus city, MI	*	*	*	*	34	2.5%	*	*
Westland city, MI	*	*	*	*	31	2.3%	*	*
Redford CDP, MI	*	*	*	*	28	2.1%	*	*
All Other Locations	2,760	31.2%	270	36.2%	639	47.5%	1727	25.5%

Source: Local Employment Dynamics, 2008 data for Census tracts in neighborhood

Appendix E: Neighborhood Resident Engagement and Input

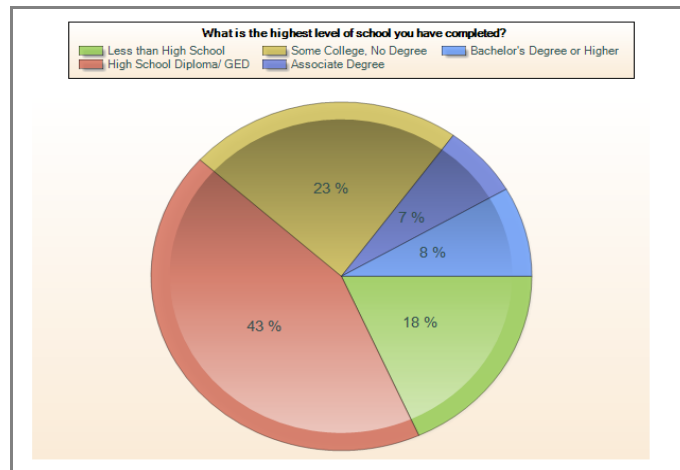
Resident Engagement

As part of CSW's data collection and stakeholder outreach, CSW conducted a survey of 122 Central Woodward/North End neighborhood residents at the CW/NE Collaborative's Community Day and other events held in the neighborhood that day. Residents were asked questions about their current financial/employment situation, their goals, and services that the Pipeline could provide. An analysis of the survey respondents' demographics indicates that these responses appear to track with census data.

While responses are considered to be reasonably representative of the community, this engagement tool was assessed alongside census data to minimize the effect of any response bias or skewed sampling. These responses should not be considered "statistically significant", but rather reflective of a point-in-time snapshot of input from a particular subset of residents.

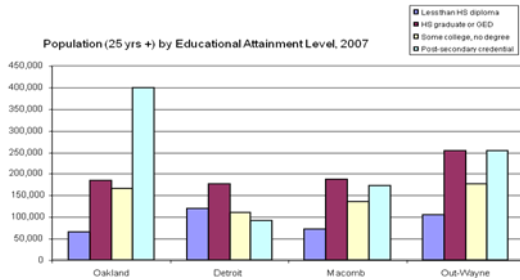
Of the 122 respondents, 72% were female, and 28% were male. The average age of respondents was 39 years.

Respondent's Educational Attainment

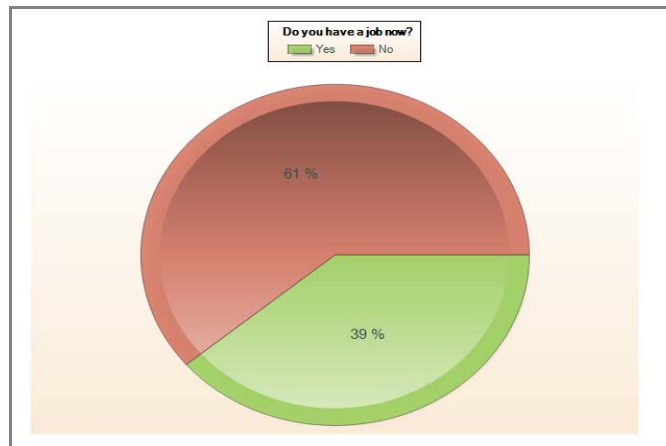


These educational levels clearly align with the educational levels indicated through the census data. The following is a comparison of the city of Detroit's educational levels with the surrounding counties.

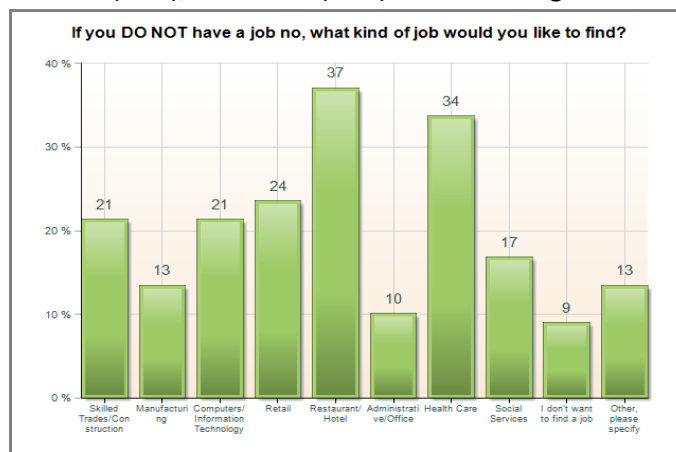
Educational Attainment



Respondents were also asked whether or not they were currently employed. Of the 122 respondents, 61% indicated they did not have a job and 39% were working.

