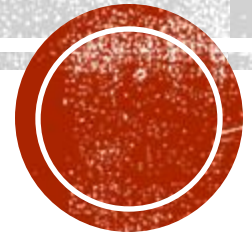


# WORKERS & COMMUNITY BENEFITS

MSU REI Innovate Michigan! Summit  
September 2020



# ABOUT D4

- Coalition Formed in 2010 – four constituents
- Use the development process to further social & economic equity
- Create “win-win” scenarios for community, workers, the economy, and environment
- Three types of Programs:
  - Technical Assistance
  - Civic Leadership & Training
  - Policy Research & Advocacy



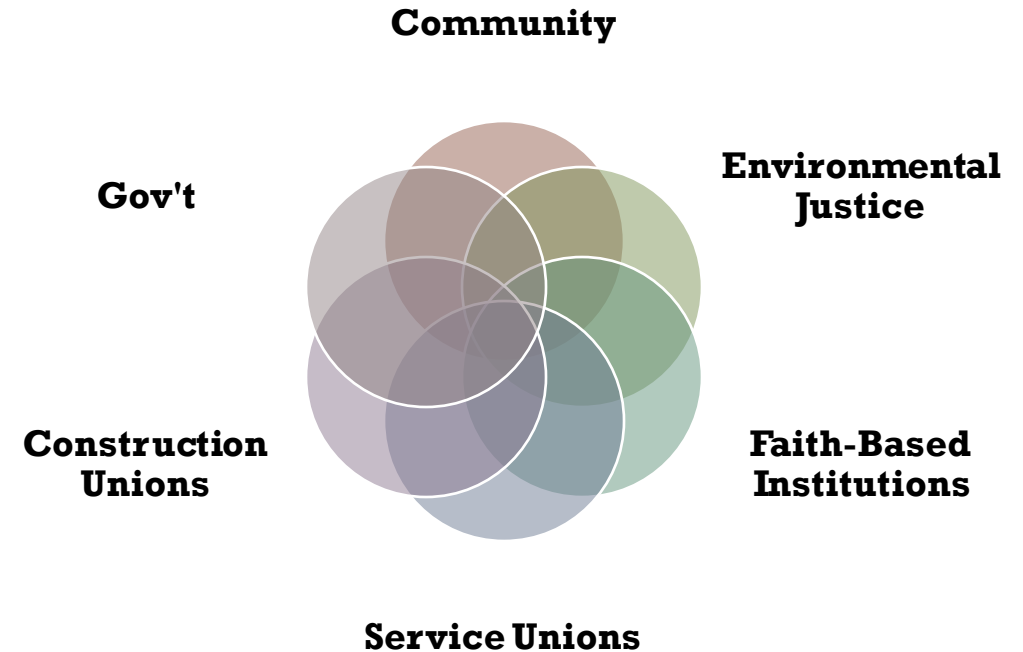
# WHAT ARE COMMUNITY BENEFITS?

- Ways that a development can be used to achieve a larger social or economic equity aim. Some Examples might include:
  - Providing additional affordable housing units, or units with deeper affordability
  - Encouraging local, small, and/or entrepreneurs of color in commercial and retail spaces
  - Hiring local residents, women, people of color, low-income individuals, or other protected classes
  - Utilizing building techniques promoting greater environmental sustainability
  - Providing space for community, arts, or general public use



