



Detroit's Workforce Development System Redesign

Request for Information (RFI), Detailed Findings



About the Request for Information (RFI)

RFI Summary

In February of 2018, the MOWD and DESC engaged the Corporation for a Skilled Workforce to assist in developing and issuing a Request for Information (RFI) to organizations receiving public or private workforce funding, in order to identify the assets and challenges of local workforce organizations and to solicit feedback on design ideas. This stakeholder feedback initiative was an important step in assessing the workforce development assets and gaps as well as defining priorities for the System Redesign.

Overview of Data Collection Elements

- Assessed agreement on potential design ideas
- Gathered feedback on the overall system
- Collected information on organization size and budgets
- Assembled data tied to services and occupational training
- Conducted data collection on employer engagement

100
RECIPIENTS

60%
RESPONSE
RATE

48
QUESTIONS



RFI Respondents

The following stakeholders responded to the RFI.

60%
RESPONSE
RATE

48
QUESTIONS

- Abbott & Associates Financial Services, LLC.
- ACCESS
- Affirmations
- Alternatives For Girls
- Aress Academy
- Big Brothers Big Sisters of Metropolitan Detroit
- Black Family Development
- Build Institute
- Bureau of Services for Blind Persons
- Cambridge Computer Institute
- Career Health Studies Institute
- Central Detroit Christian CDC
- Computer Networking Center
- Connect Detroit
- Detroit Job Corps Center
- Detroit Public Schools Community District
- Detroit Rescue Mission Ministries
- Detroit Training Center
- Development Centers
- Dominican Literacy Center
- Downriver Community Conference
- DSDT
- Eastside Community Network
- EcoWorks
- Emerging Industries Training Institute, Inc.
- Focus: HOPE
- Goodwill Industries of Greater Detroit
- Greater Horizon Training Institute
- Incite Focus
- Jackets For Jobs
- Jewish Vocational Service (JVS)
- Matrix Human Services
- MedCerts, LLC
- Mercy Education Project
- Michigan HRDI
- Midwest Careers Institute
- Neighborhood Service Organization-YouthLink
- New Prospect Learning Lab
- Operation ABLE of Michigan
- Osborn Neighborhood Alliance
- Payne-Pulliam School
- Pro-Literacy Detroit
- Reading Works Detroit
- Restaurant Opportunities Center of Michigan
- Ross Innovative Employment Solutions Corporation
- Schoolcraft College
- SER Metro-Detroit, Jobs for Progress, Inc.
- Southwest Economic Solutions
- St. Vincent and Sarah Fisher Center
- Suburban Truck Driver Training School
- The Center for Urban Youth and Family Development
- The Greening of Detroit
- The Guidance Center
- The Resource Network
- United Way for Southeastern Michigan
- Urban Neighborhood Initiatives
- Wayne County Community College District
- Wayne Metropolitan Community Action Agency
- Winning Futures
- YMCA of Metro Detroit



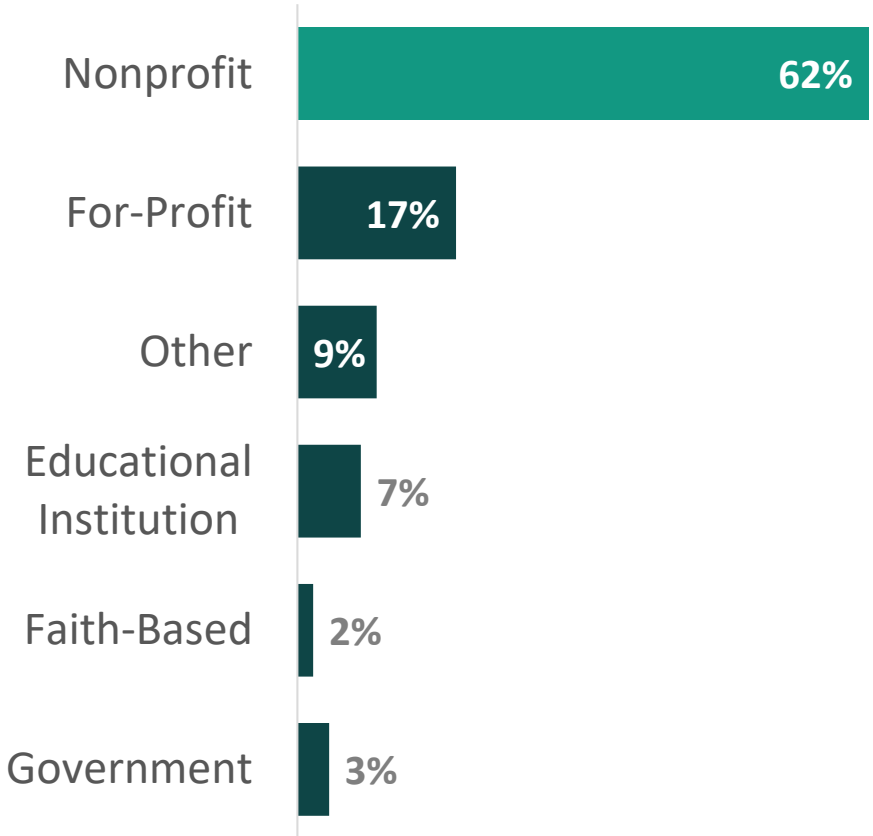


Organizational Information

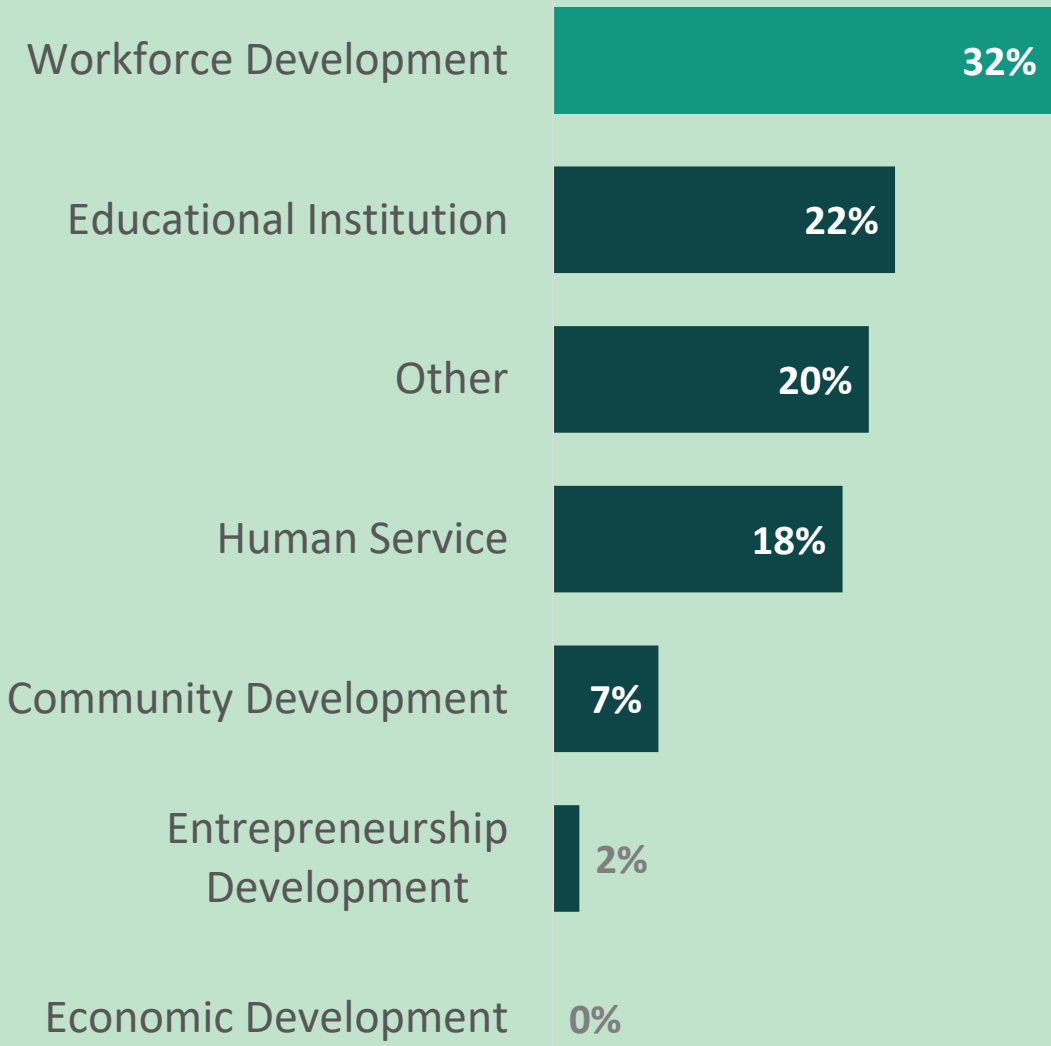
What types of organizations responded to the RFI?

Over half of the organizations who responded are nonprofits.

58 Organizations Responded to this Question



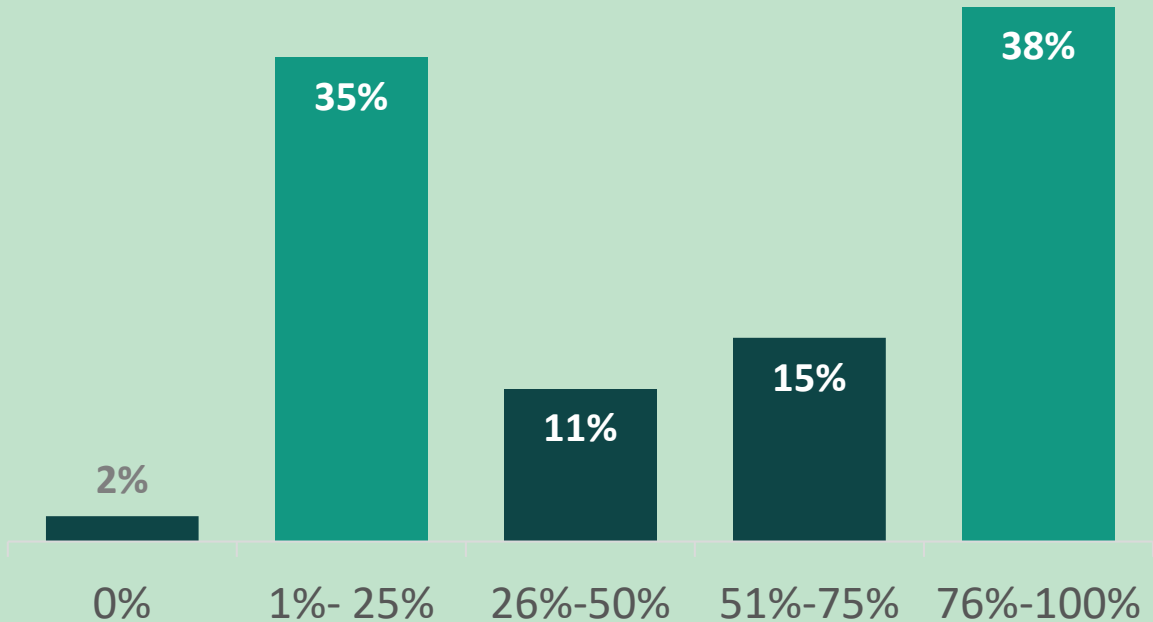
Organizations were asked to select their primary business. Workforce development was the most frequent response.



