SUPPORTING JOB SEEKERS FACING MULTIPLE BARRIERS TO WORK:
KEY CONSIDERATIONS FROM RESEARCH, FUNDING, PROVIDER INSIGHTS, AND REFERRAL PATTERNS IN DETROIT.

WIN WORKFORCE INTELLIGENCE NETWORK

McGREGOR FUND

CONTENTS

Acknowledgments

The findings presented in this report were compiled and analyzed by the Workforce Intelligence Network for Southeast Michigan (WIN) on behalf of the McGregor Fund. This research was made possible through collaborative efforts between WIN and workforce-related partners in the City of Detroit and relevant State of Michigan departments. At the time when WIN conducted this research, Detroit Employment Solutions Corporation (DESC) and the City of Detroit Mayor's Workforce Development Board were working with Corporation for Skilled Workforce (CSW) to prepare interview and survey materials related to the workforce system redesign work in Detroit. WIN and the McGregor Fund are appreciative of the level of cooperation that occurred between DESC, the Mayor's Workforce Development Board, and CSW to align interview and survey efforts. Many thanks are extended to Michelle Rafferty of DESC and both Jeff Donofrio and Chioke Mose-Telesford, both staff of the Mayor's Workforce Development Board for continuous communication and collaboration throughout the duration of WIN's work.

These findings would not be as impactful without the valuable information and context provided by management team and front-line staff members from each workforce organization that contributed information during the interview and survey phase of WIN's research. A special thank you is extended to each organization and individual that participated in management or front-line interviews or completed online surveys. These organizations are listed in Appendix C.

The Michigan Workforce Development Agency, Talent Investment Agency, Bureau of Services for Blind Persons, and Michigan Rehabilitation Services also contributed public funding data relevant to the programs designed to assist job seekers in the City of Detroit.

Introduction

In 2017, the McGregor Fund expanded its grantmaking to include support for pathways to economic mobility and employment for individuals, households and families living in poverty. The Fund had a lot to learn in this new grantmaking priority about how public funding, provider networks, provider insights, and best practice intersect in Detroit for those living in poverty who seek employment. In July of 2017, the Fund commissioned the Workforce Intelligence Network for Southeast Michigan (WIN) to research these various facets of the workforce system, focusing on the experience of a job seeker living in poverty and facing multiple barriers to employment.

Between August 2017 and May 2018, WIN completed a comprehensive data collection and analysis effort. Beginning with a literature review, WIN reviewed existing workforce-focused peer-reviewed articles and research, with particular attention paid to research that occurred in Detroit and/or the surrounding area and research that focused on youth and adult job seekers facing barriers including a lack of stable housing or education, involvement with the criminal justice system, and presence of a disability. Next, a funding analysis explored public, private, competitive grant and philanthropic funding data where such information was readily available, focused primarily on local, state and federal funding streams which comprise the majority of workforce-focused funding. Finally, WIN conducted a social network analysis, holding in-person interviews with local provider management and front-line staff of DESC-contracted organizations, and electronically surveying the organizations that comprise their referral networks. The design of this research approach took into account known limitations about available data, including a lack of quantification of the types and frequency of barriers to employment job seekers face as they engage with the workforce system, and the referrals, direct aid and services brought to bear to address those barriers.

The results, discussed in this report, present a picture of the resources, and lack thereof, available to job seekers with multiple barriers to employment and the providers that support them in addressing their barriers and accessing the local labor market.

Why focus on job seekers with multiple barriers to employment?

Individuals facing multiple barriers to work represent a significant proportion of Detroit residents, who, as the economy continues to improve, will engage the Michigan Works! system as they seek to enter the workforce. A 2016 Corporation for Skilled Workforce (CSW) report documented that labor force participation is unusually low in Detroit and many Detroiters are still disconnected from the workforce: only 61 percent (275,000) of Detroit residents aged 16-64 are engaged in work or actively seeking work. Among them, there are education barriers and training needs: over half (55 percent) of individuals disconnected from the labor force do not have a high school diploma or equivalent.