# AN EQUITABLE DEVELOPMENT AGENDA

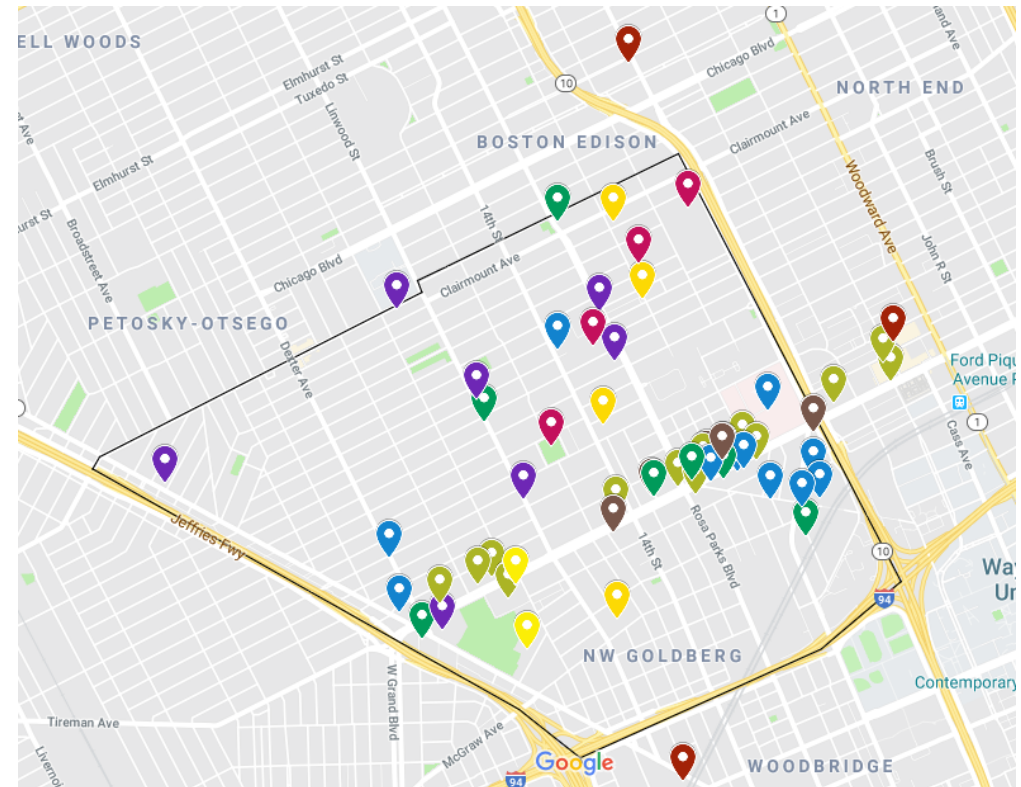
- Many Stakeholders, many points of view
- Agenda represents a number of items, trying to identify shared interest and achieve win-win solutions
- An important overlap is **worker well-being and targeted local hiring**
  - **Can promote place-based hiring and workforce development**





# PLACE-BASED WORKFORCE DEVELOPMENT

- A way to amplify common workforce development initiatives utilizing local assets
- Often a partnership between large employer(s) and community groups
- Often sees a combination of:
  - Community partnerships and co-hosted events
  - Community-centered and culturally-competent entry point for applicants
  - Targeted hiring goals promoting equity





## **EXAMPLE 1:** **OAKLAND ARMY** **BASE (2012)**

- 2000+ new permanent jobs for global trade and distribution center
- **Created local Job Resource Center**
  - Employer shall exclusively consider workers referred by the Jobs Resource Center during a five day period
- **Targeted hiring for local and disadvantaged workers including: single parents, veterans, returning citizens, unemployed for past 6 months**
- Living wage provisions





