America’s Comeback City?

UNDERSTANDING DETROIT’S WORKFORCE PROFILE AND DEVELOPMENT INITIATIVES BY MAYOR’S WORKFORCE DEVELOPMENT BOARD

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Understanding Detroit’s Workforce Profile and Development Initiatives by
Mayor’s Workforce Development Board

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EXECUTIVE SUMMARY

Workforce development is an opportunity to unleash the creative, productive, and innovative forces for the economic and social betterment of our cities, states, and nation promising increased equity, efficiency, and economic vitality.


The city of Detroit has faced bankruptcy, housing crisis and has been losing its population steadily since 2000. The unemployment rate peaked at 18.9% in 2013\(^1\). While the entire state of Michigan (and most of the country) did lose a significant number of jobs, Detroit, already plagued by deindustrialization and poor administration, was one of the hardest hit cities during the recession and housing crisis.

Almost twenty years later, fortunately, there are signs of recovery. In 2018, four years after bankruptcy, Detroit emerged from state oversight and posted a Budget Surplus. While the unemployment rate has from dropped to 9.9% in 2018\(^2\), it is still the highest among the fifty largest cities in the country and continues to lose its population. The city is marred with abandoned houses and urban blight, but newer construction activities and infrastructure projects like rail system are beginning to crowd the city.

Most recovery efforts, however, focus on infrastructural growth rather than workforce development. For Detroit and its residents to effectively benefit from these infrastructural improvements, concerted efforts need to be made for labor force inclusion and skill

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\(^1\) (Local Area Unemployment Statistics, Bureau of Labor Statistics)
\(^2\) (Local Area Unemployment Statistics, Bureau of Labor Statistics)
development. As the city is rebuilding, this is an opportunity to identify and reflect upon existing strategies to revitalize Detroit, their progress till now and understanding the limitations and gap.

This report is divided into three sections; first part explores the workforce characteristics -skills, education and demographics. Part two discusses the current industry mix and requirements of the job market. Part three talks about the ongoing and proposed economic development programs in Detroit, in general and three programs undertaken by the Mayor’s Workforce Development Board (MWDB) in specific.

As the approach towards local economic development is changing, there is much greater focus on education, entrepreneurship, and empowerment. The importance of this human capital building is my long-term object of interest as an urban planner. In case of Detroit, due to myriad of factors including apparent mismanagement propelled by deindustrialization, the city has faced decades of job losses, declining household income and shrinking population. As the city is rebuilding, this is an opportunity to identify and reflect upon existing strategies to revitalize Detroit, their progress till now and understanding the limitations and gap. This, I believe, will be a valuable lesson in equipping and stabilizing a city for creating sustainable future economy.
ABOUT CORPORATION FOR SKILLED WORKFORCE (CSW)

Corporation for Skilled Workforce is a national nonprofit with a focus on worker’s economic mobility. It partners with government, businesses and community leaders to connect workers with jobs, increase competitiveness of companies by understanding the workforce characteristics and identifying opportunities for growth, investment to create sustainable communities. (CSW, www.skilledwork.org)

Jeanine La Prad is a Senior Fellow, previously the President and CEO, at CSW and leads research and evaluation of different workforce development policies and programs within Michigan, with a focus on Detroit. This report is independently written without involvement of CSW, under the initial counsel of Ms La Prad.
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INTRODUCTION

In April 2014, a Guardian article asked the question on everyone’s mind – ‘why does anyone still live in Detroit?’

Dubbed as America’s comeback city, Detroit is struggling to gain its feet back on the ground. After the motor city boom in 1950s and subsequent deindustrialization, coupled with 2008 housing crisis and urban decay, the area is among the most distressed cities currently in the United States. Since then national and regional governments implemented several policies and planning measures to revive the region, although the region has not completely recovered.

Auto and steel industry shaped the structure of many of the midwestern cities, Detroit being its embodiment. Although decades of deindustrialization, job losses, falling household income has turned it into a ghost town, auto industry and the ‘big three’ dominate the economic narrative even now. Presently, about half of residential lots are abandoned, unemployment and crime rate are high. Population has dwindled initially owing to white flight in the 1950s and more recently due to the crumbling economy.