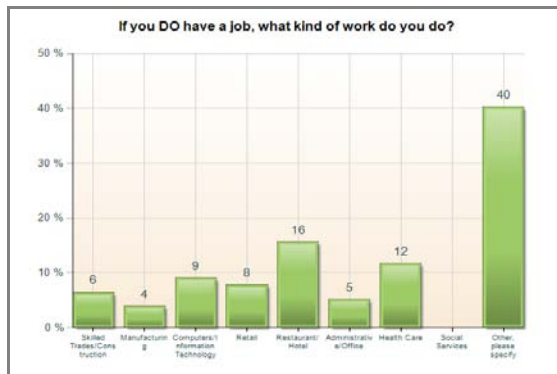


Of those that did not currently have a job, they were asked what kind of job they would like to find. While respondents were interested in careers in a wide range of industries, the industries identified included Restaurant/Hotel (37%), Health Care (34%), and Retail (24%). The following is a breakdown of all responses.



Of those without current employment, the majority had been unemployed for less than 2 years. The following illustrates the amount of time (in months) respondents had been unemployed.

Of the 39% employed respondents, current employment was described as follows:

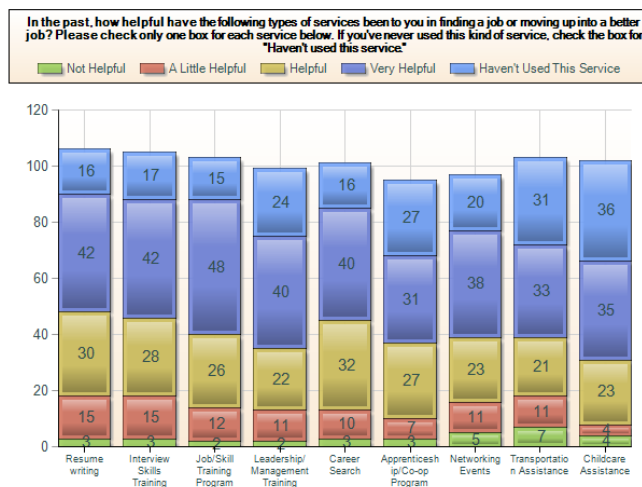


The majority of those who answered “other” typically had multiple positions or responded with specific careers in one of four primary industries: Healthcare, Retail, Restaurant/Hotel, or Computers/Information Technology.

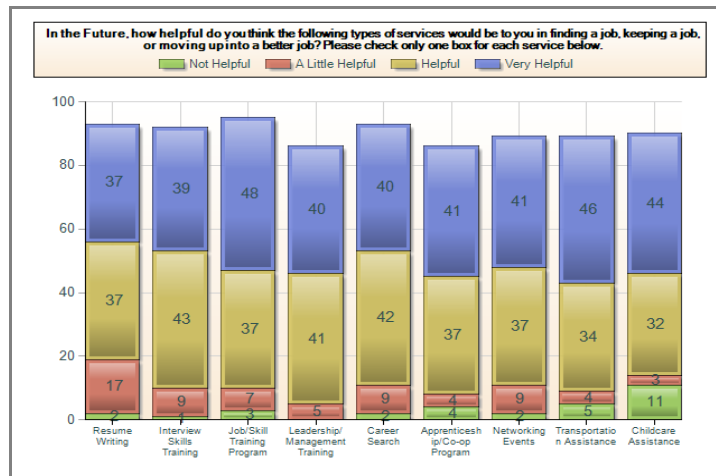
When asked about any difficulties finding local employment, respondents typically indicated that it was due to a lack of local jobs, and a lack of the appropriate skills/education.

When asked if they were doing anything to help prepare themselves for a potential job opportunity, 74% indicated they were actively participating in preparation activities, while 26% were not.

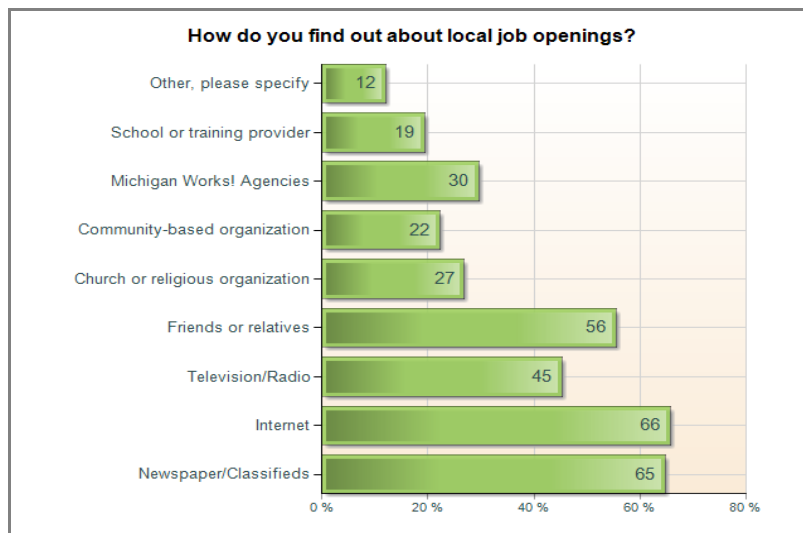
When respondents were asked what employment services they found useful in the past, they responded with the following:



CSW also asked survey respondents which services they thought would be most helpful in their job search or job improvement. Respondents indicated the following:



When asked about where they find local job openings, respondents indicated the following:



CSW asked survey participants what they felt would be most helpful from the Neighborhood Jobs Pipeline.

Responses varied significantly, but many spoke to the following:

- Notify Residents about Job Opportunities that Match Skills
- Create More Jobs Locally
- Offer Job Search Support
- Support Skill Building and Training
- Form Partnerships with Employers
- Improve Opportunities for Past Felons
- Offer Transportation
- Offer Child Care

Appendix F: Community-Based Organization Survey Input

1. What qualities should the Pipeline assess for that might indicate someone is NOT the best fit for this first phase? In other words, what would indicate to you that someone is not currently reasonably employable?
 - i. Chemically dependent (100%)
 - ii. Low skills (lack of HSD or GED) (30%)
 - iii. Lack of driver’s license/reliable transportation (20%)
 - iv. Others: Mental disabilities, felony record, chronic unemployment. Note that this depends upon the types of jobs available.