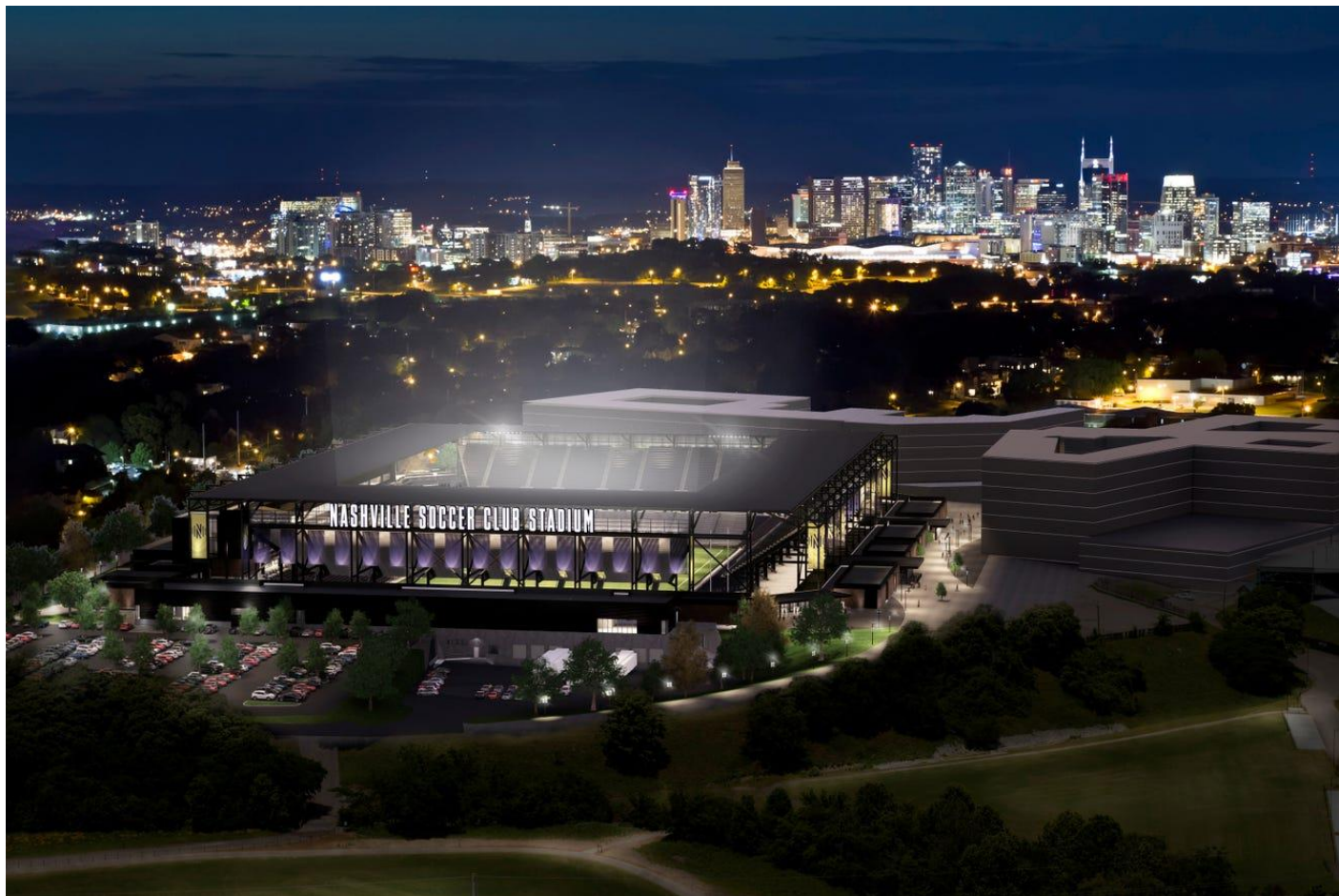


## **EXAMPLE 2:** **BUCKS STADIUM** **(2016)**

- **First Source Hiring Program**
  - Collaboration between City Agencies and community orgs
- **Hiring Hall recruits and screens applicants**
- **Quarterly meetings with employer**
- **At least 50% hires from targeted low-income census tracts**
- **Wage Floor for workers, will be \$15/hour by 2023**
- **Employees free to join a union**







