



Detroit's Workforce Development System Redesign: *Career Center Services* *Youth Services Model*

Released for public comment: November 13, 2018
Responses due via online survey: December 5, 2018

System Redesign Goals

Job Seekers & Employers



Increase residential employment, improve family financial stability, and reduce poverty rate



Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit

DESC & Partners



Maximize impact and value add of DESC as workforce intermediary



Support learning, continuous improvement and innovation within DESC and among partners

Stakeholder Engagement Themes



MAKE IT EASY

New model should eliminate redundancies and guide customers through steps



OUTCOMES OVER OUTPUTS

Better align incentives, accountability and processes to outcomes rather than outputs



FOCUS ON YOUR SWEET SPOT

Each stakeholder should focus on what they do well and partner to fill gaps



MEET THEM WHERE THEY ARE

Bring services to the people where they are



LEVERAGE THE ECOSYSTEM

Build on and scale successful collaborations across stakeholders



INVEST IN TECHNOLOGY

New system should increase access to services and automate flow of information

DESC collected feedback via 50+ engagements sessions, and 125+ organizations and stakeholders in 2017 and 2018

Features of New Career Centers

More Career Centers (6 or more) to Serve Detroit Residents

Human-centered design

- Welcoming, trauma-informed intake process that makes it easy for job seekers to access information, services and help to remove barriers
- Service plans dictated by needs and goals of job seeker vs. funding restrictions

Integration of WIOA and PATH

- Physical co-location with single intake process
- Workshops + employment services for all customers
- Ability to register all eligible customers into WIOA
- Access to services during PATH 21-day wait period
- Transition plan for customers who time out of PATH

Integration of Onsite Financial Capability Services

- 1:1 to create budget and goals, understand and improve credit, improve access to financial products
- Group-based for financial management skills
- Opt-out design with a warm hand-off to financial staff
- Contractors will utilize their existing systems to track financial services and outcomes and share secure reports with DESC

Centralized Contact Center

- Consistent and reliable answers to general inquiries about training, service and job opportunities

NEW for 2019: Career Centers must leverage resources (cash or in-kind) to support customers



Three Types of Career Centers

1

At least 1
Type 1 Center

- Collaborative relationship with selected contractor(s) to test and evaluate staffing & service delivery models
- DESC will hold lease, design space and assign contractor to the site
- Full integration of WIOA, PATH, TAA & Wagner Peyser/Employment Services for UI claimants, co-designed with DESC
- One site will be responsible for managing Contact Center and Workforce One mobile unit
- *Additional resources organized by DESC: On-site Foundational Skills Training; Drop-in Childcare; Clothing for Work; Event Space; Legal Aid; Food Assistance; Access to city of Detroit resources; Eldercare Assistance*

2

At least 4
Type 2 Centers

- Provides both WIOA and PATH services; may include Wagner Peyser, TAA at DESC's discretion
- Serve neighborhood(s) home to one or more target populations, with a designated DHS office for PATH referrals
- Bidders propose location and are responsible for lease/facility costs (leveraged or supported through DESC)
- Meet baseline WIOA/TANF integration requirements

3

At least 1
Type 3 Center

- Provides WIOA services only; may include Wagner Peyser, TAA at DESC's discretion
- Serve one or more target populations through neighborhood-based or population-based location
- Especially adept at customized service delivery models for selected target populations

Standard Services

- Enrollment & Assessment
- Career Coaching
- Career Navigation
- Barrier Resolution
- Job Readiness & Job Search Training
- Referrals to Occupational & Foundational Skills Training
- Resource Lab
- Financial Capability Services

Final number and location of Centers will be based on need, capacity and location of other sites to ensure city-wide coverage



Timing of Launch of Career Centers

1

- Full integration of WIOA, PATH, TAA & Wagner Peyser/Employment Services for UI claimants, co-designed with DESC

Launch July 1, 2019

2

- Provides both WIOA and PATH services, serving neighborhood(s) home to one or more target populations, with a designated DHS office for PATH referrals

Launch October 1, 2019

3

- Provides WIOA services only, serving one or more target populations through neighborhood-based or population-based location

Launch between July 1, 2019 and January 1, 2020

Selected contractors and DESC will develop a reasonable and quality-driven timeline for beginning and integrating various services over the first 12 months of contract.



Additional Model Features

What other strategies will be aligned with new Career Centers?



TECHNOLOGY ENABLED

Less paperwork and more opportunities to connect online

New technology system in 2019 that manages customer information and data, digitally matches job seekers with job opportunities, and has ability to provide web-based services to job seekers.



