



115 ERSKINE,  
2<sup>ND</sup> FLOOR  
DETROIT,  
MICHIGAN 48201  
PHONE (313) 876-0674  
FAX (313) 664-5505  
TTY NUMBER: 711

March 27, 2023

Hon. Latisha Johnson,  
Council Member at Large - Detroit City Council  
2 Woodward Avenue – Suite 1340  
Detroit, Michigan 48226

Dear Councilmember Johnson:

In response to your email dated March 27, 2023, please see attached Detroit Employment Solutions Corporation's responses to your questions. Please feel free to reach out to me if you have any questions.

Sincerely,

Terri A. Weems  
President

Enclosure

cc: Nicole Sherard-Freeman, Group Executive, Jobs and Economy (City of Detroit)  
Dana Williams, Chief Strategy Officer (Detroit at Work)  
Donnie Johnson (City of Detroit)  
Lisa Scarbor (City of Detroit)  
Eunice Williams (City of Detroit)

**1. With the ongoing investments and development projects happening in Detroit, what solutions, if any, are in place to ensure the 51% hiring of Detroiters on these projects that's often the "target" is actually happening?**

While the City of Detroit Civil Rights, Inclusion, & Opportunity Department (CRIO) monitors contractor compliance, Detroit at Work has a robust strategy to build construction talent.

Over the past several years, Detroit at Work has refined its strategy to prepare Detroiters for jobs within the skilled trades. **Our strategy is informed both by the needs of contractors and the needs and interests of Detroit job seekers.** We solicit feedback from contractors and talk with union leadership to better understand their workforce demands, including entrance and skill requirements for jobs and apprenticeship programs. We closely track Detroit at Work program activities and analyze outcomes on a monthly and quarterly basis. We utilize Labor Market Information (LMI) to inform our understanding of the construction industry, which tracks past trends in overall industry employment. We meet regularly with staff from CRIO, and even share a staff member, to track trends related to compliance fees, identifying the jobs where contractors are unable to meet the 51% requirement. While the State of Michigan's Labor Market Information is useful for industry trends, it does not accurately project current and expected demand for workers. Therefore, Detroit at Work must rely on its employer (contractor) and union partners to provide accurate projections of their expected workforce needs. We use this information, coupled with data on Detroit job seekers' career interests, skills, qualifications, and need for supports, to guide our recruitment, program development and training investment activities.

**First and foremost, Detroit at Work only invests in training connected to direct employment.** To avoid investing in training programs that do not lead to employment, Detroit at Work utilizes a rigorous application process that requires training institutions to provide signed letters from employer partners that quantify their near-term demand for specific occupations. When a training provider applies for funding, they must include a written commitment from the employer (contractor) to interview graduates from the program. Proposals that include a cash or in-kind contribution from the employer score additional points during the evaluation process. Our leading objective is to fund training programs that result in 80% of graduates obtaining training-related employment. If a training program's job-placement rate falls below 70%, DESC places the provider on probation, and the program must show improvement before the next scorecard is issued to continue being a Detroit at Work program. If the program has a job-placement rate that falls below 50% it is removed from Detroit at Work's training program options.

Further, we actively solicit projects that include an employer commitment to contribute financially to the program and hire all graduates; these are known as Customized Training Programs. We launched two Customized Training Programs in late 2020 and will continue to promote this approach to employers as a leading best practice.

**Connecting Detroiters to skilled trades apprenticeship programs and careers comes with many challenges,** including the following:

- Nearly all of the major apprenticeship programs require a high school diploma or GED, with the exception of the Laborers, Roofers, and Painters & Allied Trades. In 2019 (the most recent year available), there were 72,271 Detroiters over the age of 25 without a high school diploma or equivalent.<sup>1</sup>
- Most of the key apprenticeship programs require math and reading levels that exclude the majority of Detroit at Work job seekers. Most require a Work Keys Level of 5 or higher in at least one subject (Math, Reading, Locating). This translates roughly to a grade level of 10<sup>th</sup> or higher. In contrast, Detroit at Work customers who complete an academic assessment have an average math score equivalent to the 6.6 grade level and an average reading score of 7.8 grade level.