## **EXAMPLE 3:** **NASHVILLE** **SOCCER STADIUM**

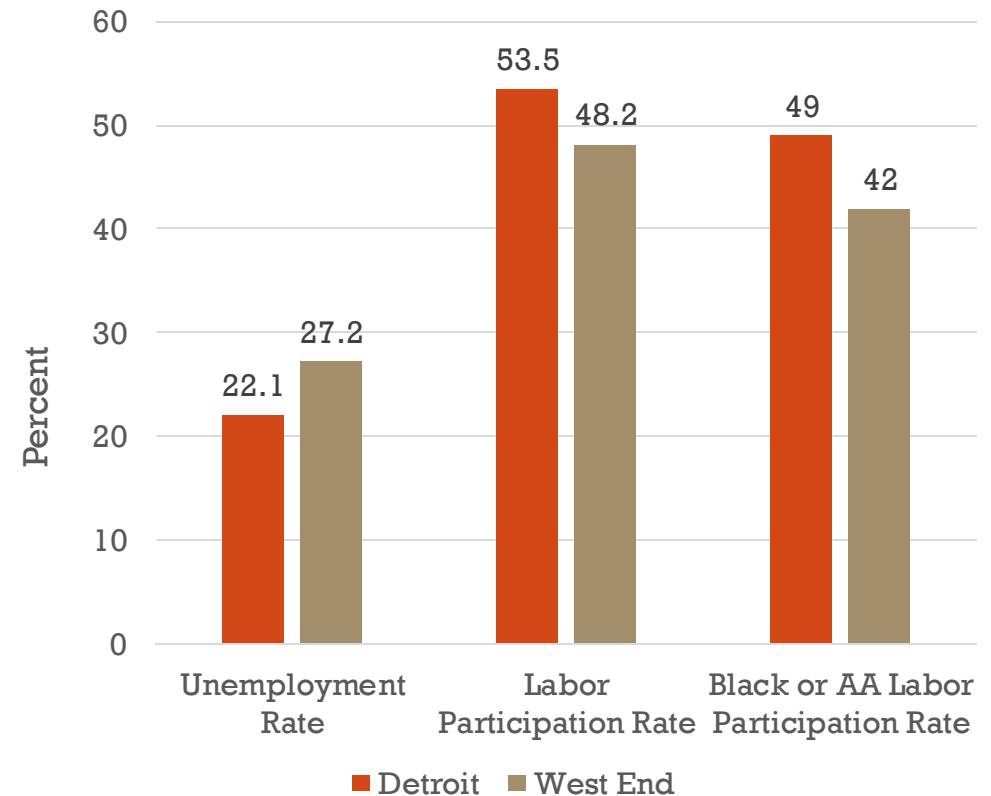
- **First Source Hiring Program**
  - Developer considers qualified local applicants first
- **Provided dedicated Program Coordinator, housed within Stand Up Nashville**
- **Collaborates with 6 local community groups to recruit and refer residents**
- Set aside for on-site childcare and small businesses
- Affordable Housing provision
- Wage floor of \$15.50 / hour





# WHAT ARE WE HOPING TO ADDRESS

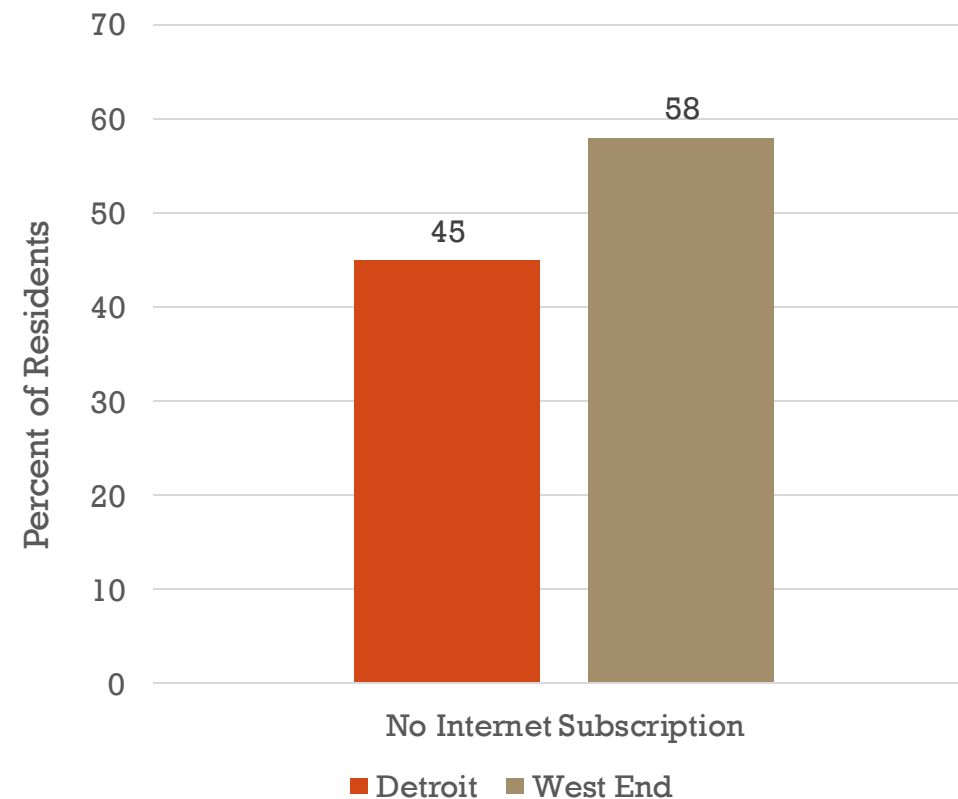
- Potential concern that the development is not helping those local residents who are most directly impacted by the development
- Mismatch between unemployment and job centers
- Deeper barriers to employment
  - Many large developments, especially industrial ones, are in low-income communities of color
  - Other resultant barriers