2. What qualities would indicate someone IS a good fit for the first phase of the Pipeline (i.e., reasonably ready to work?)
 - i. Some work experience and skills
 - ii. Basic math, reading, writing skills
 - iii. Initiative, motivation, demonstrated desire and willingness to participate
 - iv. Employability and interpersonal skills
 - v. Actively seeking employment

3. What is the best way to reach these participants?
 - i. Groups or neighborhoods in the CW/NE area (100%)
 - ii. Community Development Corporations (100%)
 - iii. MWAs, FBOs, CBOs (70%)
 - iv. Employers (10%)

4. What types of services would you expect these “reasonably employable” participants to most likely need?
 - i. Occupational training or transportation support (78%)
 - ii. Transportation support (78%)
 - iii. Child care, case management, job retention, advocacy/awareness-raising with employers (66.7%)
 - iv. Others: Help navigating services and agencies – referrals, coaching.

5. What other organizations might be important partners to include in the Pipeline?:
 - DWDD support programs
 - All of the CW/NE partners
 - DHS
 - MRS
 - Call 211
 - WCCCD
 - Goodwill

6. Given the initial Pipeline focus on reasonably “ready to work” candidates, what do you think are likely to be the most helpful or appropriate role or roles of the Pipeline?
 - a. Employer advocacy: raising awareness among employers of the local workforce available to ensure available workers have good access to available jobs. (May include developing a “community benefit agreement” with employers to highlight the social contribution/economic wisdom of investing in their local workforce; and/or cultivating Champions for these local workforce investment efforts.) (100%)
 - b. Coordination and “Dot-Connecting” of services and supports: serving as a trusted network to help workers connect with the supports they need in order to compete effectively for available jobs. (55%)

- c. Case management services (“fundamental guidance on how to manage work and life”) including retention support, to help meet each individual where they are and connect them with the supports needed. (33%)
- d. Sector/employer based approach – focus on multiple companies with specialized skill needs and try to address those needs by preparing and supporting workers. (22%)
- e. HUD Section Three Business-type model, with a focus on preparing local residents for available jobs and helping to broker their placement in local openings. (22%)

Appendix G: Employer Engagement and Input

Employer Survey

With generous distribution help from the American Society of Employers (ASE), hundreds of electronic surveys were distributed to a wide range of employers in the metro-Detroit region.

Of the surveys distributed, 87 employers responded.

- 21 were in the targeted Detroit neighborhood zip codes (24%)
- 11 were from other Detroit/Wayne County areas (based on address, phone and other review)
- The remaining surveys came from outlying Detroit areas or were of an undetermined regional origin (i.e., information was not provided)

Several themes cut across the employer research, underscoring common challenges in Detroit's hiring climate. Employers feel overwhelmed by unprecedented response to job postings from hopeful candidates. Employers also frequently mentioned feeling overwhelmed by requests for information, input or cooperation from service providers trying to help, but not necessarily coordinating their efforts.

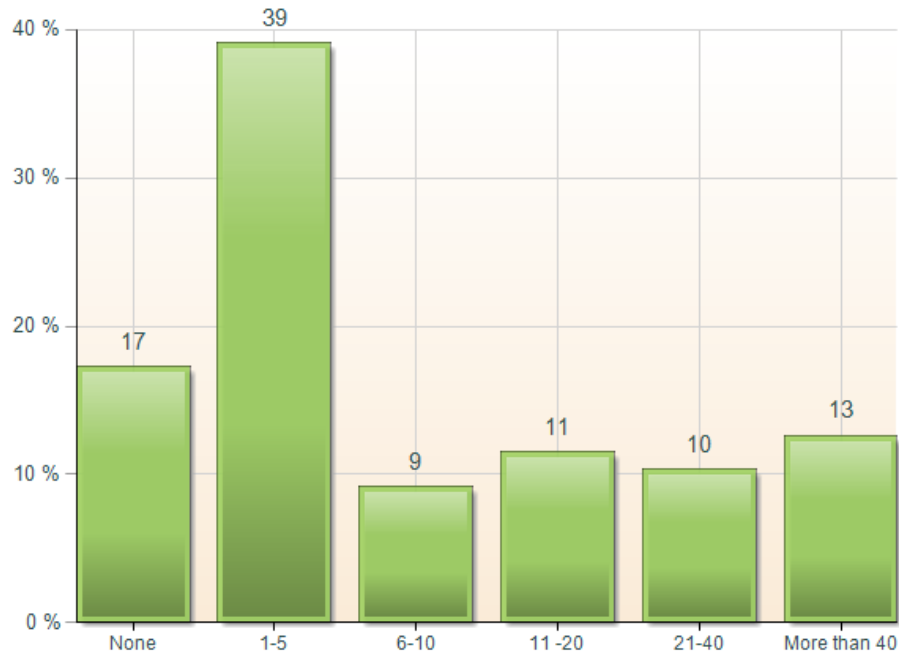
Some employers noted that, in the midst of current and future challenges, employers (and job seekers) lack perfect information about actual talent needs. Many have no real processes to understand or ways of reporting future talent demands. Other information that could help jobseekers better fine-tune their skill development, like labor market trends, doesn't penetrate to the public in meaningful, reliable ways.