What funding exists in the system to support services?

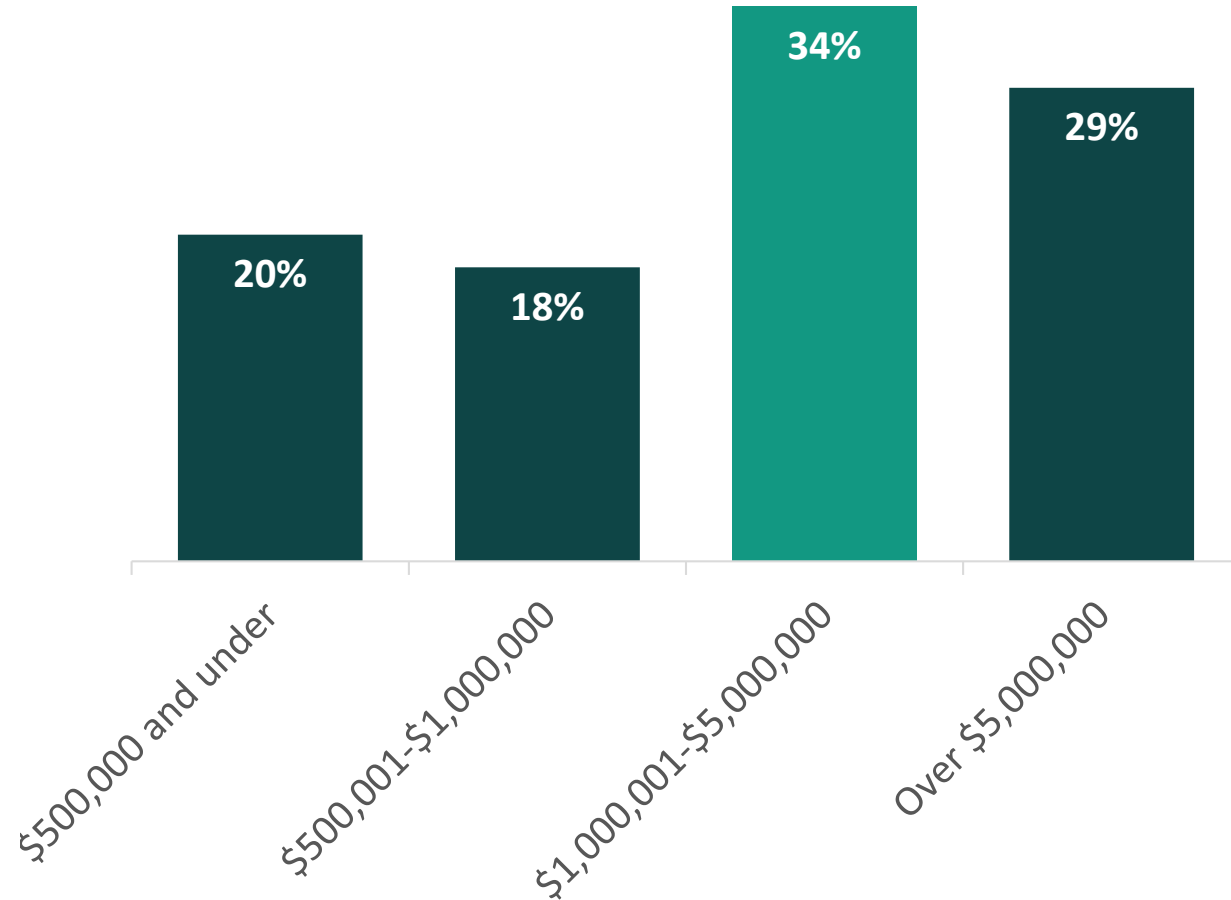
In 2018-2019, organizations were most likely to allocate 1-25% or 76-100% of their funding to workforce development services.

55 Organizations Responded to this Question
Percentage of Funding Allocated to Workforce



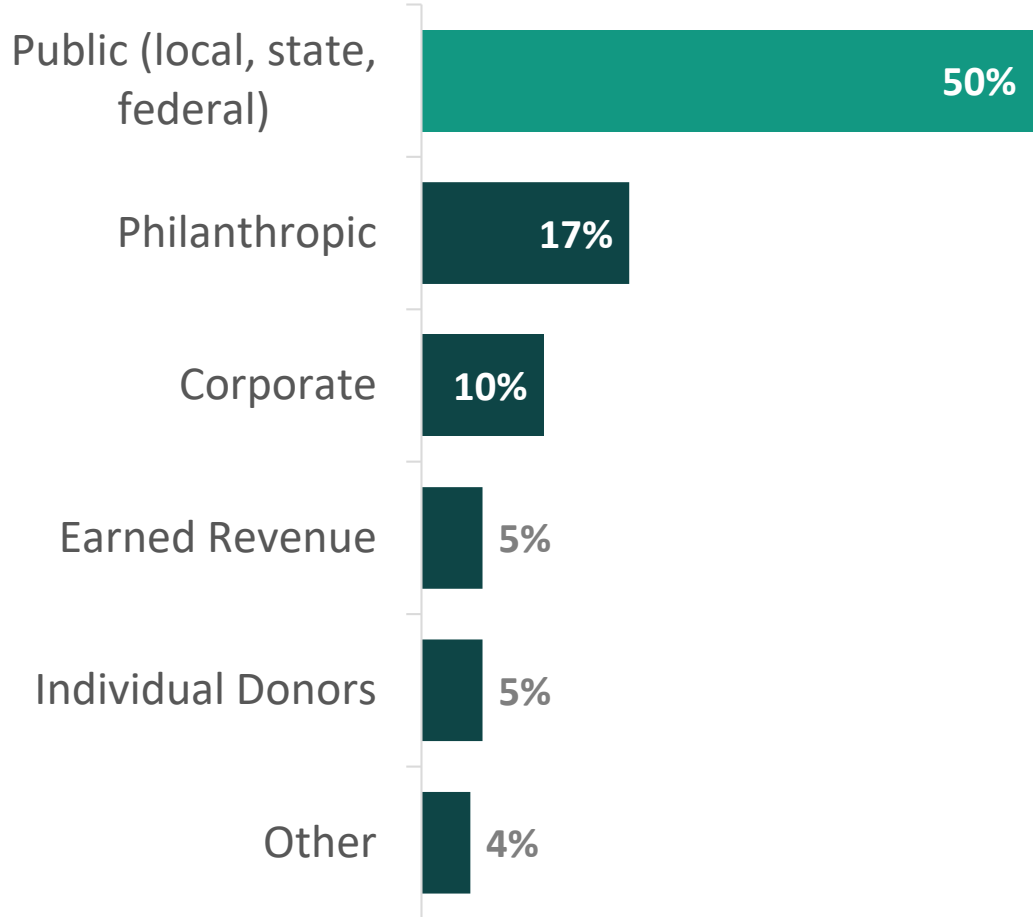
Most respondents' total budgets are between \$1 and \$5 million in 2018-2019.

56 Organizations Responded to this Question



On average, public funding makes up half of the resources dedicated to supporting workforce development services.

Average Amount per Funding Source across Organizations



Over half of organizations did not turn any participants away last year because of resources.

39 Organizations Responded to this Question

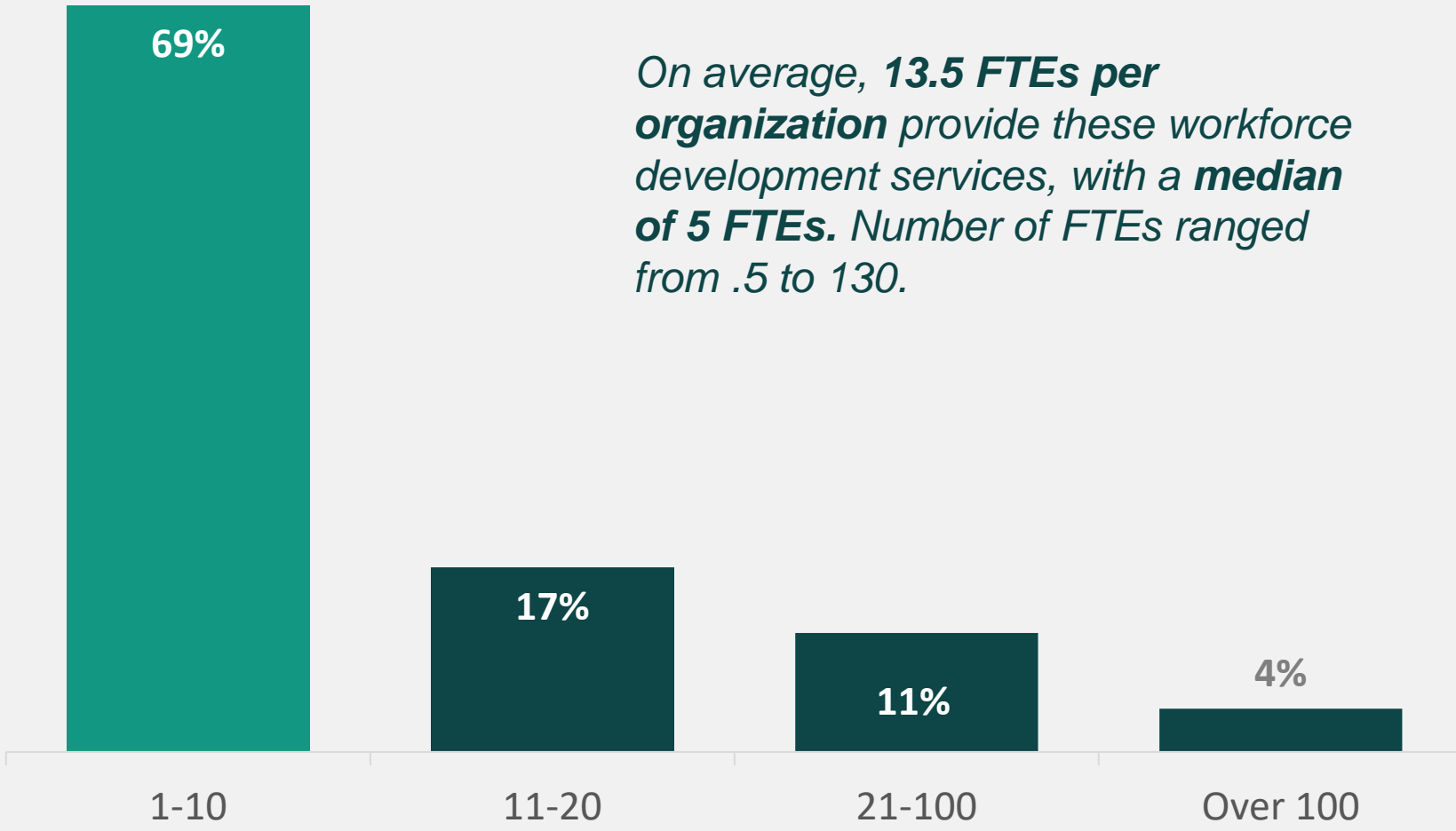


How many staff are providing workforce services at organizations?