The city was historically racially segregated, with present population demographics at 78.7% black, 10.2% white and 7.03% Hispanic out of 673,104 residents. Poverty rate is alarming at 39.4% against nation’s 12.7%, median household income is $26,249 (2012-2016 ACS data, US Census Bureau) which is almost half of the national median income ($55,233, US Census Bureau). The median property value is unsurprisingly at $41,000. Population decreased by 5.7% since April 2010.

The total population of Detroit declined by 25% from 951,270 in 2000 to 673,104 in 2017 (US Census Bureau). Although the unemployment rate is decreasing from 22.7% in 2010 to 10.9% in

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4 2017 Distressed communities index, Economic Innovation Group
July 2017, Detroit has approximately 75,000 unemployed jobseekers and another 175,000 people out of workforce.

A significant proportion of Detroit’s residents have less than a high school diploma, and skills that are poorly matched to the available jobs. The economy of the region is undergoing a gradual shift from manufacturing to service based. Detroit, thus, faces a skills and support gap in employment.

- Unemployment is unevenly distributed, with unemployment rate of younger population between 20-24 years at 38% compared to 22% of 35-44-year-olds. African American population is twice as likely to be unemployed (31%) than white residents (15%).
- Low educational attainment limits labor force participation. Only 13% of population has bachelor’s degree or higher education. 55% of those without a high school diploma are not in labor force.
- Lack of skill matching results in out-commuting labor and few Detroiter to work in Detroit.
- Adult literacy and vocational training are the major challenges in Detroit.

According to National Employment Law Project (2012), due to deindustrialization and recession, mid-wage jobs faced the most significant losses. However, post-recession recovery, low-wage jobs increased the most. Mid-wage occupations were 60 percent of the recession losses but constituted only 22 percent of recovery growth, while lower-wage occupations constituted 58 percent of the jobs gained. These jobs include retail salespersons, food service and food preparation workers, home care aides, freight workers etc. (Lower-wage occupations have median hourly wages from $7.69 to $13.83, mid-wage occupations have median hourly wages from $13.84 to $21.13, and higher-wage occupations have median hourly wages from $21.14 and above; all amounts in 2012 dollars) (NELP analysis of Current Population Survey, 2012). While all sectors (low-wage, mid-wage, and high-wage) have seen a steady job growth since 2012, most significant growth is seen in healthcare and professional and technical services which is which are high skill, high wage jobs.
Number of bailout measures were implemented like Emergency Economic Stabilization Act nationally and Detroit School bailouts regionally along with restructuring the city’s efforts to cut costs and generate revenue. There are ongoing efforts to revive the city by economic diversification and creating infrastructure to build a startup ecosystem. With availability of talent from University of Michigan, Wayne State University, cheap land and housing opportunities along with low cost of living and doing business along with cultural attractions and quality of life, organization like Detroit Economic Growth Corporation (DEGC) are projecting the city as an emerging innovation hub.
WHO WORKS HERE?

Labor force participation in Detroit is lower as compared to the surrounding counties and the country with an unemployment rate of 10.9%. The unemployment rate is the percentage of unemployed persons in the total labor force. Labor force, however, only includes people who are currently working and those who are actively looking for a job (between the ages 16-64) which constitutes about 62% of Detroit residents. This leaves out about 175,000 residents between the ages of 16-64 who may wish to work but are not actively seeking a job. Workforce participation also varies across age, race and ethnicity, and sex. While the labor force participation is highest from ages 20-44, the rate of unemployment is also highest between ages 20-24 years. Men tend to face higher unemployment than women.

Detroit has an overall low educational attainment rate as compared to national average. Detroit residents who are employed have higher educational attainment than unemployed and on-working population. 18% of employed Detroit residents have a bachelor’s degree or higher as compared to 13% of all residents. This difference is even more pronounced when compared with 7% of Detroit residents not in labor force who have similar educational attainment. Lower educational attainment of a resident is directly correlated to the lessened likelihood of participating in the workforce or their employability. Out of the 175,000 people not in labor force, 30% have less than a high school diploma.