One employer reported receiving 15,000 applications at a recent hiring event for just a few hundred available positions.

The result for jobseekers is that they are often unprepared, lacking specific credentials or education that employers need. And, in many cases, they may also have trouble passing standardized tests or making a good impression in the interview process. These trends are occurring when employers' needs are increasingly specialized, meaning that, even in an "employer's job market," they sometimes have trouble filling their specific talent needs.

Most respondents indicated that they have hired in the last year.

In the past year how many employees has your organization hired:



For all of the employers surveyed, the following industries reported the most hiring in the past year:

- Manufacturing (29.7%)
- Professional/scientific/technical services (6.6%)
- Finance and insurance (5.5%)
- Construction (4.4%)

Manufacturing, professional/scientific/technical services and finance and insurance all indicated that they had more than 40 hires in the past year.

When looking at those employers in the CW/NE identified area, the picture is similar to the responses from all employers. Again, the bulk of those employers hiring new employees hired in small increments of 1-5 (43%). The next largest category was those employers who have hired more than 40 new employees in the past year (19%).

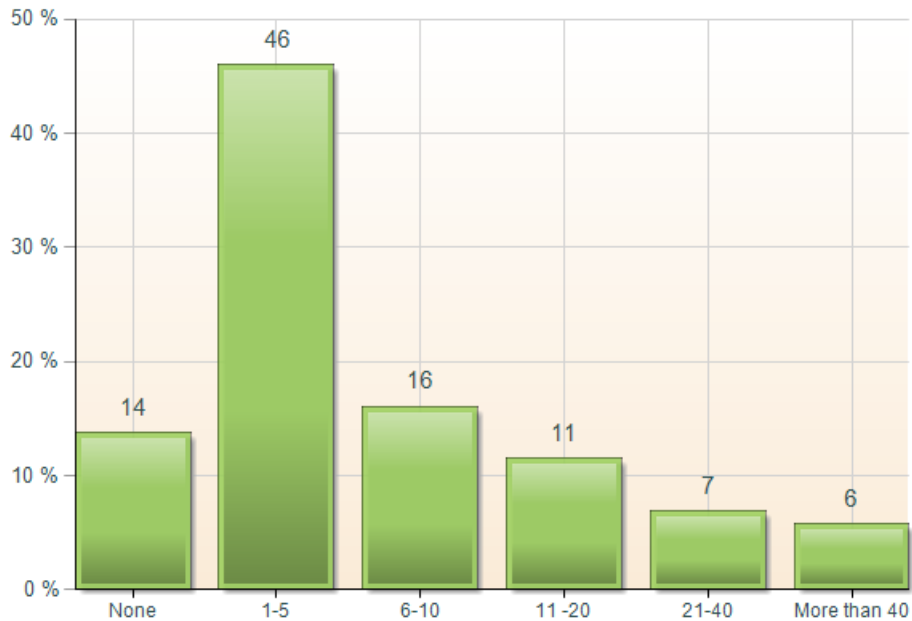
Industries (from employers outside the CW/NE area) that reported the most hiring in the past year were:

- Construction (11.5%)
- Educational services (7.7%)
- Retail Trade (7.7%)
- Social Assistance (7.7%)
- Transportation, distribution, logistics (7.7%)

Employers in the retail, social assistance and transportation, distribution, logistics industries all indicated hiring more than 40 new employees in the last year.

When asked about how many openings employers anticipated over the next year, they indicated that hiring was likely to remain concentrated in small numbers, with 46% of respondents saying they are apt to continue hiring in increments of 1-4 and 16% of respondents indicating that they plan to hire 6-10 workers in the next year.

In the upcoming year how many vacancies do you anticipate needing to fill within your organization:



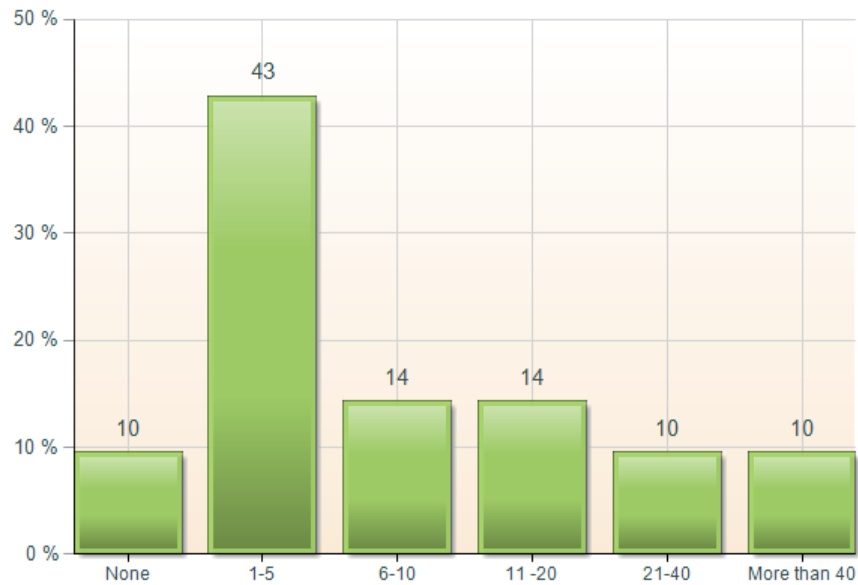
Industries that reported the most anticipated hiring in the next year were:

- Manufacturing (29.7%)
- Professional/scientific/technical services (6.9%)
- Finance and insurance (6.9%)
- Construction (4.3%)

Manufacturing and finance/insurance each indicated that they anticipated having more than 40 hires in the next year.