EMPLOYER ENGAGEMENT

Centralized employer engagement and job development services

Expanded industry engagement efforts led by City and contracted job development and matching provider that supports all centers. Career Centers providers will be encouraged to maintain existing employer relationships.



CAREER PATHWAYS TRAINING

Increased focus on building skills

Training in five growth industries that leads to recognized credentials, alignment with foundational skills pilot, and expansion of work-based learning opportunities.



CONSISTENT, HIGH QUALITY SERVICES

High standards for customer experience and quality of services

Intensive on-boarding for providers, ongoing professional development for frontline staff, and transparent service standards with simple mechanisms for collecting customer feedback.



Adult Populations to be Served

ELIGIBILITY

To be **eligible** for intensive services and occupational training, individuals must meet **one or more** of the following criteria:

- Household income at or below \$50,000
- Dislocated worker, including those covered by Trade Adjustment Act
- PATH participant
- WIOA priority populations:
 - Veteran or spouse of veteran
 - Basic Skills Deficient
 - Public Assistance Recipients

ACTIVELY TARGETED

Career Centers will serve the following groups with **customized models for outreach and service delivery**. In Detroit, these populations are most likely to be unemployed or in poverty:

- Residents with Basic Skills Deficiencies, including English Language Learners
- Residents with Criminal Backgrounds
- Disengaged Workers
- Single Mothers and Families with Young Children
- Public Assistance Recipients

Career Centers will provide any Detroiter looking for employment with access to job postings, workshops, resource room, and labor market information



Youth Model

SERVICE DELIVERY

- Digital strategy for both re-engagement and ongoing engagement
- Physical site that is welcoming, trauma-informed and serves youth only
- Access to 14 WIOA elements
- Flexible delivery (by text, phone or off-site)
- Four or more selected programs/service locations

INTAKE AND ASSESSMENT

- Intake approach that is empathetic, trauma-informed, and respectful
- Individual Service Strategy (ISS) that is personalized to the needs and assets of youth and is supportive of their career aspirations
- Promote co-enrollment with adult system when beneficial to youth

COLLECTIVE IMPACT MODEL

DESC Youth Contractors & their partners will establish:

Shared vision and agenda

Mutually reinforcing activities and communication

Common progress measures



Youth Populations to be Served

ELIGIBILITY

To be **eligible** for intensive services and occupational training, youth must meet one or more of the following criteria:

- Youth (14+) in school and low-income
- Youth/Young adult (16-24) out-of-school & facing one or more barriers to employment
 - Dropout or not attending school
 - Have diploma/GED but low-income and basic skills deficient or ELL
 - Homeless or runaway
 - Disabled
 - In foster care or aged out of foster care

ACTIVELY TARGETED

Youth programs will serve the following groups with customized models for outreach and service delivery. DESC will prioritize, incentivize and reward contractors that effectively assist these populations:

- Youth with involvement in Juvenile Justice or Criminal Justice Systems
- Disabled (Physical and/or Cognitive)
- Pregnant and Parenting



Removing Barriers to Employment

In early 2018, DESC asked organizations 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).

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

Detroit at Work will provide supportive services to customers engaged in intensive programming.

Career Centers will connect special populations to resources and partners that meet their unique needs. Special populations include but are not limited to:

- Persons with mental health and/or substance abuse issues
- Persons experiencing homelessness
- Immigrants/refugees
- Survivors of interpersonal violence
- Persons with disabilities
- Older adults
- LGBTQ



Future State Implementation Methods

DESC will refine implementation methods prior to launch of new model & in partnership with grantees



Human-Centered Design & Culture

- Address people on their terms and build on their assets
- Make connecting with us easy
- Address trauma and systemic biases
- Help employers identify talent and develop supportive environments



Accountability & Incentives Tied to Services and Partners

- Clear identification of roles, tasks, and expectations
- Visibility into responsibility for success and failure
- Clear measures of success
- Financial rewards and public recognition for exemplary service
- Increased development opportunities
- Insight into impact of each actor's contribution



Flexibility for Innovation & Customization

- Provide support to achieve shared goals
- Allow for customization of services to better address customer needs

Request for Feedback

DESC and the MWDB invite feedback via an online survey by 12/5/18:

bit.ly/313ReDesign



Which features of the new proposed model are most likely to increase residential employment, improve family financial stability, and reduce the poverty rate in Detroit?



Are there aspects of the new model that will be challenging for selected providers and the community to implement? What is your suggestion for how DESC can improve and support implementation?



How can DESC and its partners ensure that the new model is Human-Centered and highly responsive to the needs and aspirations of Detroiters, especially those in poverty?