- Nearly all of the apprenticeship programs require access to reliable transportation, a valid driver's license and the ability to pass a drug test. Of those customers who have accessed the online job seeker portal since March of 2020, 49.8% indicate they do not have access to reliable transportation.
- Detroiters who already have a job are often unable to quit their current job to attend training. The loss of income would mean they are unable to meet the basic needs of their families, including rent, food, childcare, and other essential needs.
- Some Detroiters are unaware of the opportunities and benefits of a career in the skilled trades.
- Skilled trades and construction contractors, like all of our employer partners, express frustration finding workers who possess problem-solving, critical thinking and soft skills such as punctuality, regular attendance and workplace appropriate communication. These skills are more difficult to quantify. We do not have information on the exact percent of Detroit job seekers who require upskilling in this area. However, our career readiness programs are designed to support progress in this area.
- Many unions require new apprentices to have a *sponsoring employer* who will hire the worker while they complete the apprenticeship program. In other instances, an individual may be accepted without a sponsoring employer but is unable to get regular work if they are not selected by contractors for jobs. Detroit residents are less likely to have the social networks that allow them to identify a sponsoring employer and Black and Brown Detroiters face both explicit and implicit bias in the selection process. We are in discussions with union partners to address this matter.

To address these challenges and to build a pipeline for more advanced skilled trades occupations, Detroit at Work has developed comprehensive, holistic, evidence-based programs that point to long-term career pathways. Overall, our goal is to provide programs that lead to immediate employment. The residents who come to us are almost solely interested in training as a means to an end – a job that can support themselves and their families. However, we also recognize the necessity and benefits of developing a pipeline for more advanced skilled trades occupations. Our career pathways strategy allows someone to enter and exit at multiple points depending on their needs and goals. We use a combination of state, philanthropic, federal and local funds, including Executive Order compliance fees, to support Detroit at Work training programs.

- For those with limited work history, no high school diploma and/or basic skills gaps, we provide a range of foundational skills programs. These programs build basic work readiness and academic skills. There are not always tied to a specific industry or job and are instead intended to help increase skills so that graduates can go straight into entry level employment or additional training. We also support programs that help individuals obtain their high school diploma or equivalent.
- For those who demonstrate an interest in construction but test between the 5<sup>th</sup> to 8<sup>th</sup> grade levels, we offer seventeen (17) programs provided by nine (9) training providers. We also offer three (3) CDL-A programs offered by three (3) providers. The average cost of these programs \$5,187 per person. Between July 1, 2017 to February 5, 2021, 2,565 residents started and 2,182 residents completed these programs as well as several that were available prior to the current year. (Please note that we have recently provided City Council with a count of people enrolled in training after July 1, 2018 in order to provide a more recent snapshot). Graduates from these programs were ready for jobs including Laborer, Asbestos Abatement Worker, Welder and Electrical Helper/Technician, and CDL-A Drivers.

- For participants who test at 8<sup>th</sup>/9<sup>th</sup> grade or better during intake, or who reach the 9th grade level through one of the training programs described above, we fund Workforce Development Institute's Access for All program. Access for All works with many different local unions<sup>i</sup>, including but not limited to: IBEW, Operating Engineers, Carpenters, and Laborers. The average cost of Access for All is \$8,000 per person when a stipend is provided. Between July 1, 2017 to present, 184 residents funded by Detroit at Work started the Access for All program and 153 completed. Graduates were prepared to apply for apprenticeships with any of Access for All's union partners (see footnote).
- Most important, Access for All gets Detroiters ready for entrance exams for the more advanced skill trades, most of which require a 10th grade skill level or better. Some trades require advanced math that is equal to the 12th grade level or beyond. The Skilled Trades themselves are the most reliable source of data on how many candidates successfully test into their programs.