According to CSW Detroit Workforce Mapping Report, about one-fifth of the employed Detroiters are still in poverty. Detroit residents tend to work in the suburbs Those who work still face poverty.
Low wages due to low skills

Prior work experience

CSW, with the help of data compiled by Detroit Employment Solutions Corporation (DESC), plotted prior work experience data of about 5,200 participants across various workforce programs. Most people reported having work experience in the manufacturing sector, followed by experience in food preparation and serving.
Figure 2: Prior Job Experience of Detroit residents as per CSW and DESC survey

Figure 3: Labor force participation according to Race & ethnicity, Sex, and Age

- Not in Labor force
- Unemployed
- Employed
WHAT JOBS ARE AVAILABLE?

The unemployment rate in Detroit is the highest (10.9%) amongst the fifty largest cities in the country. Although the economy is growing, there are still not enough number of jobs to meet the demand. Detroit has the lowest percentage of jobs relative to its population (37%) with reference to comparable cities like Atlanta (183%), Cleveland (118%), Nashville (68%), Philadelphia (46%), and Baltimore (61%).

*Figure 4: Employment by Industry Sector*

About a quarter (23%) of jobs in Detroit are in Government, followed by 15% of jobs in retail and hospitality and 14% in healthcare sectors. Government jobs may seem to dominate the industry mix as compared to national or state, however, this is due scarcity of jobs in private sector. Distribution of jobs provides perspective into the requirement of training and education programs for workforce development.

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5 CSW Detroit Workforce System Mapping Project, Comparison cities based on percentage of population living in central city in an MSA, industry mix, racial makeup and size.
Large number of retail and service jobs are located outside the city. This results in high out-commuting of Detroit residents for low-wage low-skill jobs. At the same time there in increase in in-commuting of suburban residents for high-wage high skill jobs in the city. About 74% of all jobs within the city were held by people other than Detroit residents. 6 335 of jobs in Detroit require bachelor’s degree or higher which do not align with the education attainment levels of the city. More than half jobs in Detroit pay $3,333 per month, but only a quarter of Detroit residents work in such jobs.

*Figure 5: Education Attainment of people working in Detroit vs Detroit Population*

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Detroit Population</th>
<th>Jobs in Detroit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's or higher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some college or associate's</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School graduate/GED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than High School</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 6: Median salaried income per month of Detroit residents vs Detroit workers*

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Detroit Residents</th>
<th>Detroit Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,250 per month or less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1,251 to $3,333 per month or less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than $3,333 per month</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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6 CSW Workforce System Mapping Report (2016)
There is also a glaring skill mismatch as well as skill gap in the jobs available in Detroit and training and skills of Detroit residents. Job postings in prominent industry sectors in Detroit were divided into minimal preparation, moderate preparation and high preparation jobs to assess the entry-level opportunities and job distribution across sectors.

Jobs that require a high school diploma or less, with minimal or no require prior experience and on-the-job training were qualified as minimal preparation jobs. About three-fourths of retail and hospitality industry jobs (75%) fell into this category. A significant proportion (41%) of transportation, distribution and logistics industry jobs were minimal preparation jobs. These jobs mostly pay low-wages but provide important entry point as well as basic professional skills for low-skilled workers looking to enter the workforce.

Jobs that required at least a high school diploma, apprenticeship training and certificate or credentials were included in moderate preparation jobs. About two-thirds of manufacturing jobs (66%) and more than half of construction jobs (51%) were moderate preparation jobs. Jobs in healthcare and information technology sectors require prior work experience in the industry along with associate degree or higher education. Such jobs were classified as high preparation jobs.

While most participants in the prior work experience survey by CSW and DESC had production and manufacturing experience, it does not necessarily translate into jobs. With advanced manufacturing growing, the available jobs like team assemblers, machinists, testers and machinery mechanics, require moderate to high preparation, along with credentials and long-term on the job training and thus remain elusive.
Figure 7: Job Preparation required across prominent industry sectors

- IT
- Construction
- Transportation and Warehousing
- Manufacturing
- Health Care
- Retail, Hospitality, Arts & Recreation

Legend:
- Blue: Job Preparation Minimal
- Orange: Job Preparation Moderate
- Gray: Job Preparation High
WHAT ARE THE BARRIERS FOR EMPLOYMENT?