Employers specifically in the targeted Central Woodward and North End neighborhoods responses mirrored all employers' responses. Hiring is likely to remain concentrated in small numbers, with the bulk of respondents saying they will continue to hire in increments of 1-5 (43%). Other subsets say they will hire in increments of 6-10 and 11-20 (14% each). As in the broader region, fewer anticipate hiring 40 or more at a time.

In the upcoming year how many vacancies do you anticipate needing to fill within your organization:



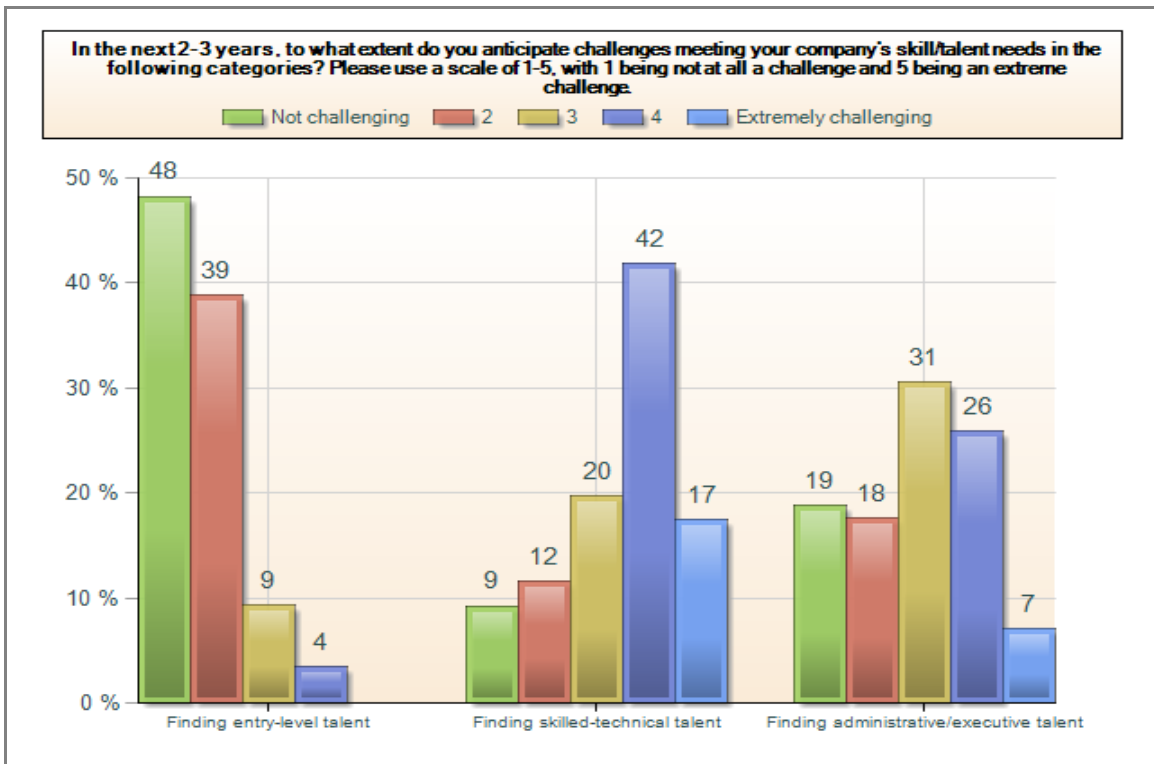
Industries that reported the most anticipated hiring in the next year were:

- Construction (11.0%)
- Educational Services (7.4%)
- Retail Trade (7.4%)
- Social Assistance (7.4%)
- Transportation, distribution, logistics (7.4%)

The Retail Trade and Transportation, distribution, logistics industries each indicated they anticipated having more than 40 hires.

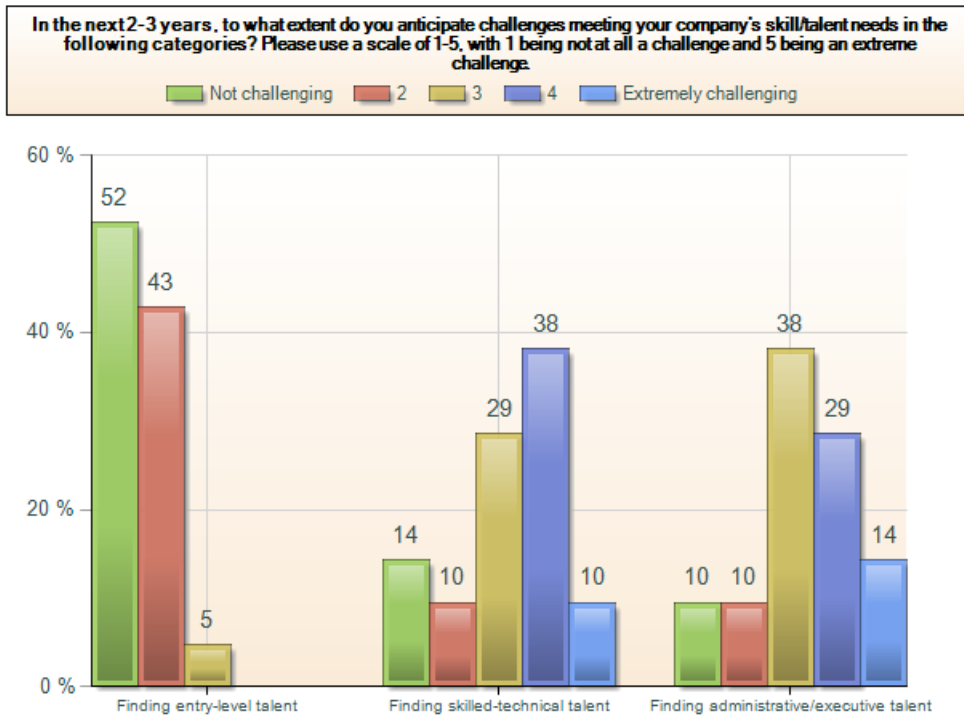
In the next 2-3 years, employers anticipate little difficulty finding entry-level workers and moderate challenges finding administrative/executive talent, but they expect to struggle to find skilled/technical workers.