Register to attend a Pre-Bidders Conference by RSVPing to stakeholderfeedback@detempsol.org

- Monday, November 19 at 9:30am (Midtown or Downtown); or
- Tuesday, November 27 at 9:30am (In-person and webinar)



Appendix



Proposed Implementation Timeline

| | 2018 | | | | | | 2019 | | | | | | | |
|-------------------|----------------------------------|-----|------------------|-------------------------------|----------------|--|--------------------------------------|--------------|-------------|---------------------|-----|-------------|-----|-----|
| | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| Technology | IT Assessment | | | RFP(s) for system solution(s) | | Development & testing of new system | | | | | | Launch | | |
| Business Services | RFP for job development/matching | | New model launch | | | | | | | | | | | |
| Career Centers | | | | | Public comment | RFPs for Career Centers (WIOA, PATH, WP/TAA) | | Awards | On-Boarding | | | Soft launch | | |
| Youth Services | | | | | Public comment | RFPs for Youth | | Awards | On-Boarding | | | Soft launch | | |
| Space | | | | | Public comment | RFP for Category 1 Center Space | | Select space | | | | | | |
| Transition Plan | | | | | | | Create transition & on-boarding plan | | | Transition of model | | | | |



Detailed System Redesign Goals

1. Increase residential employment, improve family financial stability, and reduce poverty rate

- Increase earnings and earning potential of working families
- Assist working families in managing income, expenses and debt
- Help families connect to wraparound services that support financial stability

2. Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit

- Fund training and service providers with strongest capacity to deliver evidence-based and innovative workforce programs
- Incentivize integration of critical services and collaboration across providers
- Ensure that mix of training and services removes barriers to work and equips underemployed/ out of work Detroiters with needed skills, while connecting to and driving economic growth
- Better reach and serve disengaged workers
- Improve quality of services: customer-centered program design with professional career navigation/advising support
- Increase access to and engagement in programs through a strategic mix of physical locations and technology enabled services
- Promote a system that identifies and values skills and competencies of Detroiters

3. Maximize impact and value add of DESC as workforce intermediary

- Achieve operational excellence through improved processes and outcomes
- Ensure investment and programmatic decisions are data-driven
- Assess and promote assets of partners in providing services