Almost 70% of organizations have 1-10 staff providing workforce development services.

54 Organizations Responded to this Question



On average, 13.5 FTEs per organization provide these workforce development services, with a median of 5 FTEs. Number of FTEs ranged from .5 to 130.

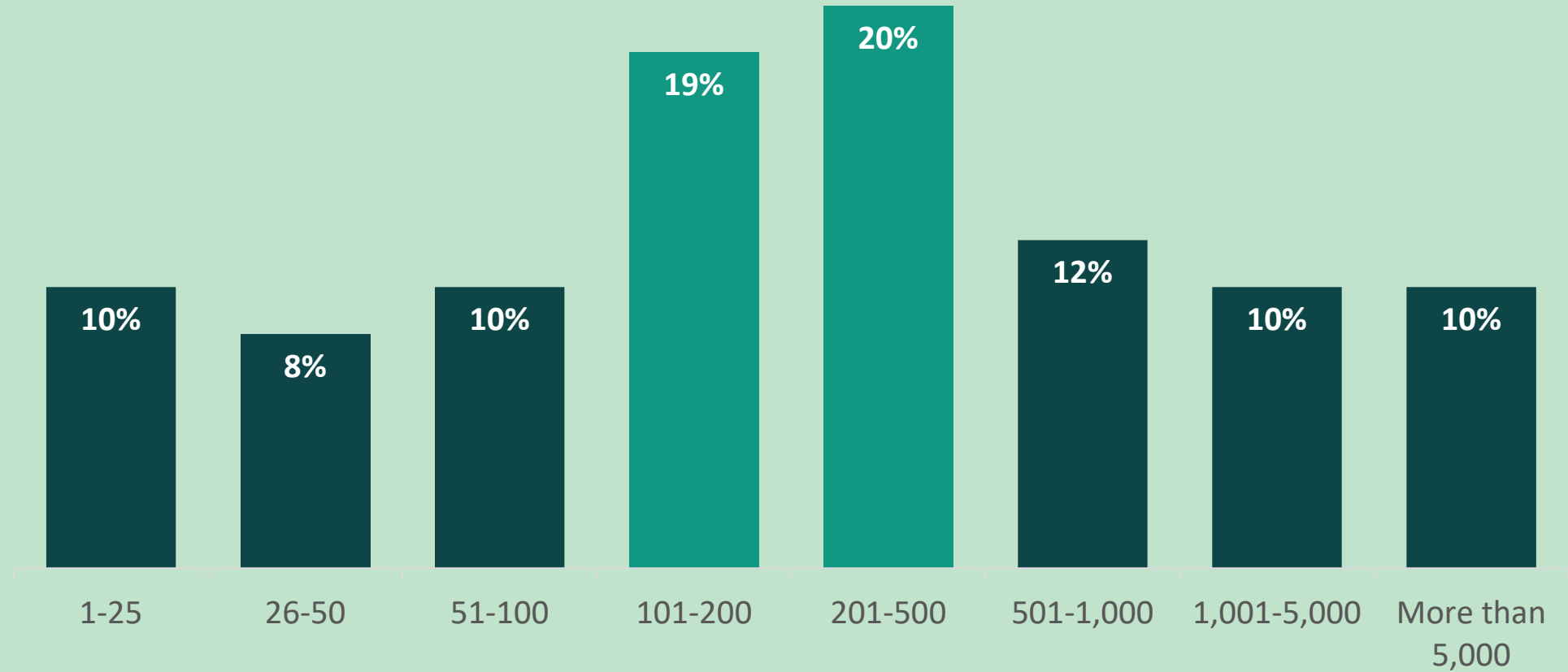


Workforce Development Participants

How many participants were served last year?

Almost 40% of organizations stated between 100-500 unduplicated individuals received their workforce development services last year (2017).

59 Organizations Responded to this Question



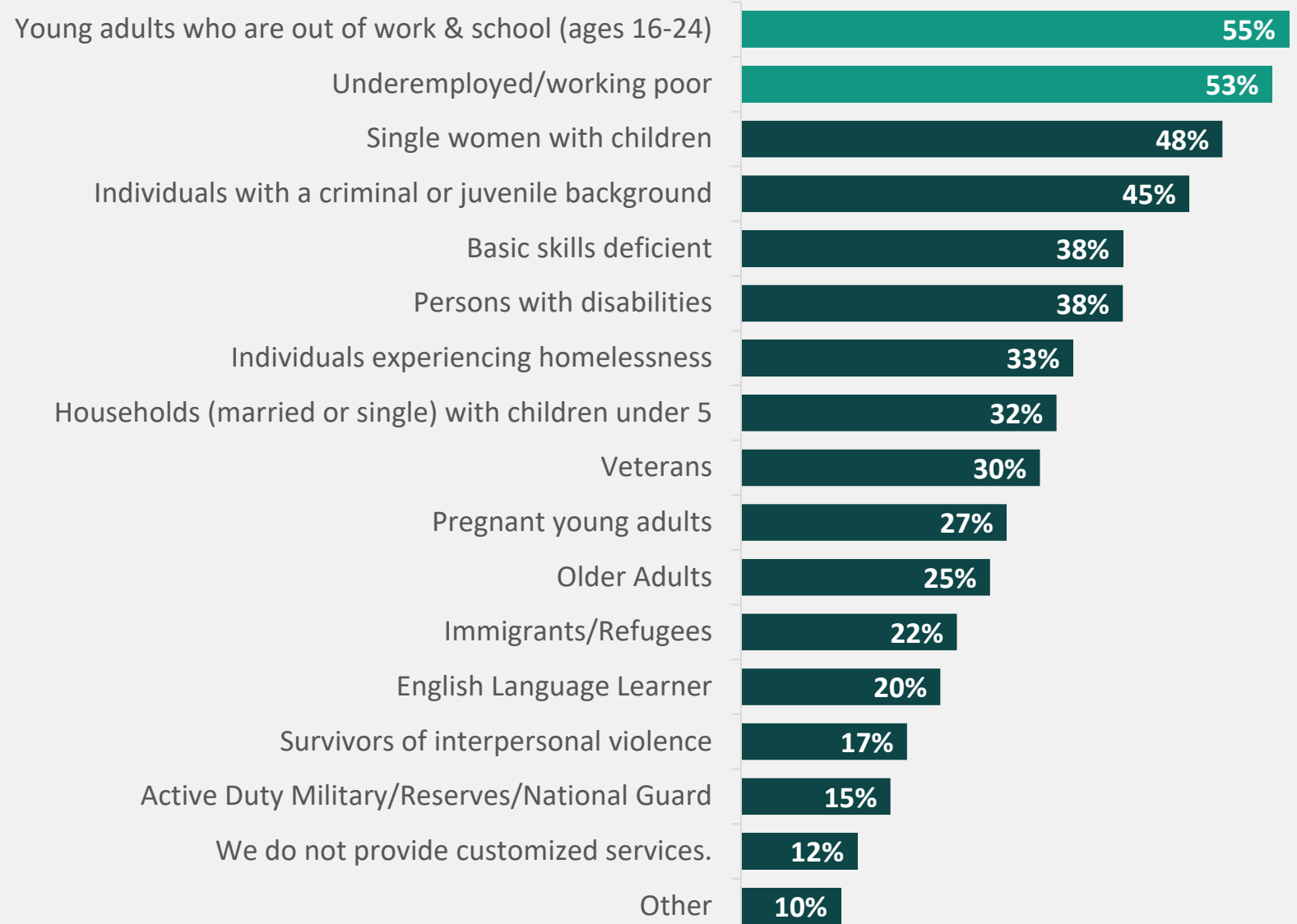
Who is served in Detroit?

Organizations were asked to rank populations needing prioritization in order to meet the goal of increasing financial stability. The following populations were most frequently ranked in the Top 5 (ranked highest to lowest).

- 1 Underemployed/working poor
- 2 Young adults who are out of work and school, ages 16-24
- 3 Individuals not engaged in the labor force
- 4 Single women with children
- 5 Individuals experiencing homelessness

Organizations were asked if they provide customized services for the following populations. **Over half** of organizations **provide customized services for opportunity youth and the underemployed/working poor.**

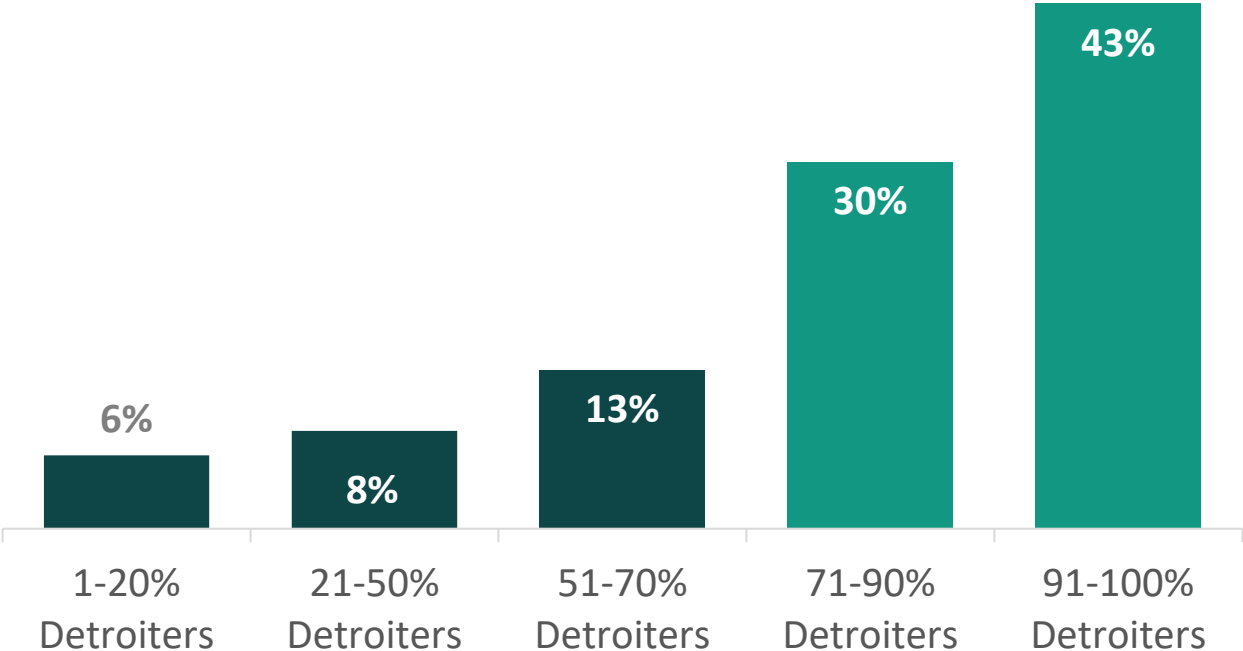
% of Organizations Offering Customized Services