ALONG WITH FOUNDATIONAL SKILL GAP, DETROITERS FACE SEVERAL CHALLENGES:

Foundational skills are the basic entry-level skills that are essential to most industries and occupations. These include reading, math and English language proficiency, work-readiness, digital literacy, Adult basic education or GED, and professional soft skills. A CSW analysis\(^7\) found that nearly 85% of those enrolled in adult foundational skills program were at 8\(^{th}\) grade level at the time of entry. This basic skills gap limits people’s opportunities to access better-paying jobs or to advance in their existing jobs due to lack of a high school diploma or essential professional management skills.

Lack of reliable transportation is one of the major challenges for Detroit residents who need to commute out of the city to access the low-wage, minimal preparation jobs in sectors like retail and service in the suburbs. This also creates a barrier for those who want avail the training and

\(^7\) Corporation for Skilled Workforce, Detroit Adult Foundational Skill Development, Analysis of Adult Education Program data from applicants for 2017-2018 WIOA Title II funding
educational programs to increase their employability, as a significant number of such organizations are spread out in the Tri-county area of Wayne, Macomb, and Oakland Counties.

Detroit has some of the highest car insurance rates in the country as well as strict legal requirements for car insurance. As many residents battle poverty, they lack the means to pay for vehicle maintenance and insurance dues or pending traffic tickets. Repeated offenses often result in suspension of driving licenses impeding their transportation. Driver Responsibility fees, introduced in 2003, added to the revenues of the state but negatively impacted poor residents of the city. Absence of proper identification also hampers their ability to access government assistance.

Absence of additional support facilities for residents also adds to their difficulty to access jobs. There are only a few stable, safe and affordable housing options in the city. Mothers and families with young children do not have affordable childcare facilities.

Another barrier to employment faced by several residents is having a criminal record. About 60% of Detroit residents with criminal records are unemployed.

There is a huge gap between the needs of the available jobs and skills and support facilities of Detroit residents making the jobs difficult to access. Job seekers need better education skills, credentials and resources to work and support their families. Employers want better educated and reliable workforce with up-to-date skills. The workforce development system and training programs require innovative and integrated approaches, to provide educational as well as a social support system to drive economic mobility.
HOW IS THE WORKFORCE DEVELOPMENT SYSTEM HELPING THE RESIDENTS?

Beginning with the 2009 auto bail out programs, funding measures and investments are made in Southeast Michigan to encourage business and equip the workforce. Corporation for Skilled Workforce analyzed the financial resources and divided these investments in the region into five categories according to the goals and services of the programs. It identified more than 300 organizations located in the Detroit region providing workforce development support or services like increasing academic levels, providing apprenticeship, increasing digital literacy etc.

Employment Assistance-Work Experience Programs: Employer assistance programs receive nearly 40% of its funds from federal sources under programs like Workforce Investment Act and Michigan PATH program. It provides work experiences, employment assistance and re-entry points for special populations and wage reimbursement and post placement services to the employers.

Detroit Registered Apprenticeship Program (DRAP) which is a two-and-a-half-year program created by Detroit Employment Solutions Corporation (DESC) along with USDOL’s Office of Apprenticeship, and State of Michigan’s Workforce development Agency are available to the residents to acquire necessary skills to meet the demands of growing construction sector.

Training Credentials: These programs that provide education, training and credentials as well as vocational skill building to improve employability. ESL programs or skilled trades training are included in this category.

Business Sectors: Funding dedicated to providing resources to businesses and employers is included in this category. NIH grants were awarded to University of Detroit-Mercy and Wayne State University to increase under-represented minorities in the biomedical research industry workforce.
Layoffs: Reemployment programs focused on support to employers or individuals in lay-off or situations to explore transitional support resources and provide career placement assistance.

Other: Other workforce development investments that do not fit in any of the above categories.

*Figure 8: Total Detroit Funding System by Source*

*Figure 9: Total Detroit Funding System by Focus Area*
In 2013 and 2014, Detroit’s workforce system received a total of $119 million\(^8\) investment through Federal (59%), state (12%) and philanthropic (29%) funds. Most of these investments were made in credential training and employment assistance. While stringent eligibility requirements made federal and state funding difficult to access, private resources provided more opportunities and flexibility.