4. Support learning, continuous improvement and innovation within DESC and among partners



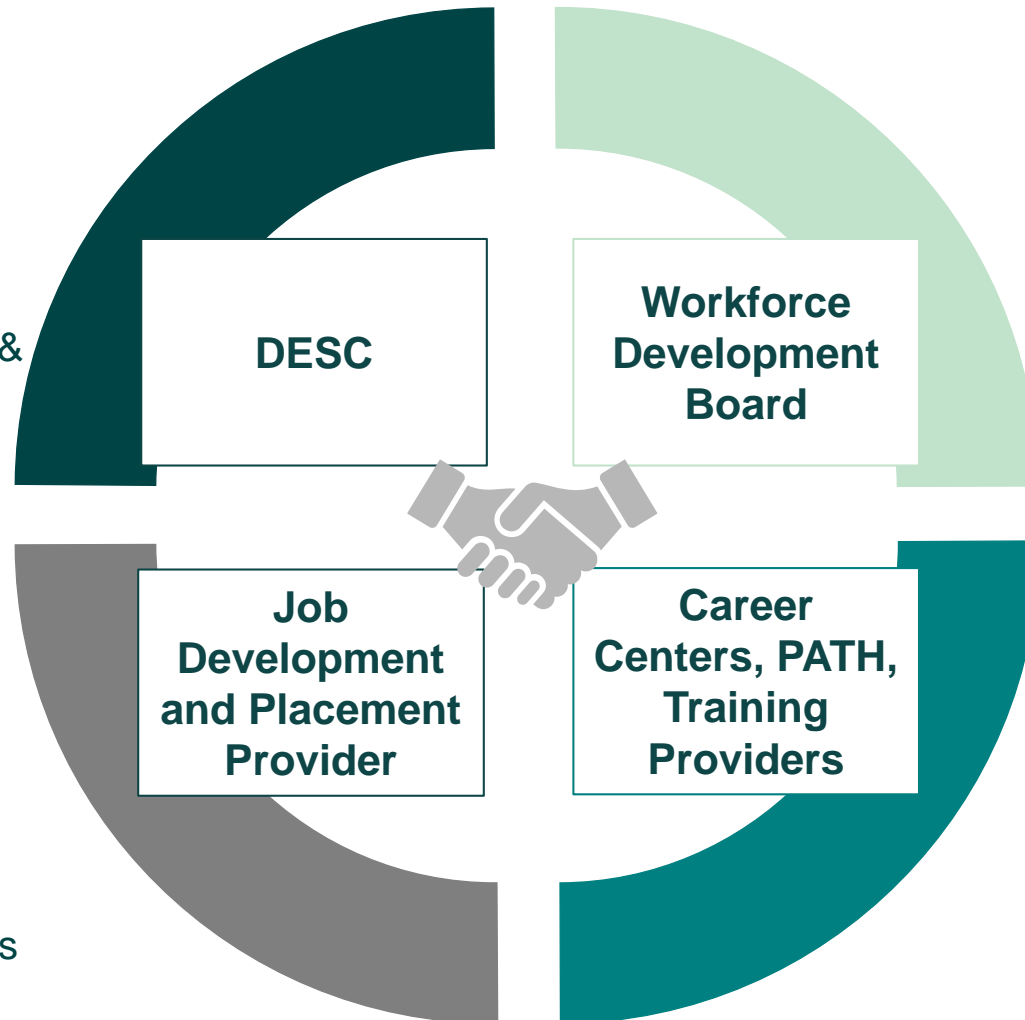
Revised Business Services Model

Business Services

- Promote & manage work-based learning/hiring incentives
- Coordinate employer outreach across system
- Manage Job Development & Placement provider

Job Development and Placement

- Identify immediate job opportunities
- Connect job seekers to employment opportunities
- Collect and share data on employer needs/hiring trends



Industry Engagement

- C-Suite / Industry-wide engagement
- Develop innovative career pathway strategies
- Connect employers to DESC & job developers

Assessment, Coaching, Barrier Removal, Training

- Assessment of job seeker interests/experience/ skills
- Career planning & coaching
- Work readiness and occupational training
- Barrier removal (support services)
- Identify job candidates
- Maintain existing employer relationships

Target Populations Statistics

In Detroit, these populations are most likely to be unemployed or in poverty:

RESIDENTS WITH BASIC SKILLS DEFICIENCIES

200,000 Detroiters lack the foundational skills¹; WIOA priority

RESIDENTS WITH A CRIMINAL RECORD

60% of Detroiters with felonies are unemployed²

DISENGAGED WORKERS

57.9% of working-age Detroiters in poverty are not in the labor force; 42% of those out of the labor force have a disability³

SINGLE MOTHERS AND FAMILIES WITH YOUNG CHILDREN

32% of female-headed households are in poverty; 47% of families with children under 5 are poverty³

PUBLIC ASSISTANCE RECIPIENTS

37.6% of Detroit households receive public assistance³; WIOA priority

OPPORTUNITY YOUTH (Age 16-24)

25,000 young adults are unemployed and out of school⁴; 17,000 are in poverty⁵



¹ Corporation for a Skilled Workforce (CSW) analysis ²2016 Michigan Department of Corrections, analyzed by Wayne State University Center for Urban Studies, March 2018 ³ ACS 1-year 2016 estimate; ⁴ CSW Primary Research on Workforce Organizations ⁵ IPUMS-USA, University of Minnesota

Key Terms

| Service | Definition |
|--|--|
| Assessment- general and vocational | Identify participant background, skill level, work history, needs, assets/strengths. Identify participant career interests and related aptitudes and skills |
| Career Navigation (or Career Counseling) | Assist participants in identifying and meeting career goals through advising on occupational choices, requirements, and labor market demand |
| Career Coaching (or Case Management) | Assist participants in meeting career goals by providing motivation, support, encouragement and general assistance in addressing psychological/emotional barriers. Connect participants to appropriate resources; manage administrative requirements of serving participants |
| Job matching and job placement | Refer participants to appropriate job openings and help them obtain employment |
| Foundational Skills training | Contextualized integrated education and training programs; Career pathway on-ramp programs (also known as foundational skills bridge programs); Employment-based programs; and/or Accelerated high school diploma and equivalency programs. |
| Job Readiness Training | Help participants develop soft skills – communication, conflict resolution, punctuality, etc. |
| Occupational Training | Training that leads to credential and/or equips participants with technical skills needed for specific jobs |
| Job Search Training/Assistance | Help participants develop job search skills – resume, job application, interviewing skills, etc. – 1:1 or group |
| Work-Based Learning | Paid or unpaid on the job experience, including summer jobs, apprenticeships, temporary work experience, and On-the-Job Training |
| Post- Placement/Retention | Ongoing individual case management or coaching conversations, follow-up alumni support groups, etc. |
| Financial Capability Services | One-on-one and group based activities to increase general financial knowledge and assist participant in developing a plan, create a budget, reduce debt, improve credit and build assets |