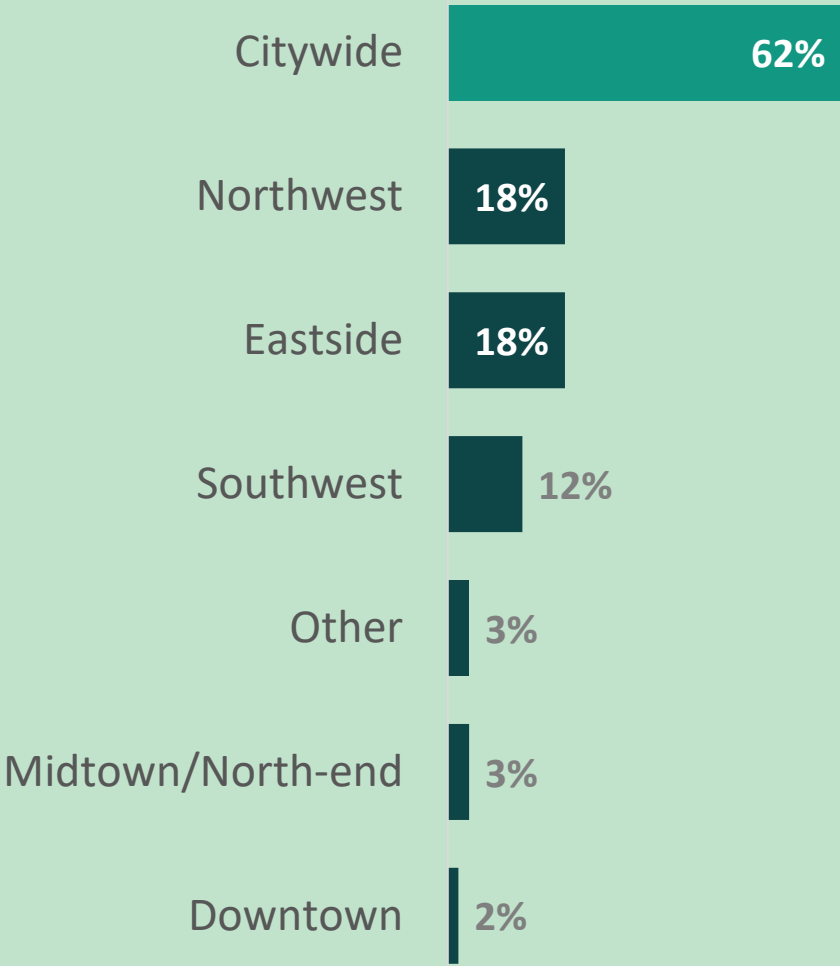
Where do Detroit workforce development participants live?

Most organizations' (73%) participants are made up of over 70% Detroiters.

53 Organizations Responded to this Question



Over half of organizations stated that their participants come from all over the city rather than a specific area.





Services Offered

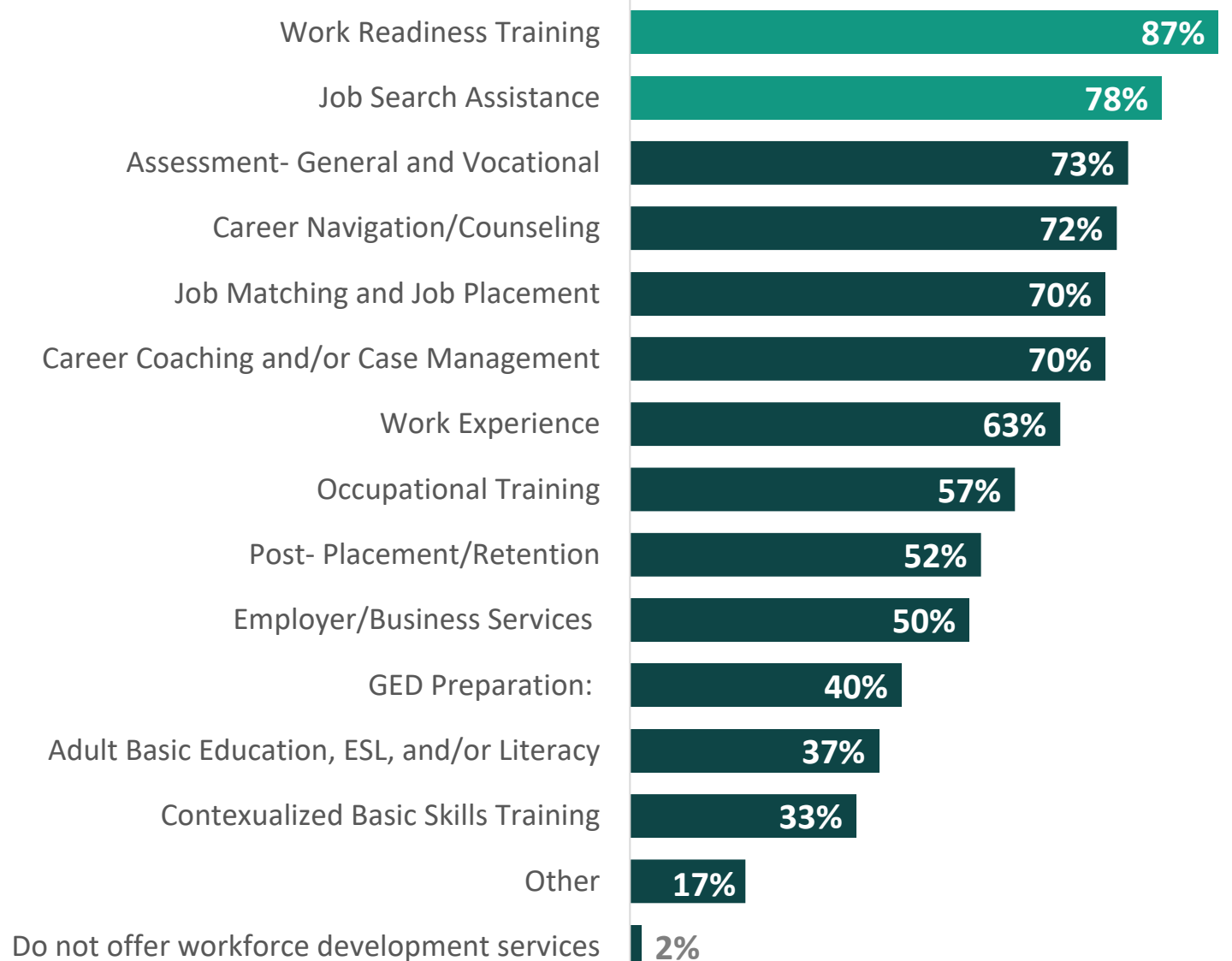
What workforce development services are being offered to Detroiters?

Organizations were asked to rank the interventions to the right by listing them from most important to least important. The following interventions were most frequently ranked in the Top 3 (ranked highest to lowest).

- 1 Foundational skills training
- 2 Occupational training
- 3 Supportive or holistic services

Organizations were asked which of the following workforce development services they offered. **Work Readiness Training and Job Search Assistance were the most frequently offered.**

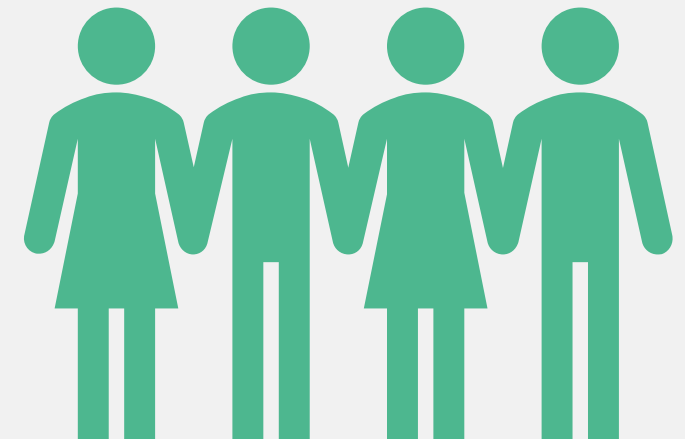
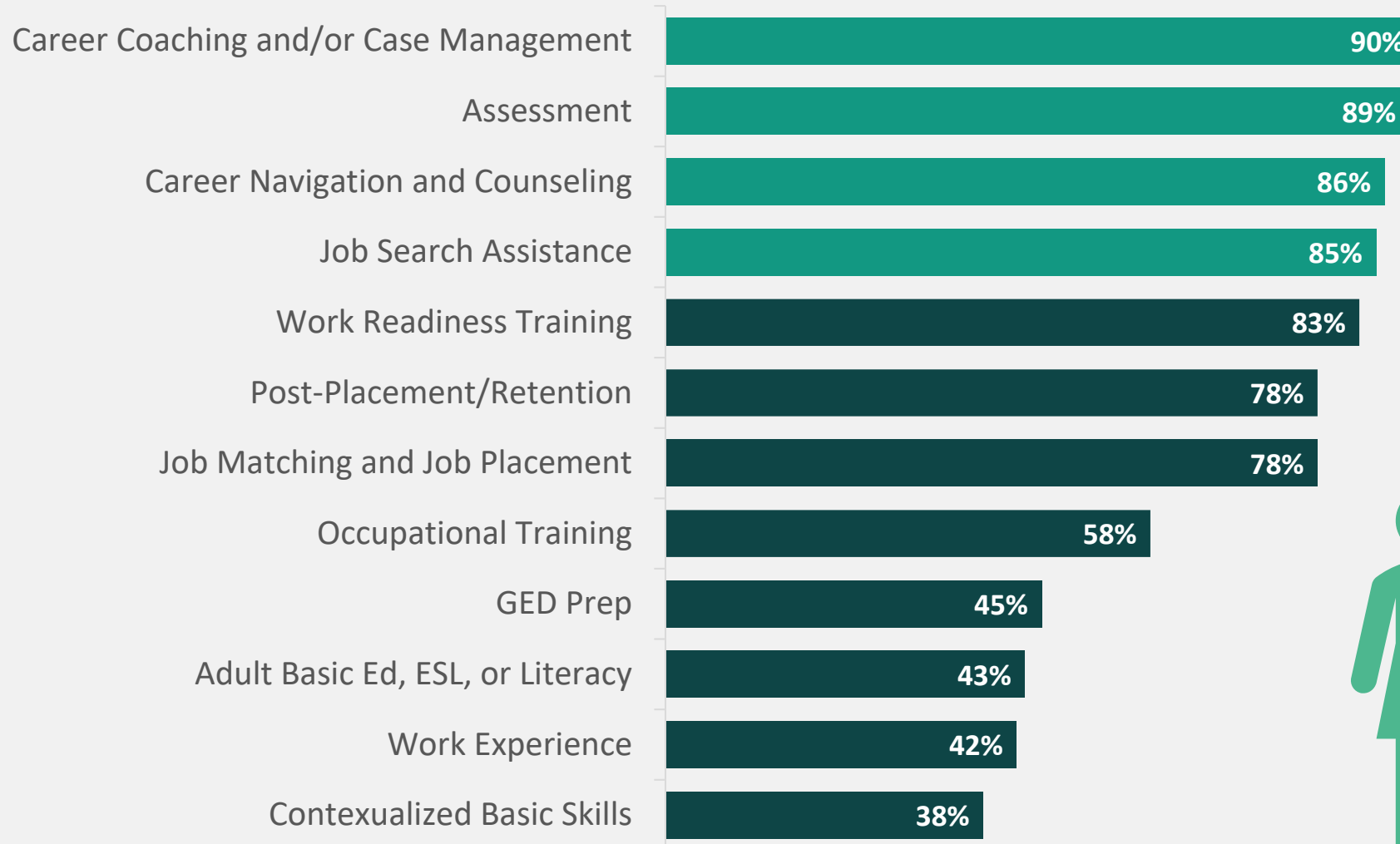
% of Organizations Offering these Services