While technical training is essential to prepare Detroiters for careers in the skilled trades and construction, career and support services are equally, if not more important. Detroit at Work offers the following:

- Individualized career coaching to help set career and employment goals and identify and resolve any barriers that stand in the way.
- Direct support with transportation, childcare, and work-related uniforms and tools, leveraging both federal funds as well as the Executive Order fee funds for this purpose.
- Essential skills training provided in workshop format and/or on the job; this training builds skills required for success in the workplace in the 21<sup>st</sup> century.
- Detroit at Work launched Get Paid to Learn a Trade in late 2020, which includes a stipend for Detroiters in Emerging Industries Training Institute customized training program with two local contractors. We will begin offering stipends to Detroiters in additional select training program as we raise more funds.
- Learn to Earn, our accelerated high school equivalency program offered in partnership with DPSCD which includes a \$200 weekly stipend, was launched in late July 2020 and has 150 enrollees.
- Career exploration services, including exposure to careers in the skilled trades through engaging videos profiling Detroit-based contractors and Detroit residents engaged in training and/or employment, as part of the 10,000 Opportunities Detroit at Work video series. Training programs also include job shadowing and guest speakers so that trainees can directly see and hear from professionals in their chosen field.

## **2. How often do employees of the DESC go into the community to educate residents on the job opportunities that are available through the DESC? Are you engaging neighborhood block clubs and community organizations?**

In 2022, Detroit at Work attended and provided information at **72** Detroit Job Fairs and attended **150+** Detroit Community Events. A full listing of the job fairs and community events are attached. At these events, DAW is in person providing both information on jobs and DAW programs to support Detroiters on their career journey.

### **In addition to the Job Fairs and Community Events:**

- DAW meets bi-monthly with the Department of Neighborhoods and DEGC to provide

information to the individual DON District Teams on upcoming programs and events for the neighborhood block clubs and community organizations.

- DAW distributes a monthly electronic newsletter on Jobs, Job Fairs, Support Services, and Educational Opportunities to **132,000+** subscribers.
- DAW has social media channels including Facebook, Twitter and Instagram with a Reach of 1.5 Million in 2022. DAW posts information on our social channels 3-4x per week on average.
- DAW advertises to the Detroit Community through Detroit based media channels that include: Digital Media (social, OTT/Streaming), Detroit Radio Stations, Outdoor, and Detroit based print/digital including the Michigan Chronicle.
- DAW also provides Detroit's Faith Based Organizations and Detroit based community organizations with information via flyers and similar messaging on a regular basis.