**MAYOR’S WORKFORCE DEVELOPMENT BOARD**

The Mayor’s Workforce Development Board (MWDB) is a federally established organization in charge of workforce development in Detroit. The Board focuses on three strategic areas – systems change, expansion of training and career pathway, and barrier elimination. The organization, established under the Workforce Investment Act (WIA), provides occupational training and opportunities in five industries that it has identified to be high-growth and high-demand – construction, healthcare, information technology, manufacturing, and retail hospitality and entertainment.

MWDB uses a data-driven approach to identify needs and develop solutions for employment. It aims to work with public, private, non-profit and education sectors and employers have a 50% stake in the board.

Following are the initiatives across the three strategy areas:

**Systems Change:**

1. **Detroit at Work:** This is the largest undertaking of the MWDB created to increase labor force participation by reducing the foundational skill gap by collaborating with the jobseekers and the employers. It provides guidance on in-demand career pathways in growing industry sectors like healthcare, information technology, construction etc.

2. **SNAP 50/50 Reimbursement Program:** Replicating the Seattle Jobs Initiative, this program financially assists eligible participants to acquire education, skills or vocational training by reimbursing organizations up to 50% of cost of services.

\(^8\) CSW Detroit Workforce Mapping Project, 2016
Trainings and Career Pathways:

1. Randolph Career Technical Center: Career and technical education (CTE) centers provide industry standard training in high-wage, high-need building and construction trades for both youth and adults in partnership between Detroit Public School District, Mayor’s office and DESC. It includes CTE courses, training programs, employer assistance as well as apprenticeships.

2. Healthcare Training Program: This is an employer-led training program for the top industry in the region.

3. Grow Detroit’s Young Talent: A six-week annual citywide summer jobs program to train and employ young adults between the ages of 14-24. It is a tiered job placement model focusing on community service, career readiness and internships.

Barrier Elimination:

1. Returning Citizens/Project Clean Slate: This initiative helps citizens with criminal records return to the society and providing them with adequate training and job opportunities. It aims to reduce systemic barriers by supporting in-prison training and helps individuals to have certain convictions expunge from their record.

2. Driver Responsibility Fee Forgiveness: Transportation accessibility is a significant challenge for Detroiters due to lack of adequate public transit. Many residents have their licenses suspended owing to overdue traffic tickets and absence of insurance due to their inability to pay the fines. Most assistance programs for the residents require identification in the form of Driver’s license making it further difficult to avail the benefits. This initiative is aims to eliminate all Driver Responsibility Fees to lift the financial burden of more than 75,000 residents, making it possible for them to get the required identification.

EVALUATIVE FRAMEWORK

The policies are evaluated using the metrics outlined by Blakely & Leigh (Planning Local Economic development, 2010) for human resource development - vocational training and
education, job placement, client-oriented job creation and job maintenance. The change in employment statistics are also studied to review the short-term impact of the policies. As the policies were recently formulated in 2017, long-term impact cannot be reliably measured.

**Detroit At Work**

This is the core training initiative of Detroit Workforce Development Board to connect jobseekers to training programs and career pathways aligned to growing sectors like information technology, manufacturing and logistics, construction, and retail, hospitality and entertainment. Under this initiative, the government provides workshops and classes at three different locations free of cost to Detroit residents. This program is open to citizens of all education and experience levels.

Healthcare, Manufacturing, Retail, Accommodation and Administration are the top employment industries in the city of Detroit. To bridge the gap between industry requirement and workforce availability the policy has been conduction programs such as:

- Free training for Skilled trade jobs
- 12-week Coding Bootcamp with scholarships funded through the TechHire initiative with the Detroit Employment Solutions Corporation (DESC). This training program partners with local companies like Meridian Health Plan, Accenture, Perficient and Labor Edge to guarantee interview to successful graduates.
- Customer service and Communication training under EITI (Emerging industries training institute) as well as Advanced Call Center Representative training with certificate courses with guaranteed job interview on completion. Successful candidates also receive $100 on training completion.

The initial pay after completion of program starts around $10/hour (going up to $18) which is $2.75 more than the national minimum wage. About 47% of adults in the city of Detroit are functionally illiterate referring to the inability of the individual to use reading, writing, speaking and computational skills in professional as well as everyday life situations. This program provides effective soft skills along with industry-specific training making the candidate more
desirable. Thus, the policy satisfies the parameters of vocational job training and client-oriented job creation. As the interviews are guaranteed through the preferred partner provider program, the probability of job placement is quite high.

