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

<table>
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<tr>
<th>Job Seekers &amp; Employers</th>
<th>DESC &amp; Partners</th>
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<tbody>
<tr>
<td>Increase residential employment, improve family financial stability, and reduce poverty rate</td>
<td>Maximize impact and value add of DESC as workforce intermediary</td>
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Stakeholder Engagement Themes

MAKE IT EASY
New model should eliminate redundancies and guide customers through steps

MEET THEM WHERE THEY ARE
Bring services to the people where they are

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

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 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

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

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
   - 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

2. At least 4 Type 2 Centers
   - 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

3. At least 1 Type 3 Center

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.
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
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 Detroiteres, 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

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<td><strong>Technology</strong></td>
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<td>IT Assessment</td>
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<td>RFP(s) for system solution(s)</td>
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<td><strong>Business Services</strong></td>
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<td><strong>Career Centers</strong></td>
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<td><strong>Youth Services</strong></td>
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<td><strong>Transition Plan</strong></td>
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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

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

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

**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 skills\(^1\); WIOA priority

**RESIDENTS WITH A CRIMINAL RECORD**
60% of Detroiters with felonies are unemployed\(^2\)

**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 disability\(^3\)

**SINGLE MOTHERS AND FAMILIES WITH YOUNG CHILDREN**
32% of female-headed households are in poverty; 47% of families with children under 5 are poverty\(^3\)

**PUBLIC ASSISTANCE RECIPIENTS**
37.6% of Detroit households receive public assistance\(^3\); WIOA priority

**OPPORTUNITY YOUTH (Age 16-24)**
25,000 young adults are unemployed and out of school\(^4\); 17,000 are in poverty\(^5\)

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\(^1\) Corporation for a Skilled Workforce (CSW) analysis
\(^2\) 2016 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
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<th>Service</th>
<th>Definition</th>
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<tr>
<td><strong>Assessment- general and vocational</strong></td>
<td>Identify participant background, skill level, work history, needs, assets/strengths. Identify participant career interests and related aptitudes and skills</td>
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<td><strong>Career Navigation (or Career Counseling)</strong></td>
<td>Assist participants in identifying and meeting career goals through advising on occupational choices, requirements, and labor market demand</td>
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<tr>
<td><strong>Career Coaching (or Case Management)</strong></td>
<td>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</td>
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<td><strong>Job matching and job placement</strong></td>
<td>Refer participants to appropriate job openings and help them obtain employment</td>
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<td><strong>Foundational Skills training</strong></td>
<td>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.</td>
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<td><strong>Job Readiness Training</strong></td>
<td>Help participants develop soft skills – communication, conflict resolution, punctuality, etc.</td>
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<tr>
<td><strong>Occupational Training</strong></td>
<td>Training that leads to credential and/or equips participants with technical skills needed for specific jobs</td>
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<tr>
<td><strong>Job Search Training/Assistance</strong></td>
<td>Help participants develop job search skills – resume, job application, interviewing skills, etc. – 1:1 or group</td>
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<td><strong>Work-Based Learning</strong></td>
<td>Paid or unpaid on the job experience, including summer jobs, apprenticeships, temporary work experience, and On-the-Job Training</td>
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<td><strong>Post- Placement/Retention</strong></td>
<td>Ongoing individual case management or coaching conversations, follow-up alumni support groups, etc.</td>
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<td><strong>Financial Capability Services</strong></td>
<td>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</td>
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