<b>2022 Detroit at Work Job Fairs</b>			
<b>Event</b>	<b>Date</b>	<b>Attendee #'s</b>	<b>Comments</b>
New Year's Job Fair	January 12,	88	
Skills for Life hiring event (Patton Rec Center)	Feb. 8	150	
Skills for Life hiring event (virtual)	Feb. 10	100	
Detroit at Work x SERCO virtual job fair	Feb. 15	44	
Skills for Life hiring event	Feb. 15	150	
Skills for Life hiring event (virtual)	Feb. 17	150	
Skills for Life hiring event (Adams Butzel Complex)	22-Feb	200	
Skills for Life hiring event (virtual)	24-Feb	200	
Detroit at Work x Henry Ford Health System Jobs Fair	Feb. 23	245	
Stellantis/Jeep hiring event	Feb. 23-24	1,194	
Majorel hiring event	Feb 24, 25, and 26	200	
Skills for Life hiring event (Heilmann Rec)	1-Mar	200	
Skills for Life hiring event (virtual)	3-Mar	200	
Pot of Gold Job Fair (Collingwood)	16-Mar	50	
Detroit at Work x Professional Group hiring event	28-Mar	25	
GDT Application Event	March 29-31	500	
Skills for Life hiring event @ GSD Davison Yard	30-Mar	250	
Stellantis Truck Driver Hiring Event	5-Apr	500	
Detroit at Work x Professional Group Hiring Event	5-Apr	28	
Downtown Detroit Business Improvement Zone hiring event	6-Apr	9	
Stellantis April hiring event	April 6-7	2,142	
Skills for Life hiring event at Adams Butzel Complex	12-Apr	300	
Payne Pulliam Job Fair	April 13th	20	
Skills for Life hiring event at Heilmann Rec	26-Apr	250	
Comprehensive Logistics Hiring Event	April 27-28	50	
Scott Benson Construction Career Fair	11-May	100	
May Flowers Job Fair (Collingwood)	May 11	70	
SER-Metro Annual Career Fair	May 19 <sup>th</sup>	187	
Detroit at Work x ACCESS Job Fair	June 7	40	
Detroit at Work x Stellantis hiring event	June 8-9	902	
SEMCA Spring Job Fair	June 15	35	
SER-Metro Virtual Job Fair	June 15	60	
Brightview Hiring Event	June 17	20	
NWAC Employer Meet and Greet	June 21 <sup>st</sup>	50	
LM Manufacturing July hiring event	July 11 <sup>th</sup>	25	
Trusted Professionals Hiring Event at NWAC	July 13 <sup>th</sup>	20	
LM Manufacturing July Hiring Event #2	July 19 <sup>th</sup>	40	
Professional Group July hiring event	July 19 <sup>th</sup>	25	
Huntington Place Hiring Event	July 20 <sup>th</sup>	4	
Westin Cadillac Hiring Event	July 25 <sup>th</sup>	50	
Southwest Economic Solutions (Bagley) Job and Resource Fair	August 10 <sup>th</sup>	60	
Detroit at Work Job Fair at Durfee Innovation Society Auditorium	August 24 <sup>th</sup>	62	
Detroit at Work x ACCESS hiring event	August 25 <sup>th</sup>	100	
Stellantis hiring event	August 29-Sept. 1	538	
Returning Citizen Job and Resource Fair at Butzel Family Center	Aug 31 <sup>st</sup>	50	
SER Metro Fall Career Fair	Sept. 8 <sup>th</sup>	50	
Skills for Life hiring fair	Sept. 15 <sup>th</sup>	200	
Detroit at Work Outdoor Job Fair at NWAC	Sept. 15 <sup>th</sup>	60	
Detroit at Work x ROSS Community Resource and Hiring Fair	Sept. 21 <sup>st</sup>	50	
Skills for Life virtual hiring fair	Sept. 22 <sup>nd</sup>	100	
LM Manufacturing Hiring Event	Sept. 27 <sup>th</sup>	50	
Detroit at Work, SERCO, and Majorel hiring event	Sept. 27 <sup>th</sup>	50	
Detroit at Work Autumn Opportunities Hiring Event	Sept. 28 <sup>th</sup>	70	
Skills for Life final hiring fair	Sept. 29 <sup>th</sup>	100	
Forte Contracting Hiring Event	October 5 <sup>th</sup>	25	
Amazon Driver Recruiting Event	October 11 <sup>th</sup>	70	
Marriott Hiring Event	October 13 <sup>th</sup>	20	

Creative Kidz Hiring Event	October 17 <sup>th</sup>	15	
Securitas USA hiring event	October 19 <sup>th</sup>	15	
Detroit at Work Job-Tober Hiring Event (partnered with Council President Mary She	October 26 <sup>th</sup>	100	
Detroit at Work / Bagley hiring event	November 30 <sup>th</sup>	65	
<b>2022 Total: 61 events</b>		<b>10,658</b>	
<b>2023 Detroit at Work Job Fairs</b>			
Detroit at Work / Collingwood job fair	Jan 18 <sup>th</sup>	110	
DCC job fair / Ciena Health	Jan 18 <sup>th</sup>	15	
ROSS internal job fair	Jan 25 <sup>th</sup>	72	
DCC job fair / Lear Corp	Jan 30 <sup>th</sup>	220	
DAW/ Payne Pulliam Job Fair	Feb 2 <sup>nd</sup>	154	
DAW/ NWAC Job Fair	Feb 9 <sup>th</sup>	392	
DAW/ ACCESS Job Fair	Feb 16 <sup>th</sup>	246	
DAW/ Collingwood Job Fair	Feb 22 <sup>nd</sup>	160	
DAW/ BIZ Job Fair	March 1 <sup>st</sup>	387	
Professional Group hiring event	March 7 <sup>th</sup>	51	
LM Manufacturing Hiring Event	March 9 <sup>th</sup>	42	
Marriott Hiring Event	March 9 <sup>th</sup>	23	
Green Maids hiring event	March 13 <sup>th</sup>	8	Winter Stor
DAW/SWES job fair	March 15 <sup>th</sup>	82	
Professional Group hiring event	March 21 <sup>st</sup>	19	
DAW/ Collingwood Job Fair	22-Mar	110	
LM Manufacturing Hiring Event at NWAC	23-Mar	37	
DAW/ ACCESS Job Fair	23-Mar		
Motor City Casino job fair	23-Mar	302	
The Aretha Franklin Amphitheatre job fair	24-Mar	98	
Do & Co job fair	28-Mar		
DAW/Ross job fair	29-Mar		