A conscious strategy is not employed for job maintenance. There is greater economic and transport accessibility as the programs are no financial burden borne by the resident and multiple location of the training centers. However, this is not sufficient due to lamentable public transport and challenges like suspended driver licenses from unpaid fees, inability to afford car insurance etc. makes transport access difficult.

**Randolph Career Technical Center**

Several career and technical education centers were launched under this program to provide industry standard training in high-wage, high-need building and construction trades. This program is a partnership between Detroit Public Schools Community district, the Mayor’s Office of Workforce Development and the Detroit Employment Solutions Corporation. Under this policy, enhanced high school 2 to 3 year CTE (career and Technical education) courses are provided with adult training programs held in the evenings and on weekends. Hands-on experience is provided in Carpentry, Computer aided design (CAD), electrical, HVAC, masonry, plumbing and fitting along with industry safety practices with an option to complete an OSHA-30 certification. Training in technical writing techniques and extensive algebraic and geometric calculations supported by reading and math integration resources is also available.

More than 600 residents, including 300 adults, have been vocationally trained since the launch of the program in Fall 2017. Initial expected pay is $12 to $18 per hour with up to $30/hour according to experience. Job placement is satisfactory with its apprenticeship opportunities but not guaranteed. It is not a client-oriented but industry-oriented training program. No guidance or aid is provided for entrepreneurship or job maintenance. Singular location and financial burden of 2 to 3 years of course limits the accessibility to everyone.

**Healthcare Training Program**
Healthcare service is the top industry in Detroit as well as South-East Michigan. This is an employer-led training program developed in collaboration with Henry Ford Health system, Detroit Medical Center and St. John Providence. Focus: HOPE and Oakland University School of Nursing were selected to develop the curriculum for the Patient care associate training program at the University’s Detroit campus through a competitive bid process ensuring more transparency in the process. This is a 9-week training program where students learn vital sign measurement, admission, discharge and transfer processes, dealing with patient requirements from daily care to chronic illnesses, and many other skills.

The program meets the parameters of vocational education and effective job placement. At the end of training, graduates have the opportunity to interview with these three healthcare employers, and other Detroit-based healthcare organizations for positions available now. This is a dedicated client-oriented program with starting pay of $11-$15 per hour.
KEY TAKEAWAYS

- More effective strategies are recommended to recruit and train the population. The training programs are available only to residents of Detroit with valid identification. Homeless people or people in greater Detroit area do not qualify for assistance.
- Resource and career centers should be made available at more locations for greater access
- Entrepreneurship skills and financial management training could be provided along with vocational training to increase job opportunities and economic independence
- Online training courses can be developed to reach more population
- Candidates can be provided with incentives such as bus vouchers, gas cards and help with housing to increase enrollment
- Additional outreach programs and advertisements should be undertaken to encourage the residents to take advantage of the training programs
- More collaborative employer-led programs can be implemented to ensure job placement
- More investment in public schools for early childhood development

Overall, while the MWDB has shown tangible results, the progress is slow and still out of reach for several Detroiters.
CONCLUSION

Detroit’s unemployment rate was 7.5 percent in May, down from the previous year when it was 9.6 percent, according to the U.S. Bureau of Labor Statistics. More recent data shows the rate was 9.6 percent as of September. The number of Detroiters in poverty decreased 4.1 percentage points between 2015 and 2016, the largest decrease in poverty rates among comparison cities.

James Heckman, University of Chicago, believes in early childhood investment and that the rates of return on adult public training programs is low making it an inefficient use of financial resources. However, individual candidates are not the sole beneficiaries of workforce development programs and looking at employment and earning outcomes only do not give a complete picture. We need to take into account the positive externalities like potential benefits to employers, taxpayers and benefits to society against the funding investment required for these programs. Benefits associated with crime reduction – reductions in victim, criminal justice system and incarceration costs, household income stability leads to socio-economic success measures among children like grade retention, less behavioral problems. Fortunately, there are increasingly more collaborative and inclusive approaches to develop clear strategies for workforce development in the region.
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