- 87% said they expected to encounter little trouble finding entry-level talent. (91% for non-manufacturers)
- 59% expect challenges finding skilled/technical talent (55% for non-manufacturers)
- 33% said they expect challenges finding administrative/executive talent (31% for non-manufacturers)



When looking at the Central Woodward/North End neighborhood, the story is the same. However, in the next 2-3 years, employers expect to have even less trouble finding entry-level workers and substantially more trouble finding administrative/executive talent.

- 95% said they expected to encounter little trouble finding entry-level talent.
- 48% expect challenges finding skilled/technical talent.
- 43% expect challenges finding administrative/executive talent.



In open-end responses to the survey, the most critical skills gap employers face is finding:

- Technical Skills (very specific to certain types of work)
- Specific Experience or Industry Knowledge
- Work Ethic
- Customer Service

Other critical gaps include:

- Salary Expectations (Especially if experienced)
- Analytical Capacity
- Creativity
- Communications and Writing (especially proposals)
- Multi-tasking
- Project Management

Despite an abundance of job seekers, Detroit employers indicated that they are still encountering some frustrating trends:

- Deficiencies in soft skills, particularly customer service
- Hesitancy to pursue certain jobs because the jobs seem unstable or otherwise undesirable (uncertain budgets, lower pay, etc)
- Failed background checks (felonies, misdemeanors, drugs)
- Trouble passing assessments or credentialing exams
- Insufficient work preparation, poor basic skills/education

When asked about soft-skills, finding talent with good customer service was a top concern (34% for both manufacturing and non-manufacturing employers) and was much more pronounced among the CW/NE neighborhood employers (47%). Understanding company culture ranked second (30% for all responses, 32 for Final Report April 2011

non-manufacturers, and 29% for neighborhood employers). Based on open-ended responses we interpret this to mean specific awareness of an industry or business-model type.

How hard is it to find workers with these soft skills?	% responding “extremely difficult” or “difficult” (total average/ CWNE)
Are reliable	18%/19%
Work well with others	16%/10%
Offer good customer service	34%/47%
Are productive and accurate	28%/28%
Fit my company culture	30%/29%
Have reliable childcare	9%/15%
Have reliable transportation	13%/10%
Can pass a drug test	3%/10%

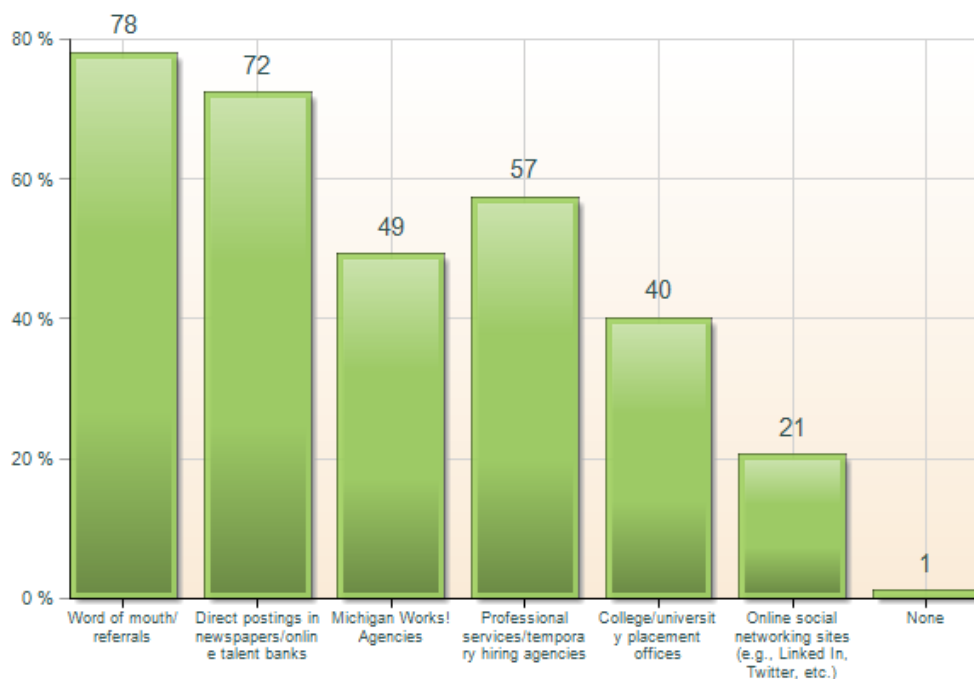
When looking for specific qualifications or credentials, employers struggled most to find talent with previous experience (24% found this difficult/extremely difficult, the same for all employers and non-manufacturers but slightly higher at 29% for CW/NE Employers). Neighborhood employers tend to encounter more difficulty finding talent with required certifications/credentials, bachelor’s degrees, and adequate math skills. Based on open-end responses, we interpret the need for “previous experience” to generally relate to a specific industry/field of work or related to a specific skill set/type of activity. Despite these results, open-ended responses show that finding workers that meet employers’ specific technical-skill needs is a very significant concern.