<b>DAW 2022 Community Events</b>	<b>Location</b>	<b>Date</b>
East Warren Farmers Market	16538 E. Warren Detoit MI	5-Jul
Workforce Wednesdays	Collingwood Detroit MI	6-Jul
Hope Village Farmers Market	14150 Woodrow Wilson Detroit MI	6-Jul
East Warren Farmers Market	16538 E. Warren Detoit MI	6-Jul
Peace Nic Event Prep	Virtual	8-Jul
Peace Nic Event	O'Hair Park 19400 Pembroke Detroit MI	9-Jul
Eastern Market	2618 Market St Detroit MI	12-Jul
Workforce Wednesdays	Collingwood Detroit MI	13-Jul
East Warren Farmers Market	16538 E. Warren Detoit MI	14-Jul
Brilliant Detroit Event	5675 Larkin Detroit MI	16-Jul
Peace Nic	Heilmann Park 19601 Crusade St Detroit MI	17-Jul
Eastern Market	2618 Market St Detroit MI	19-Jul
Hope Village Farmers Market	14150 Woodrow Wilson Detroit MI	20-Jul
Workforce Wednesdays	Collingwood Detroit MI	20-Jul
East Warren Farmers Market	16538 E. Warren Detoit MI	21-Jul
Impact Detoit Day	Becon Park	22-Jul
Eastern Market	2618 Market St Detroit MI	26-Jul
Workforce Wednesdays		27-Jul
Hope Village Farmers Market		27-Jul
East Warren Farmers Market		28-Jul
Eastern Market		2-Aug
Workforce Wednesdays		3-Aug
Hope Village Farmers Market		3-Aug
East Warren Farmers Market		3-Aug
DPSCD Back To School Expo East	Northwest Activity Center	6-Aug
DPSCD Back To School Expo West	Collingwood Detroit MI	7-Aug
Eastern Market		9-Aug
Workforce Wednesdays		10-Aug
Hope Village Farmers Market		10-Aug
East Warren Farmers Market		11-Aug
Mary Grove Event	8425 W. McNichols Detoit MI	13-Aug
Eastern Market		16-Aug
Workforce Wednesdays		17-Aug
Hope Village Farmers Market		17-Aug
East Warren Farmers Market		18-Aug
Sen Chang Resource Fair	Nagel Park 3100 Wabash St Detroit MI	20-Aug
Backpack Giveaway	Heilmann Center 19601 Crusade St Detroit MI	22-Aug
Eastern Market		23-Aug
Workforce Wednesdays		24-Aug
Hope Village Farmers Market		24-Aug
East Warren Farmers Market		25-Aug
WGBC Community Meeting		25-Aug
McDowell Prep Back to Schoo Rally	4201 W. Outer Drive Detroit MI	26-Aug
Occupy The Corner Finale	4242 Collingwood Detoit MI	27-Aug
Community At Nagel Park	Nagel Park 3100 Wabash St Detroit MI	28-Aug
Eastern Market		30-Aug
Port Days	130 E. Atwater Detroit MI	30-Aug
Returning Citizens Jobs & Resource Fair	Butzel Family Recreation Center	31-Aug
Workforce Wednesdays		31-Aug
Hope Village Farmers Market		31-Aug
East Warren Farmers Market		1-Sep
Workforce Wednesdays	Collingwood Detroit MI	7-Sep
Hope Village Farmers Market		7-Sep
East Warren Farmers Market		8-Sep
WGBC Community Meeting		8-Sep
Workforce Wednesdays		14-Sep
Hope Village Farmers Market		14-Sep
East Warren Farmers Market		15-Sep
WGBC Community Meeting		15-Sep