Most participants, on average, receive Career Coaching/Case Management, Assessment, Career Navigation/Counseling, and Job Search Assistance.

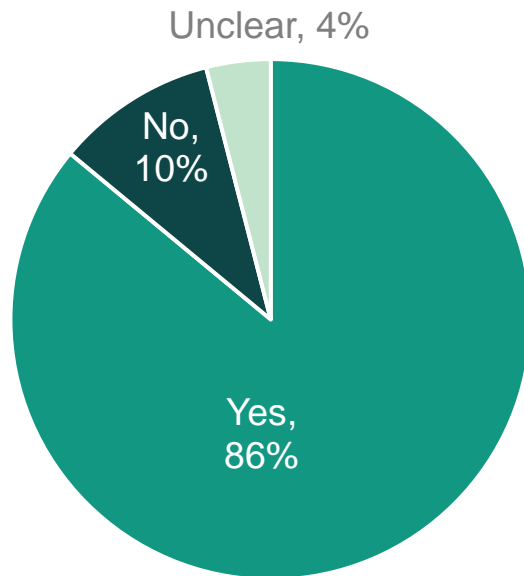
Average % of Participants Receiving Workforce Development Services

46 organizations Responded to this Question



What kind of interaction do organizations have with Michigan Works!?

The majority of organizations **interact with Michigan Works!** One-Stop service centers



Organizations were asked to describe their interaction with Michigan Works! Responses were then themed.

16 organizations **(27%) refer clients** to Michigan Works!

9 organizations **(15%)** stated that they **are a Michigan Works! service or training provider.**

5 organizations **(8%)** stated that they **receive referrals** from Michigan Works!

4 organizations **(7%)** described that they **interact** with Michigan Works! **through DESC** either through grants or partnerships.

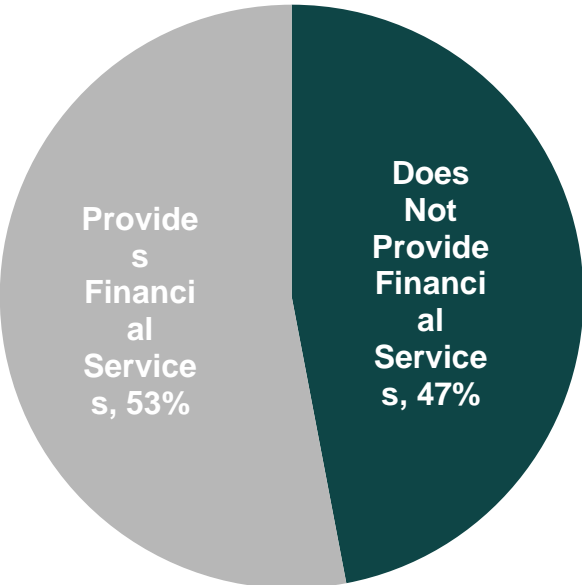
3 organizations **(5%) connected** to Michigan Works! **through job, training, or education fairs.**

2 organizations **(3%)** mentioned that they **provide** Michigan Works! with **job leads.**

2 organizations **(3%)** stated that they **are a mandated partner or affiliate.**

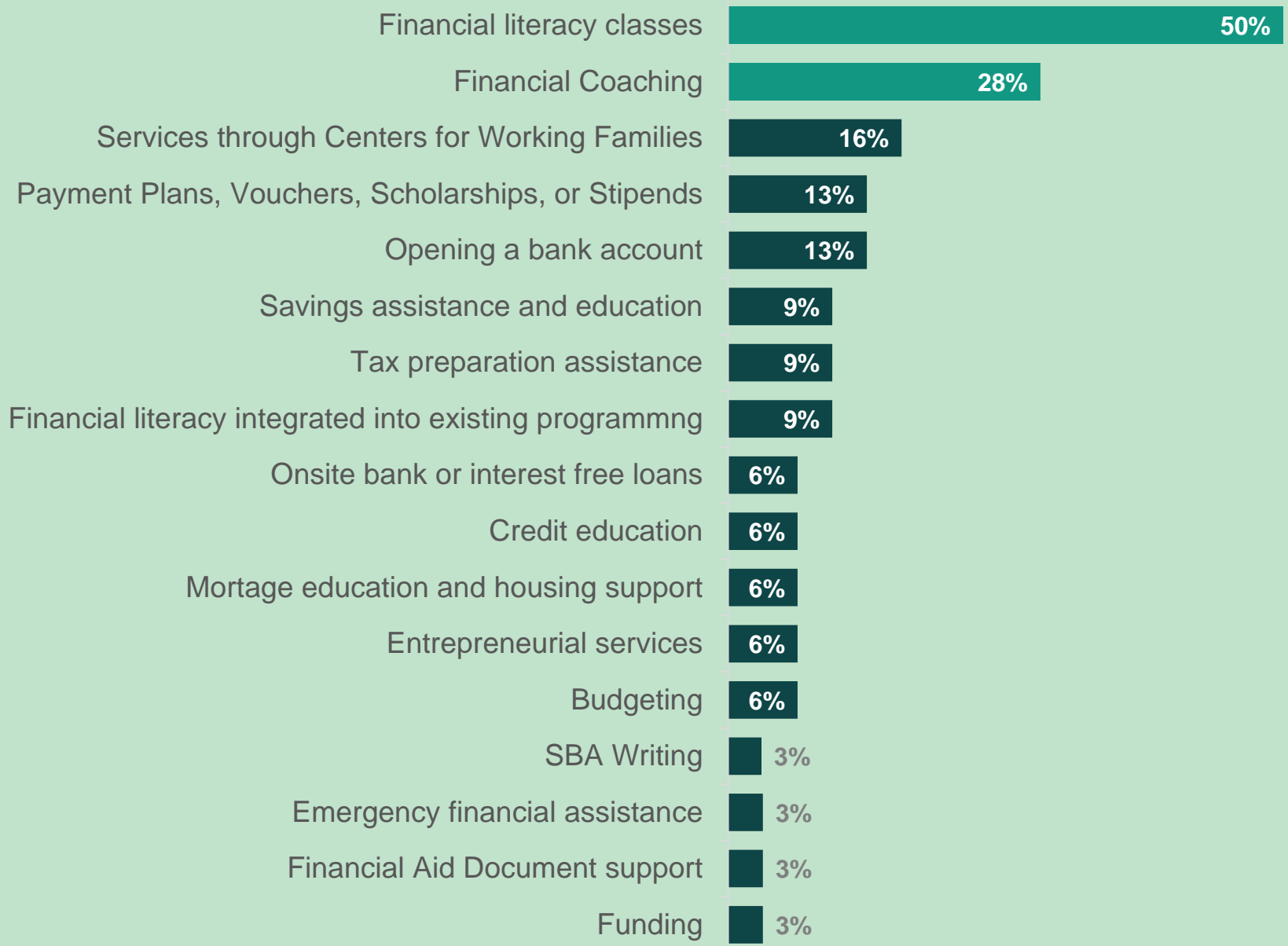
What financial services are being offered to Detroiters?

Organizations are pretty evenly split between providing and not providing financial services to participants.



Organizations offer varying levels of financial services with financial literacy classes and financial coaching offered most frequently.