Finding certain qualifications or credentials	Difficult + extremely difficult (total average/ CWNE)
Have adequate reading/literacy skills	9%/10%
Have adequate math skills	11%/20%
Have a high school diploma/GED	3%/10%
Have a Bachelor’s degree	9%/19%

Have a required certification/credential	15%/29%
Have previous experience	24%/29%

When asked about how employers find new staff, the majority of respondents indicated that they rely on word of mouth (78% of all respondents and 86% of neighborhood respondents). Neighborhood employers tended to rely more heavily on Michigan Works! Agencies (57%) than all employers (48%), while all employers tended to rely more heavily on temporary assistance/professional services agencies (57%) than neighborhood employers (38%).

When hiring staff, on which do you rely to fill your position? Please select all that apply.



There seems to be a lot of confusion around resources to fill talent needs. Employers either think what they need does not exist or they are confused by too many options. These sentiments are more pronounced among CW/NE respondents who also report being more confused about how to identify future talent needs for their firm. Interestingly, neighborhood respondents indicate less trouble than their counterparts finding partners to fill their staff talent gaps/needs.

Navigating the talent system	Agree + strongly agree
It is hard to find partners in the region who can help fill talent gaps/skill needs of staff I have on hand.	(total average/ CWNE) 26%/22%

I'm confused about the best approaches for identifying future talent needs for my firm.	20%/30%
There are a lot of potential partners on which I could rely to fill my firm's talent gaps/skill needs, but there are so many it is confusing.	21%/25%
There are a lot of resources that could help meet my firm's talent gaps/skill needs, but I have trouble finding the right ones at the right times.	27%/40%
The resources I need to fill my firms' talent gaps/skill needs don't seem to exist in this region.	29%/45%

When looking at all employers they were more likely to report using talent-related business services than CW/NE employers.

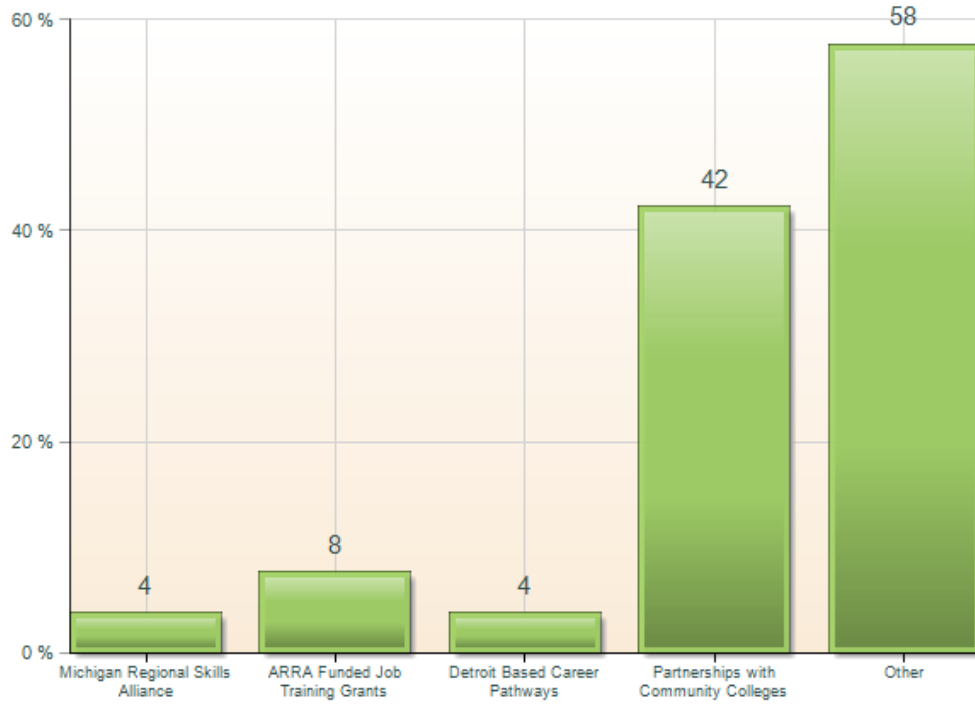
Talent-related business services (ever used)	(total average/ CWNE)
Employee recruitment	44%/24%
Candidate screening services	26%/19%
Employee training services	15%/5%
Other services	9%/14%

Based on their past talent-related service usage, it is not surprising that 46% of all respondents say, either often or very often, they would be likely to use services through the pipeline connecting them to qualified employees. The rate is much higher (70%) for neighborhood employers. Respondents also are very interested in learning about improving their work environment, access to training and education, and ways to enhance worker productivity through socially-oriented service offerings.

Likelihood to use certain services offered through the pipeline	% Responding “Often” or “Very Often” (total average/ CW NE area employers)
Services that connect me to qualified employees	45%/70%
Information on creating a positive work environment/employer of choice models	37%/55%
Access to community training and education resources	36%/50%
Services to enhance worker productivity through support services that offer unique social, health and other services for employees	30%/65%
Access to cooperative/shared employee training and education models that spread costs among partnering firms	27%/40%
Assistance creating career advancement opportunities through Career pipelines and internal worker promotion strategies	22%/45%
Information on alternative/flexible work models	17%/30%

Surveyed employers are far more likely to participate with a community college relating to their talent needs than any other entity.