Employment in Detroit has been rebounding for five years, recovering over 12,000 jobs since the lowest point of the recession in 2011.[1] The unemployment rate has fallen from recession highs near 25 percent to a recent low of 10.9 percent in August 2018, the lowest since 2001. Further, employer demand for employees has been growing; online job postings have roughly doubled since 2011.

Job seekers facing multiple barriers to employment can easily fall through the cracks if the services and resources they receive do not explicitly and intentionally address their barriers. For example, entry-level jobs, opportunities potentially best matched to the education levels of a highly disconnected workforce, are increasingly located in the suburbs and therefore difficult to access without private transportation. Indeed, one of the barriers to employment most commonly cited by workforce providers is their clients' lack of reliable or accessible transportation, which limits their job search radius and thus the potential opportunities available to them that meet their education or skill levels. Barriers such as these are often symptoms of poverty that require resources to overcome to access and secure employment or training, and those resources often come from income from employment, creating a catch-22 for a job seeker.

Positive economic trends coupled with low labor force participation indicates that as the local economy continues to improve, a growing proportion of job seekers entering the Michigan Works! system face multiple and significant barriers to employment, negatively affecting employment outcomes. Consideration of the conclusions in this report can inform future efforts to engage more individuals in the labor force and ensure that the recent growth is accessible to all Detroit residents.

[1] US Bureau of Labor Statistics Local Area Unemployment Statistics (LAUS) data, 2016

Key Themes

The conclusions presented here emerged as overarching themes throughout WIN's research, supported by a combination of statistically significant evidence in literature, clear patterns within funding data, consistent survey responses, and a workforce network analysis. Each of the themes speaks to a demand for greater connection and integration centered around the job seekers, whether between the workforce, education, and social service systems or within the Detroit workforce service network itself.

1. Multiple barriers are most detrimental

Multiple barriers to employment are the most detrimental to job seekers' employment outcomes. Throughout WIN's research of barriers impacting vulnerable job seekers, it was often reiterated that no specific barrier is uniquely responsible for employment outcomes. Literature on welfare recipients detailed a statistically significant decrease in employment outcomes for each additional barrier impacting a job seeker. WIN's primary research and the literature revealed **two important points**: 1) multiple barriers are exacerbated by the logistical difficulty job seekers face in finding separate, and often disparate resources to overcome various barriers; and 2) multiple barriers and the logistical complexity required to navigate those barriers also contribute to a job seeker feeling overwhelmed. Integrated strategies that address multiple needs at once can be most effective as they do not require a job seeker to determine where to "start". Co-location of services can also minimize the transportation barriers to accessing the multiple service referrals inherent in resolving barriers to work. Interventions that address more than one barrier at once, such as housing resources that provide access to financial coaching and education, have the most evidence indicating their success.[2]

2. Barriers faced by job seekers in Detroit extend beyond traditional workforce development activities

The most common barriers to employment are beyond the scope of traditional workforce development system activities and include safe and affordable housing, accessible transportation, and affordable and accessible quality child care.

Many of the barriers to work were noted in academic literature as being beyond the scope of the traditional workforce system, and WIN's social network analysis demonstrated the extent to which basic need providers are a critical support for Detroit's workforce system. Of the 259 identified providers that comprise the referral network specific to job seekers with barriers to employment, approximately half provide some combination of temporary shelter, assistance with food, clothing or other essentials, health services, and basic literacy education. These providers have been graphically mapped based on their referral patterns (see figure 1); the most centrally connected organizations in the referral network map, outside of the largest Detroit Employment Solutions Corporation (DESC) contractors themselves, were housing and food assistance providers. The most common barriers that were noted by providers in WIN's survey were transportation, housing, and childcare. The literature reinforced these responses; welfare recipients and their employers most often cited transportation and childcare as being detrimental barriers while individuals experiencing homelessness noted those as well as access to health care and household management skills such as budgeting.