Themed Responses from 32 Organizations Providing Financial Services



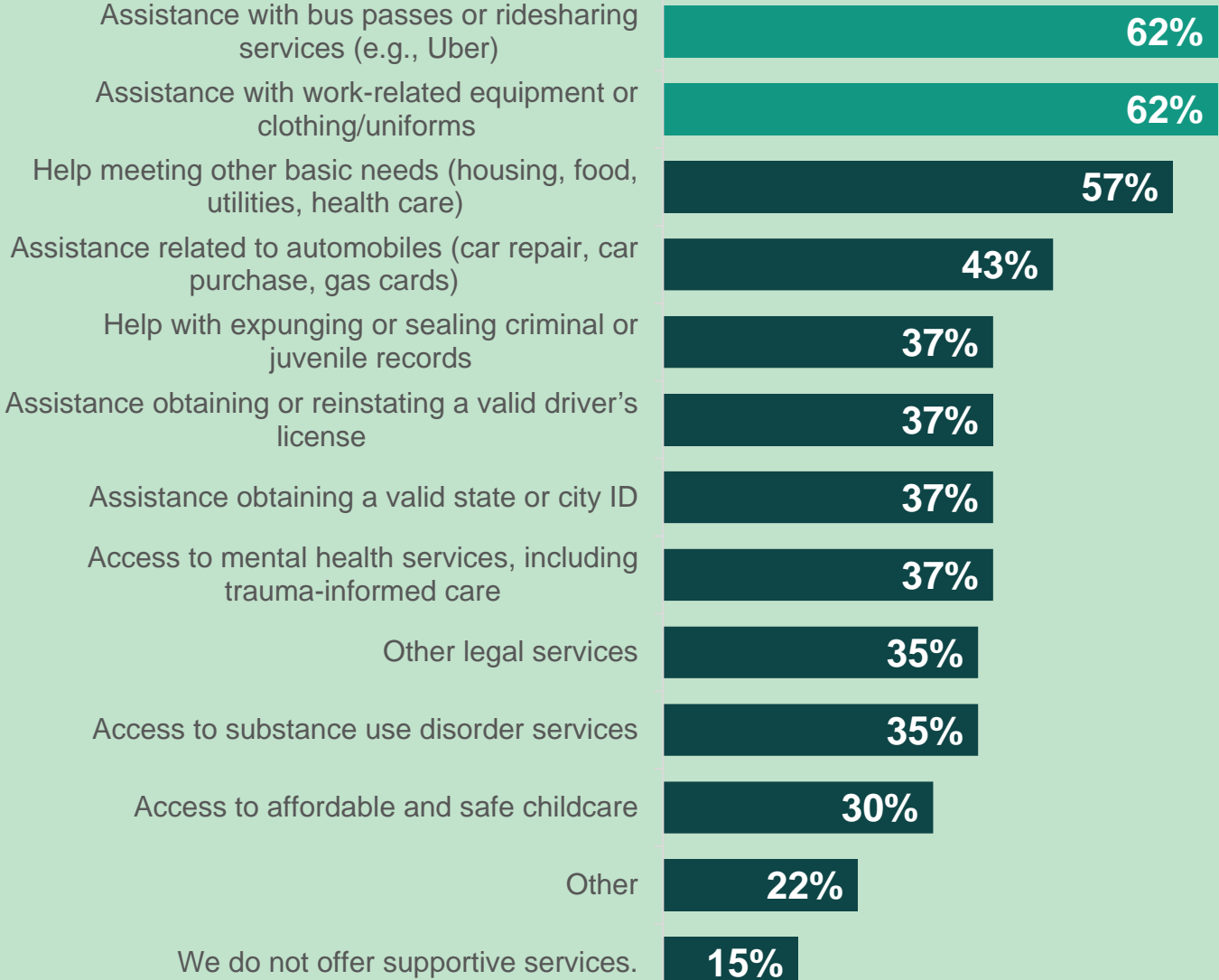
What supportive services are being offered to Detroiters?

Organizations were asked to rank holistic and support services from most to least critical in helping a job seeker become financially stable. The following were most frequently ranked in the Top 5 (ranked highest to lowest).

- 1 Transportation: assistance with bus passes or ridesharing services
- 2 Transportation: assistance related to automobiles (car repair, car purchase, gas cards)
- 3 Assistance obtaining or reinstating a valid driver's license
- 4 Help meeting other basic needs (housing, food, health care)
- 5 Access to affordable and safe childcare

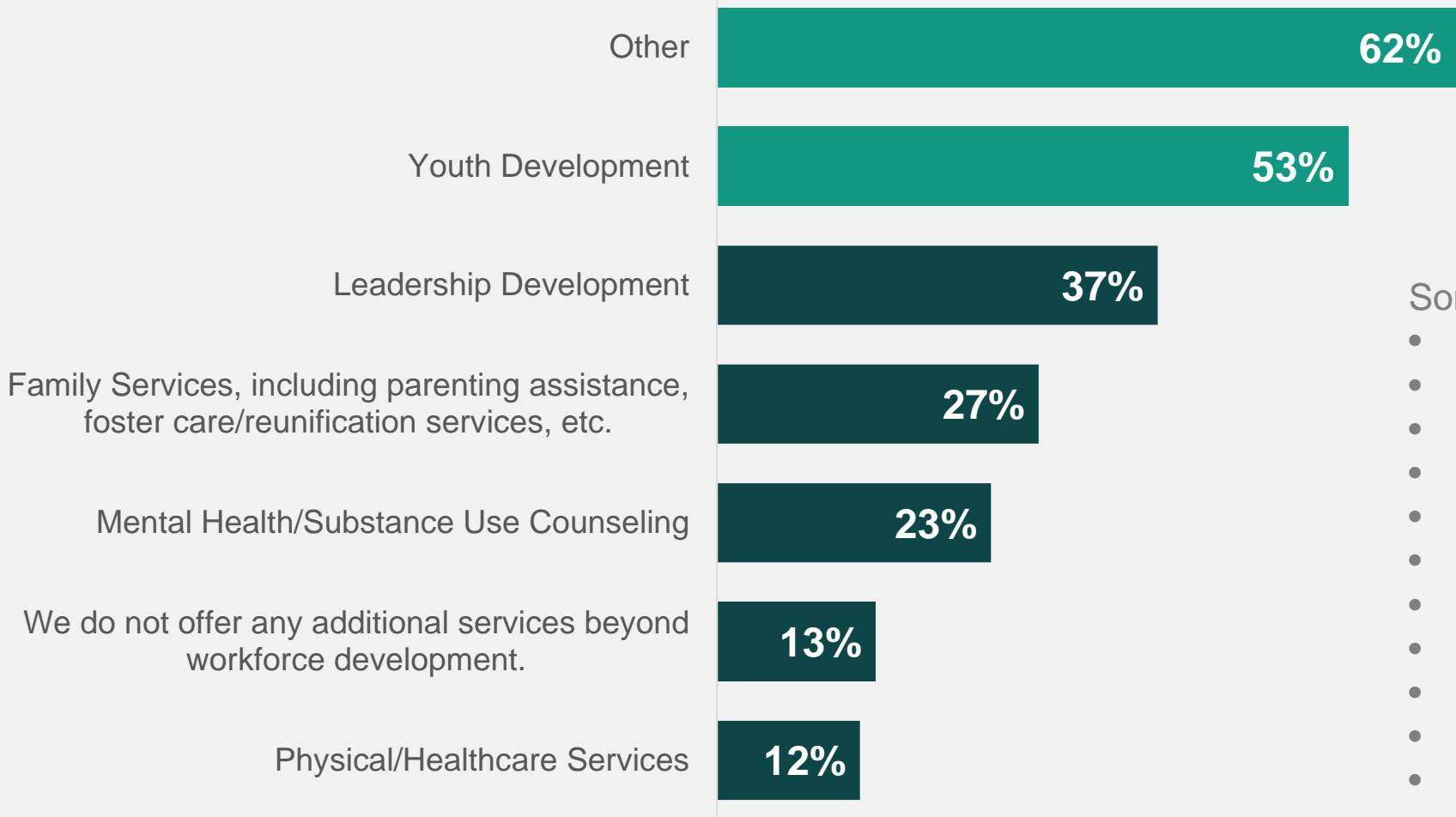
Organizations are most likely to offer assistance with buses/ridesharing services or assistance with work-related equipment/clothes.

% of Organizations Offering this Service



What services are being offered to Detroiters outside of Workforce Development?

Of the services organizations provide outside of workforce development, other services not listed and youth development are the most common.



Some of the “Other” services include:

- Social Services
- Financial Literacy
- Assistance with Housing
- Small Business Training
- Connection to Public Assistance
- Soft Skills
- Community Development
- Health Services
- Green Development
- Advocacy
- Emergency Assistance

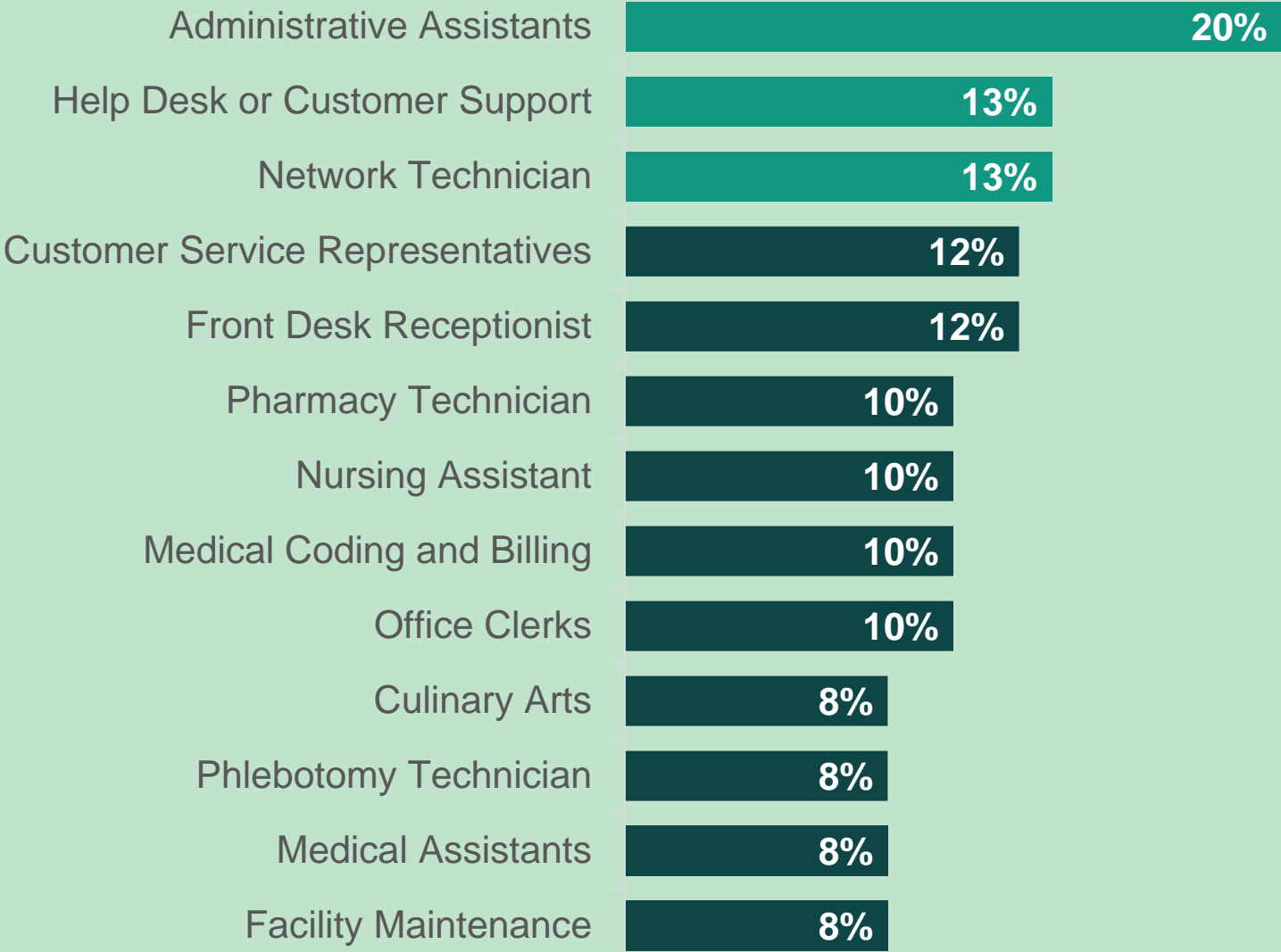
What occupational training is offered to Detroiters?

Organizations are evenly split between providing and not providing occupational training at their site (either on their own or through a partner).