Do you participate in any of the following? Check all that apply:



CW/NE employers are far more likely than regional employers to believe that it is important or very important to hire workers from the City of Detroit. They also value workers that represent diverse backgrounds and experiences at a much higher rate (CW/NE 86% vs. All Employers 57%).

Appendix H: NEIGHBORHOOD JOBS PIPELINE COORDINATOR JOB DESCRIPTION

General Statement of Duties

The Neighborhood Jobs Pipeline Coordinator will work independently and as part of a team to launch and oversee the implementation of the Neighborhood Jobs Pipeline in the Central Woodward Communities Collaborative (“CWCC”) area. The Coordinator will facilitate a Jobs Pipeline Task Force comprised of stakeholders, service providers and neighborhood intermediaries all with the goal of connecting neighborhood residents to available jobs.

Major Duties and Responsibilities

- Develop effective communication and training materials for multiple audiences, including Pipeline participants, partners, potential partners, employers, etc.;
- Work with multiple providers to ensure that participants are appropriately screened and assessed;
- Develop an orientation curriculum for new resident participants;
- Manage Pipeline resources and help partners identify and connect with additional resources;
- Broker partnerships between employers and the Pipeline to hire and support qualified participants;
- Build and develop a provider network;
- Represent the Neighborhood Jobs Pipeline for initiative partners, within the community and to relevant external entities;
- Interview participants and employers to track and respond to their experiences and needs throughout Pipeline involvement;
- Develop and maintain a database or other system to track employer needs;
- Ensure continuous community, employer and organizational outreach within the neighborhood;
- Miscellaneous duties as assigned

Skills and Abilities

- Strong commitment to diversity and civil and human rights.
- Strong leadership, analytical and organizing abilities. Persistence in excellence a must
- Highly motivated and independent, yet team-oriented
- Must be able to work flexible hours, particularly in the evenings and on weekends, and have reliable transportation
- Computer and other office skills sufficient to prepare and distribute written reports, create and maintain databases and track work progress electronically (preferably Microsoft Excel, Word, and PowerPoint)
- Excellent communicator, both verbally and in writing, and able to inspire belief in the Neighborhood Jobs Pipeline
- Understanding of workforce development and human service issues and challenges;
- Understanding of the needs and experiences of unemployed, underemployed, and/or low income families;
- Ability to develop relationships with and respond effectively to diverse partners, including employers and employer networks, service providers, philanthropy, and faith-based organizations;

- Skilled in difficult problem solving and resource management, including identifying gaps and connecting individuals with available resources;
- Ability to negotiate agreements and partnerships between multiple providers;
- Communications skills necessary to develop and maintain an initiative identity and fundraise effectively.

Education, Training, and Experience

- Bachelor's or Master's Degree in business, workforce development, social service, or related field or three years of professional experience in an equivalent field
- Good project management and communication skills; proven success working with community groups and diverse populations

Supervision

Perform duties under supervision of the Manager of Community Development.

Appendix I: Sample Budget

Item	Notes	Total Cost
Startup Costs		
Equipment		\$5,000
Database for Tracking Participants		\$15,000.00
Database Training	Usually negotiate with software provider to get free	
Web Portal Design and Hosting		\$10,000
Communications Strategy and Marketing Materials	Initial costs to design marketing strategy and create templates	\$15,000
Initial Cost Total		\$45,000
Annual Operating Costs		
Pipeline Coordinator - Salary	1 FTE x \$40,000.00 - \$50,000.00	\$50,000.00
Pipeline Coordinator - Fringe and Benefits (25%)		\$12,500.00
Assistant Coordinator - Salary	1/2 FTE x \$20,000.00 - \$30,000.00	\$20,000.00
Assistant Coordinator - Fringe and Benefits (25%)		\$5,000.00
Overhead (15%)		\$10,500.00
Administrative Assistant 1000 hours at \$10/hour		\$10,000.00
Job Fairs - \$5,000 each, twice a year		\$10,000.00
Facilitator for Committee Work and Strategic Planning		\$10,000.00
Database Maintenance (IT Support)		\$500.00
Communications Materials and Marketing		\$10,000.00
Mileage, Travel and Training		\$3,000.00
Service Provider In House Costs to Track information for Jobs Pipeline		\$30,000.00
Workforce Development/Strategy Consultants		\$30,000.00
Annual Operating Costs		\$201,500.00

Appendix J: Map of Potential Providers of Pipeline Services

Employment Services

- Detroit Workforce Development Department (DWDD)
- Goodwill Industries
- Wayne State Trio
- City of Detroit One Stop Network of Providers
- Focus: HOPE
- Detroit/Wayne County Child Care Coordinating Council

Educational Services

- Detroit Public Schools
- Focus: HOPE
- Parkman Library – Technology, Literacy and Career Center
- Wayne County Community College
- Wayne State GED Services
- Henry Ford Community College
- Southwest Solutions

Counseling Services

- New Center Community Mental Health
- Southwest Counseling Services

Literacy Services

- Detroit Literacy Services
- Dominican Literacy

- ProLiteracy
- Detroit Learning Labs

Community Development Services

- Vanguard CDC
- Central Detroit Christian CDC
- Focus: HOPE

Childcare Services

- Focus: HOPE

Advocacy

- Detroit Economic Growth Corporation
- DWDD
- Detroit Chamber
- Wayne Community Action Agency

Work Supports and Other Supportive Services

- Focus: HOPE
- Catholic Social Services of Wayne County
- Goodwill Industries
- Cass Social Services
- Gleaners Community Food Bank
- People's Community Services
- Matrix Human Services
- Community Health and Social Services Center (CHASS)