Public policy can limit a local workforce system's ability to meet these needs by keeping funding and eligibility for these kinds of supports separate from training activities. In particular, both 1996 welfare reform research and recent provider interviews reported that broadening the definition of Michigan Partnership. Accountability. Training. Hope. (PATH) eligible activities to include additional educational pursuits may help participants find better paying and more stable employment. Transportation policies regarding insurance and licensing, including the recently ended Driver Responsibility Fees as well as licensing restrictions on those with outstanding fines

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[2] Poremski, D., Woodhall-Melnik, J., Lemieux, A. J., & Stergiopoulos, V. (2016). Persisting Barriers to Employment for Recently Housed Adults with Mental Illness Who Were Homeless. Journal of Urban Health, 93(1), 96-108.

and some ex-offenders, were cited as detrimental in surveys. Literature affirms that the city of Detroit has the highest insurance costs in the country and emphasizes the need for a robust transit system. In the face of these limitations, additional funding for flexible direct aid and longer-term wrap-around case management were noted as evidence-based options in the literature and strongly echoed by the Detroit providers interviewed and surveyed for this study.

3. Employment and barrier removal at the same time is most effective

The most effective strategies for securing and maintaining employment combine initial work experience, coaching, and direct support for basic needs such as transportation, child care, work attire, and housing. Individuals facing multiple barriers who have a desire for work experience and an immediate need for income benefit most when trial or initial work experience is combined with basic needs assistance, coaching, employer incentives, and other direct aid. These approaches can also be effective in overcoming the less tangible barriers individuals face such as a lack of soft skills and feelings of discouragement, which are shown in the literature as detrimental. The most studied iteration of a combined approach is the intensive Individual Placement and Support (IPS) model for individuals with disabilities or mental illness.[3] IPS allows participants to take part in competitive employment while receiving mental health and other care; coaches work with both employers and workers. The basic tenets of this strategy are increasingly being used in other ways, although they currently have limited evidence due to recent adoption. Additionally, certain summer employment programs for youth and integrated models like Earn and Learn have shown significant results; these and other programs designed for youth in particular are often designed to supplement education and work experience with connection to personal supports such as mentoring and facilitation of access to other resources.

An increasing number of programs provide this comprehensive approach to returning citizens; these "trial" employment experiences, sometimes known as subsidized employment, allow them to develop rapport with employers and build skills and confidence, and employers can find necessary talent while overcoming stigma and benefiting from insurance mechanisms like fidelity bonds.[4] Returning citizens with access to basic needs supports show greater employment outcomes with a lower chance of recidivism.[5]

These examples of supported employment methods illustrate an effective alternative to a common-place approach of first referring job seekers out to resolve their non-employment specific barriers, and then once resolved, seeking workforce trainings and employment experience. Since barriers are most often related, and most often stem from poverty, assisting with several needs at once is found to increase likelihood that stable employment is maintained.[6]

4. System-coordinated referrals are critical in reducing service fragmentation for job seekers

Local responses to WIN's interviews and survey mirrored findings in the literature that coordination between workforce and other service sector networks, such as housing, are beneficial and much needed. Without this coordination, the informal referral networks and relationships of each workforce agency become critical when assisting clients with barriers, but also cause fragmentation for the job seeker. The large size of the city of Detroit has resulted in a referral network that is broken up into smaller, typically geographic, networks that are often dependent on word of mouth. The decentralized setup of the city's workforce system, with separate locations and contractors for the Workforce Innovation and Opportunity Act (WIOA), PATH, Food Assistance Employment and Training (FAE&T), and other programs, contributes to referral fragmentation as well. At the time of publication, specific programs such as PATH are often in separate locations than One-Stop Centers with training resources.

Each referral network is, in some cases, built on informal connections between organizations, communities, and employers. Ultimately, many providers rely more on their staff's personal reputations and networks when connecting Detroiters

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[3] Noel, V. A., Oulvey, E., Drake, R. E., & Bond, G. R. (2016). Barriers to Employment for Transition-age Youth with Developmental and Psychiatric Disabilities. Administration and Policy in Mental Health and Mental Health Services Research, 44(3), 354-358

[4] Holzer, H., Raphael, S., & Stoll, M. (2003, May) Employment dimensions of reentry: Understanding the nexus between prisoner reentry and work. Urban Institute.