Administrative Assistant, Help Desk/Customer Support, and Network Technician were identified as the occupational training most consistently offered across providers.

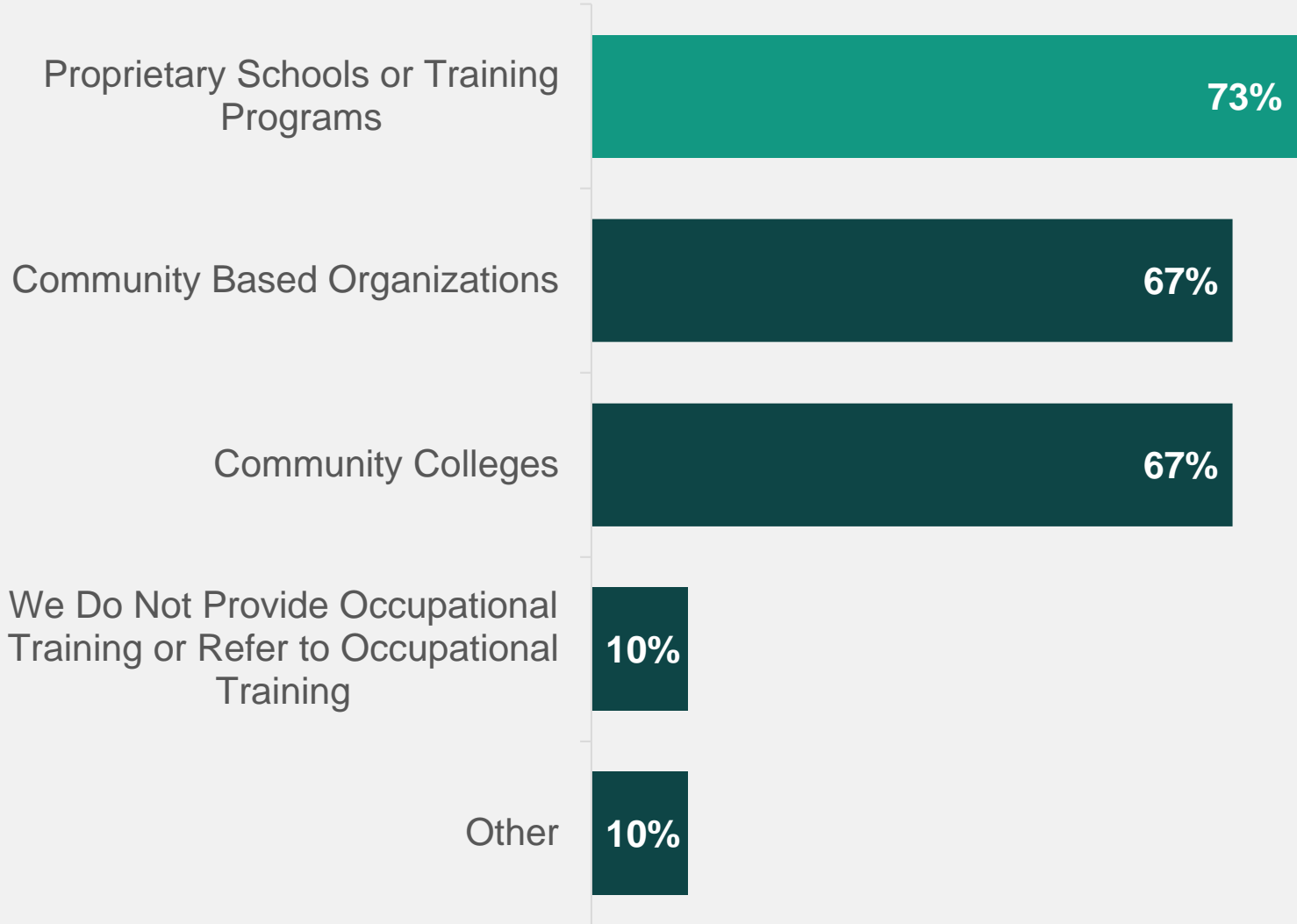
Top Occupations Trained for in Detroit



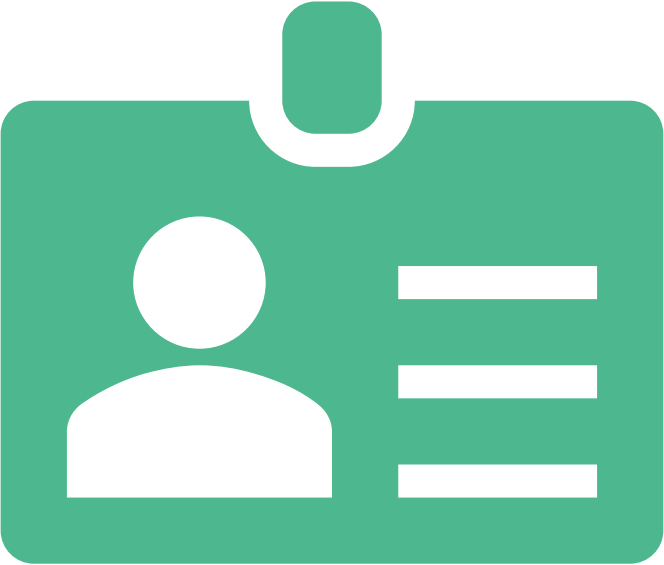
For organizations who provide occupational training at their site, **90% offer Industry-Recognized credentials to successful completers of training.**



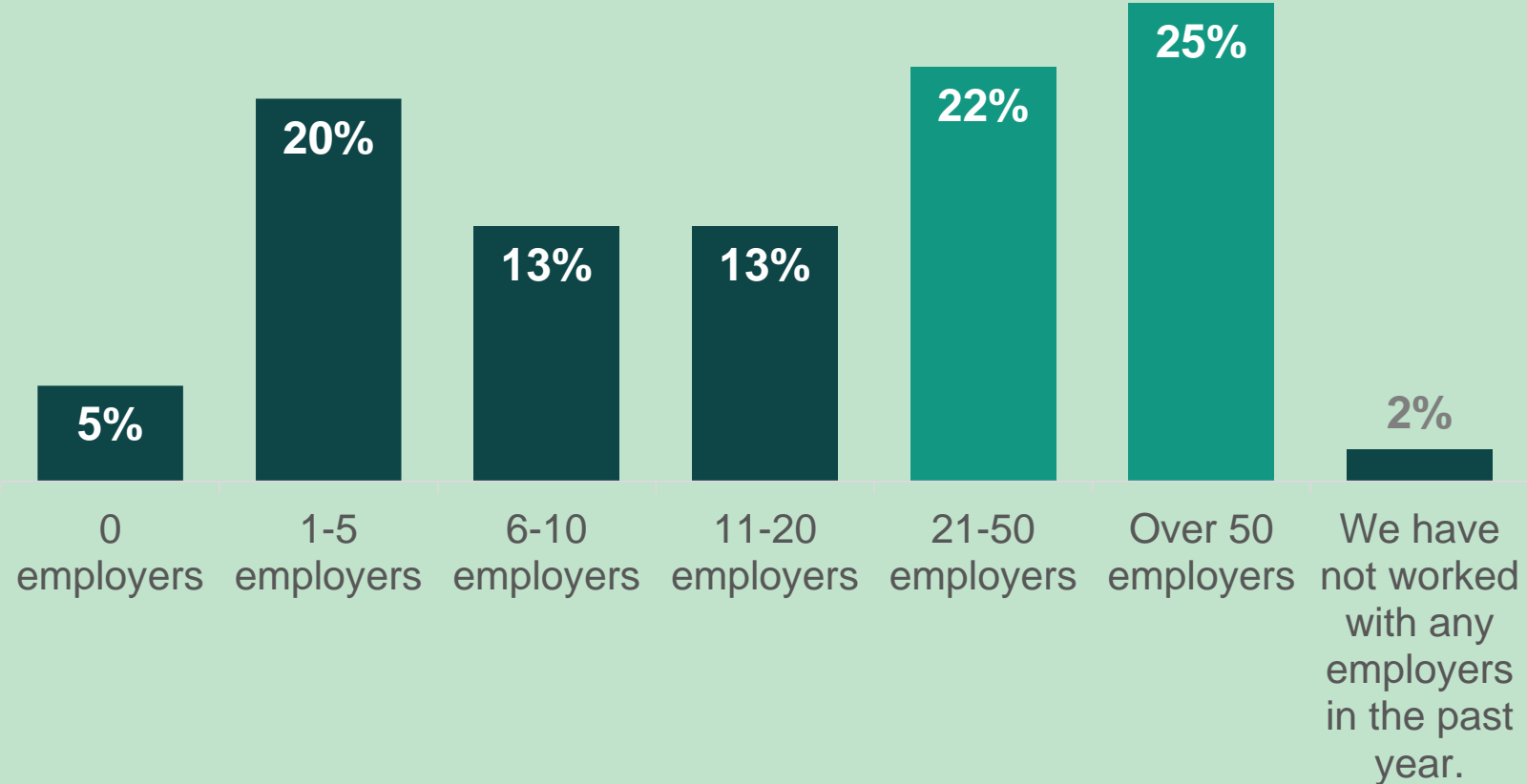
Organizations who do not provide occupational training at their site listed if and who they refer their participants to for occupational training instead. These **organizations refer to Proprietary Schools or Training Programs most frequently.**



What does employer engagement look like in Detroit?