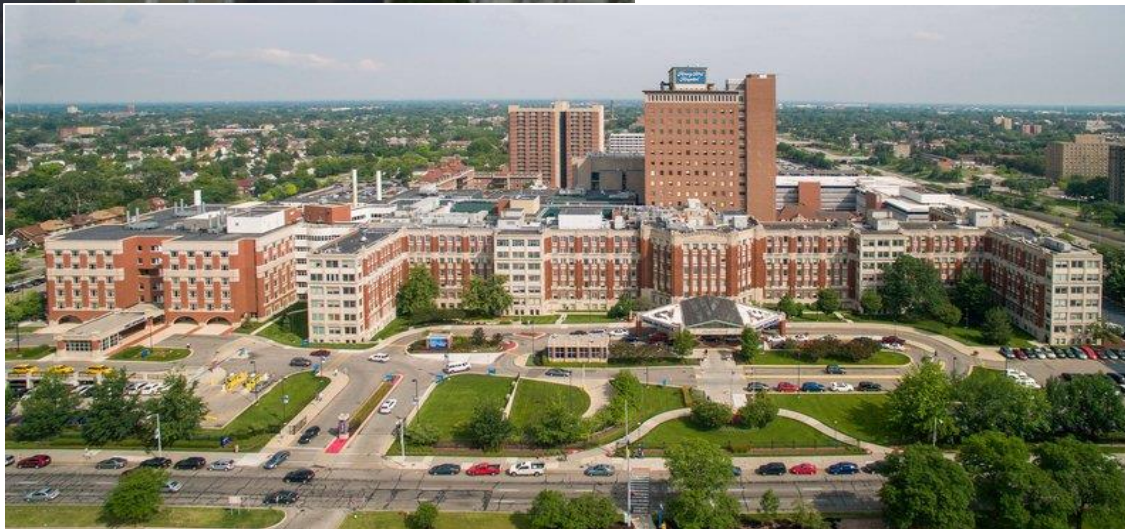
# ADDRESSING BARRIERS

Based on D4 research and a series of focus groups we hosted between 2017 and 2019, we found that:

- Many low-income Detroiters aren't aware of existing workforce development programs, pointing to a "last mile" problem in getting Detroiters information
- There sometimes is a trust barrier between Detroiters and workforce agencies
- Transportation remains a major barrier for low-income families
- Many low-income families have limited access to home computers or internet







## **EXAMPLE 4:** **WGBC JOBS** **PIPELINE**

The West Grand Boulevard Collaborative (WGBC) is an all volunteer organization serving the “West End” Detroit.