Workforce Wednesdays		21-Sep
Hope Village Farmers Market		21-Sep
East Warren Farmers Market		22-Sep
Lead Abatement Info Session	Detroit Training Center	26-Sep
Workforce Wednesdays		28-Sep
Hope Village Farmers Market		28-Sep
Carpenter & Millwrights Info Session	Virtual	28-Sep
Bamboo Conference		29-Sep
East Warren Farmers Market		29-Sep
Workforce Wednesdays		5-Oct
WGBC Community Meeting		6-Oct
Rengagement Tuesday		11-Oct
Workforce Wednesdays		12-Oct
WGBC Community Meeting		13-Oct
Workforce Wednesdays		19-Oct
WGBC Community Meeting		20-Oct
Challenge Detroit Info Session	Virtual	21-Oct
Workforce Wednesdays		26-Oct
WGBC Community Meeting		27-Oct
Flagship Charter Academy Resource Fair	13661 Wisconsin St Detroit MI	27-Oct
Challenge Detroit Info Session	Virtual	28-Oct
Workforce Wednesdays		2-Nov
WSU Career Expo Info Session		2-Nov
WGBC Community Meeting		3-Nov
Workforce Wednesdays		9-Nov
WGBC Community Meeting		10-Nov
Workforce Wednesdays		16-Nov
WGBC Community Meeting		17-Nov
Challenge Detoit Feedback	Virtual	18-Nov
Workforce Wednesdays		23-Nov
WGBC Community Meeting		24-Nov
Workforce Wednesdays		30-Nov
WGBC Community Meeting		1-Dec
Workforce Wednesdays		7-Dec
WGBC Community Meeting		8-Dec
Workforce Wednesdays		14-Dec
WGBC Community Meeting		15-Dec
Workforce Wednesdays		21-Dec
WGBC Community Meeting		22-Dec
<b>DAW 2023 Community Events</b>	<b>Location</b>	<b>Date</b>
Workforce Wednesdays		4-Jan
WGBC Community Meeting		5-Jan
DAW Community Resource Fair	Collingwood Detroit MI	5-Jan
WGBC Community Meeting		5-Jan
Workforce Wednesdays		11-Jan
Workforce Wednesdays		18-Jan
United Coalition Housing Event	2727 2nd Ave Detroit MI	21-Jan
Workforce Wednesdays		25-Jan
Returning Citizend Round Table		27-Jan
Workforce Wednesdays		1-Feb
Workforce Wednesdays		8-Feb
DAW Scholarship Event	Northwest Activity Center	9-Feb
Workforce Wednesdays		15-Feb
DAW Scholarship Event	DAW E. Warren Location	16-Feb
Workforce Wednesdays		22-Feb
Focus Hope Resource Fair	1400 Oakman Blvd Detroit MI	28-Feb
Workforce Wednesdays		1-Mar
Detroit Business Improvement Zone	1001 Woodward Detroit MI	1-Mar
Rengagement Tuesday		7-Mar
Workforce Wednesdays		8-Mar

DAW Community Resource Fair		9-Mar
Reengagement Tuesday		14-Mar
D2 Community Meeting		14-Mar
Workforce Wednesdays		15-Mar
Lead Abatement Info Session		15-Mar
Gret Lakes Water Authority Info Session	Virtual	20-Mar
Reengagement Tuesday		21-Mar
Workforce Wednesdays		22-Mar
Threads For Success Event	Collingwood Detroit MI	25-Mar