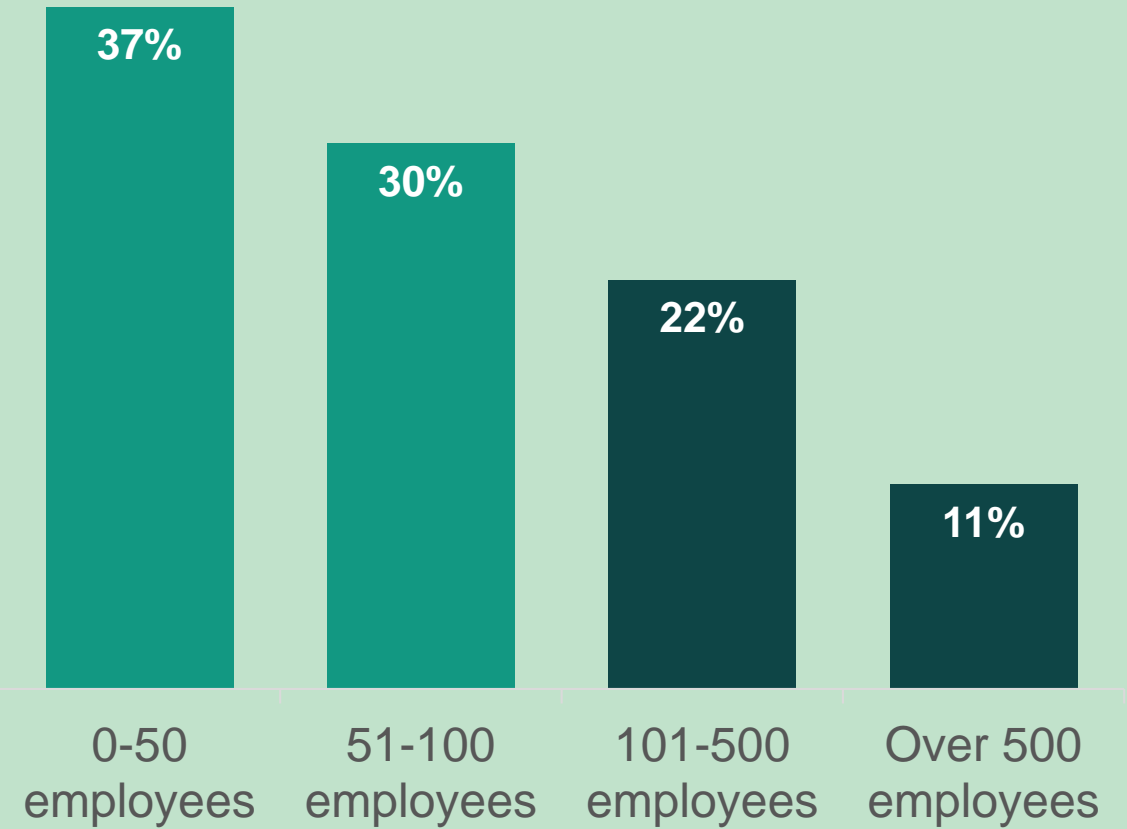


Most organizations engage employers but are varied in the number of employers they have engaged. And, almost 50% of organizations worked with over 20 employers in the past year.

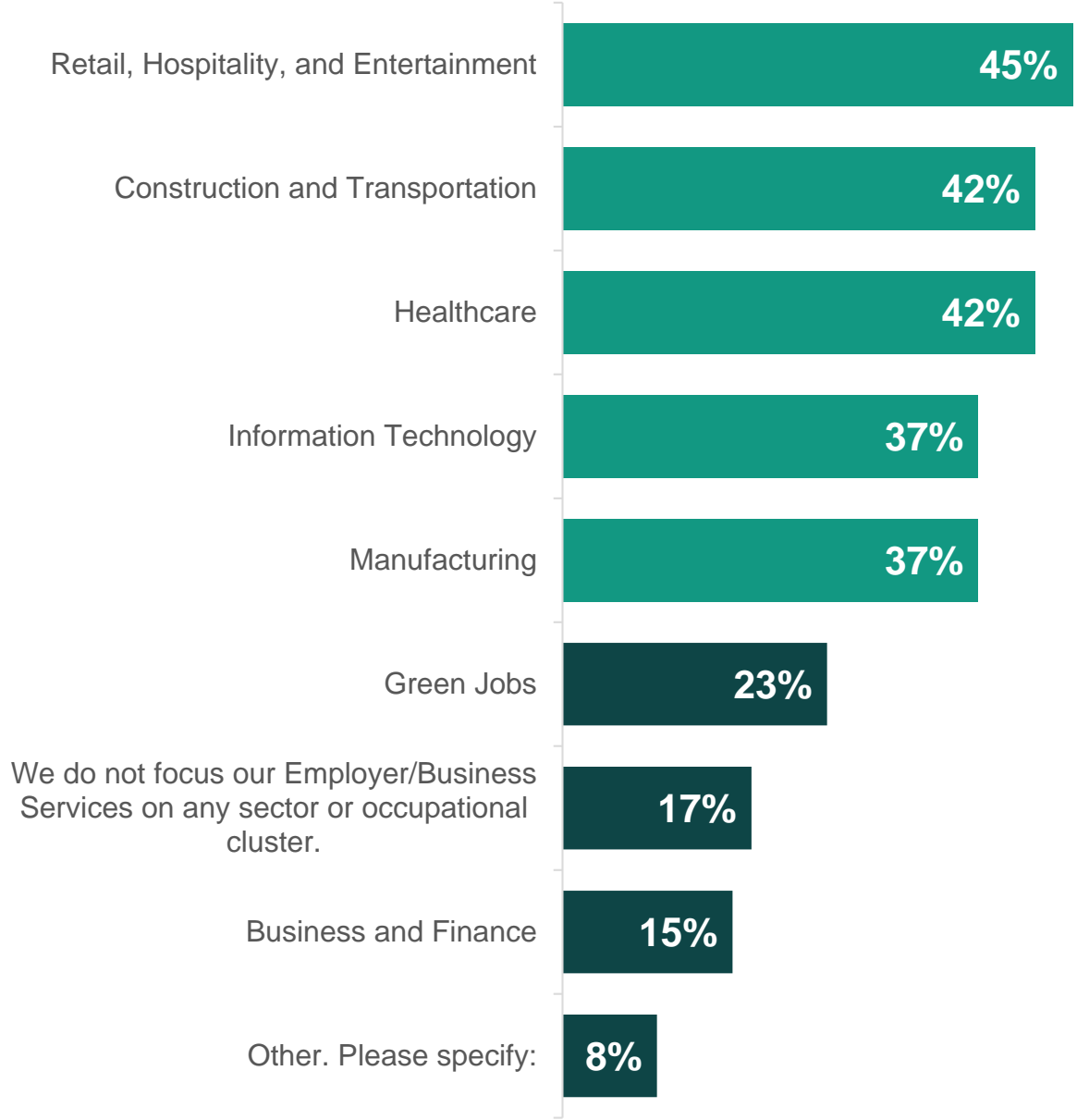


Most organizations engage businesses employing 100 or fewer workers.

54 Organizations Responded to this Question



Most organizations engage employers in the 5 Detroit at Work sectors.





Workforce Development System Feedback

Where should neighborhood-based centers be established?

Organizations were asked to consider and rank criteria for determining where to establish neighborhood-based centers, organizations were varied in their rankings.

The following criteria were most frequently ranked in the Top (ranked highest to lowest).

- 1 Population density
- 2 High foot traffic of targeted populations
- 3 Concentration of underemployed
- 4 Location of service providers

The following criteria were most frequently ranked in the Bottom (ranked highest to lowest).

- 1 City council districts
- 2 20-minute neighborhoods
- 3 Correctional facilities
- 4 Proximity to business or education anchors

What service gaps exist in Detroit?

Organizations were asked to describe what services or special populations they lack resources for or what services are underutilized. Responses were then themed. Organizations were varied in their responses and only the gaps mentioned frequently are included below.



Most organizations who responded (14, **23%**) stated a **need for supportive services**, including transportation, housing assistance, and help with expunging records and obtaining a driver's license.

Organizations (8, **13%**) also noted an immense **need for mental health and substance use counseling**, including mental health services for those with undiagnosed mental illnesses.

Organizations (7, **12%**) noted a **need for foundational skills and contextualized skills training**.

Returning citizens were highlighted as needing **specialized services** that were not available (4, **7%**).

It was stated that there are **no services** or gaps in services for **Detroiters with special needs** (4, **7%**).

Persons with disabilities need more services or services need to be redesigned to better meet their needs, especially for those who are referred to services that they do not need or are inappropriate (3, **5%**).

Youth, especially Opportunity Youth, or those in transitional housing **need specialized services** that are lacking, including supportive services (3, **5%**).

What ideas do you have for improving the workforce development system?

Organizations were asked to describe any other ideas they had for improving the workforce development system. Responses were then themed. Presented below are the ideas that were presented most frequently.

8 (13%) organizations **emphasized** that future changes should focus on **improved quality and more streamlined services** in the system to make the process less cumbersome and lengthy for users.

6 (10%) organizations **suggested** ideas that involved **better connections to employers** or identifying employers that are willing to hire participants.

6 (10%) organizations **desire better partnerships within the city** that would prevent the duplication of services and provide opportunities to discuss service delivery and best practices, as well as improve referrals.

5 (8%) organizations **feel** that **addressing gaps in foundational skills is essential** for improving the workforce development system.

5 (8%) organizations **stated** that there is a **need for increased supportive services** as well as mental health services for Detroiters.

What ideas do you have for improving the workforce development system?

Organizations were asked to describe any other ideas they had for improving the workforce development system. Responses were then themed. Presented below are the ideas that were presented most frequently.

4 (7%) organizations expressed a **desire to see existing providers used more frequently** or to their full advantage.

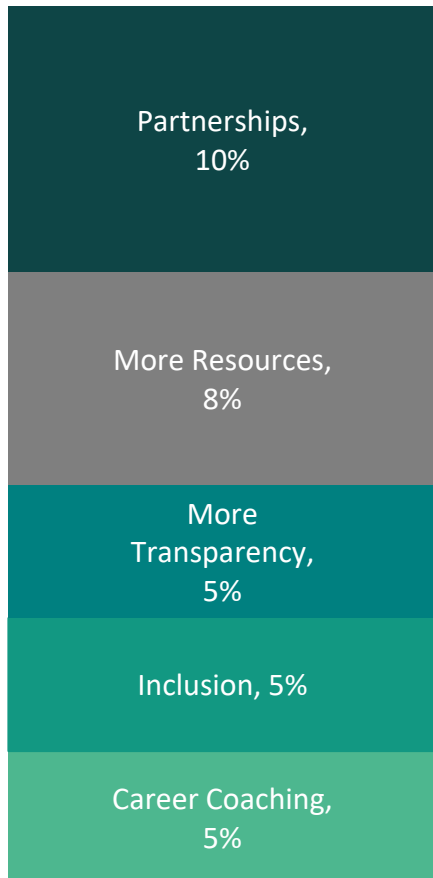
3 (5%) organizations **suggested** using **job coaches or career navigators** in varying capacities.

3 (5%) organizations expressed a **desire for new and innovative ways to serve and connect Detroiters** to services that reflect best practices, including connecting to participants through virtual kiosks.

3 (5%) organizations mentioned a **need for changes related to how training is delivered.**

How can DESC and the City best support your work?

Organizations were asked to provide additional thoughts on what would be beneficial to supporting their work. Responses were then themed. Organizations were very varied in their responses as each organization has unique needs. Overall, though, many organizations expressed a desire to have a stronger relationship with DESC that would allow them to better advance their services or ensure DESC and the City are aware of the services they provide so they are considered for inclusion in future changes and partnerships.



Organizations (6, **10%**) again **expressed** the need for **more partnerships across the system** which would also allow for a better referral process.

Organizations (5, **8%**) **stated** the need for **more resources**, including funding, information on **best practices**, and **information on career pathways** from DESC and the City.

3 (**5%**) organizations **desire more transparency, data**, and the **sharing of funding notices**.

3 (**5%**) organizations **want to be** brought to the table more and **included** in the redesign.

3 (**5%**) organizations expressed the **need career coaching** or an element of career coaching. One organizations noted needing to provide this for their participants that come from DESC.