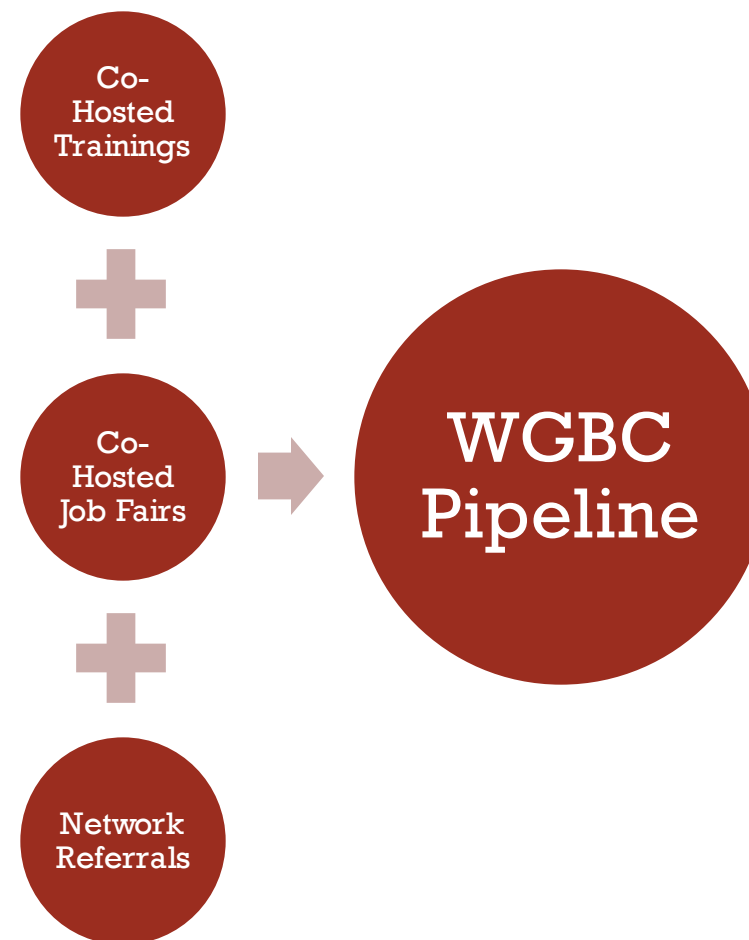
### **West End Facts:**

- **HH Median Income**
  - Detroit: \$26,249
  - West End: \$19,721
- **Percent Black or African-American:**
  - Detroit: 80%
  - West End: 92%



# ABOUT WGBC PIPELINE

- Formed in 2014, as result of CBA signed with HFHS and Cardinal Health
- Agreement to co-host workshops and trainings
  - Around 15 workshops held between 2016 and 2018
  - Most have focused on fundamental employment skills and introduction to HFHS application
- Referral network of around 20 organizations
  - Partners refer applicants to pipeline
  - Pipeline refers applicants to partner service providers if needed





# ABOUT WGBC PIPELINE (CONT.)

- Relationship with WGBC and HFHS reaffirmed and expanded in LOU around new Cancer Center signed in April 2019
- Job Fair hosted in July 2019
  - WGBC marketed the event and went door to door
  - Almost 300 people attended
  - Job offers extended to 97 people
- 2019 study showed that a dedicated “Jobs Navigator” would dramatically increase effectiveness
  - D4 working with partners to fundraise
- Negotiating around new laundry facility



# **CHALLENGES & CONSIDERATIONS**

- Employer cooperation
  - Initial hiring phase vs. ongoing (Oakland)
- Community capacity
  - Funded staff person (Nashville)
- Entry level jobs and career ladder
  - Need for access to additional training
  - Non-management jobs (Oakland)
- Regular meetings and feedback (all)

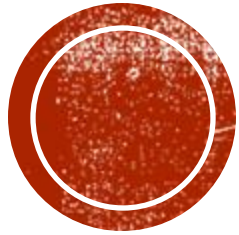




# A VISION FOR EVOLVED HIRING HALL

- Developer / Employer agrees to First Source Hiring – with virtual and physical location
- A dedicated Jobs Navigator(s) utilizing ground relationships with community leaders and institutions (e.g. churches) to raise awareness about job opportunities and host trainings
- Personal, individual attention helping local residents to get hired, retain employment, and train for new skills
- Partnership with Community, Government, and Employer(s) – creating custom training cognizant of local skills and employer needs
- Regular convenings of partners





# **THANKS!**

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