[5] Harding, D. J., Wyse, J. J. B., Dobson, C., & Morenoff, J. D. (2014). Making Ends Meet After Prison. Journal of Policy Analysis and Management, 33(2), 440–470.

[6] Bloom, D. (2010). Transitional jobs: Background, program models, and evaluation evidence. New York, NY: MDRC.

to services, training, and jobs. Community relationships are also integral in both encouraging potential clients to utilize services and subsequently matching them with suitable jobs and training opportunities.

Considering the proportion of basic needs providers that serve as referral destinations for the workforce system, an important theme that was raised through workforce provider interviews illustrates the importance of system-coordinated referrals. Once a client referral to alleviate a barrier is made, many human services and training providers may not refer back to the workforce development system or One-Stop Centers; referrals tend to be one-directional originating from the One-Stop Centers and leading outward. This suggests that some referral organizations then try to meet the individual's needs within that agency and its preferred network, indicated by the clustering behavior in the referral map. This may even include direct connections to employers, by-passing the formal, publicly funded system.

5. Public funding requirements are limiting the workforce system's capacity

Public workforce funding limitations and eligibility requirements cause many Detroiters to fall through the cracks when it comes to accessing direct support services. Public funding performance requirements are often unhelpful for providers supporting job seekers with multiple barriers to employment. For example, Michigan's PATH program, designed to ensure that the individuals in most need have access to limited resources, offers many work-readiness supports, yet has extremely specific eligibility requirements and very limited time periods for job seekers to complete activities like training. Strict state-established program rules for this program can mean that many in need do not qualify and are not able to participate in the program. The brief time period allotted for training incentivizes providers to exclude individuals from their caseload until they are more confident they are work-ready and can get a job within the funder-prescribed time period, and incentivizes job seekers to focus on stop-gap short-term employment rather than focusing on long-term stability.

Through WIN's interviews with DESC-contracted workforce agencies, it was often noted that additional flexibility and direct aid funding for supportive services would assist them in serving their

clients. According to publicly available allocation data from the Michigan Talent Investment Agency – Workforce Development (TIA-WD), formerly the Workforce Development Agency (WDA), between one and two percent of PATH and FAE&T funding is set aside each year for supportive services. That is, of the total PATH funding allocated for Detroit in FY 2017 ($17,573,002), just under one percent ($140,328)[7] was designated as being for supportive services. Similarly, combined supportive service funding allocated for FAE&T and PATH was indicated to be under $200,000 in FY 2017 data, or about one percent of the total funding for both programs.

Policy Issuances provide useful information regarding one aspect of funding inflow, but do not provide an exhaustive picture of expenditures or the multi-layered allocation process. The allocations are primarily determined at the federal and state levels, though individual Michigan Works! Agencies (MWAs) have some flexibility regarding local use of direct aid funds. Final DESC expenditures[8] for these supportive services were typically indicated to be significantly higher than the allocations; combined supportive service funding for PATH and FAE&T in 2019 was budgeted to be $1,062,475, or about six percent of the total funding for both programs. DESC also reports that its contracted service providers dedicate additional funds to supportive services. DESC is currently improving their data systems to better track information for supportive service funding. Although DESC allocates additional resources to supportive services at the local level, an increase in overall funding is required to fully meet the needs of Detroit job seekers. If DESC increased its allocation of funds to supportive services, the resources available for much needed one-on-one support and skills training would be reduced. Further detail regarding budget and allocations for both years is available in Appendix B.

Many interviewed service providers noted that they were unable to help clients overcome barriers such as transportation, childcare, and clothing needs with their current public supportive services funding, which is illustrated by the central location of, and high-level connection to, basic needs providers in the social network map (see p. 2). Creative partnerships between organizations have emerged to try to bridge these gaps, but a greater level of system coordination and more flexible program funding and eligibility requirements could better serve job seekers in Detroit.

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[7] Funding information provided by State of Michigan Workforce Development Agency staff
[8] DESC FY 2019 Board-Approved Financial Statements

Figure 1: Detroit Workforce System Referral Network for Job Seekers Facing Barriers to Work.

This social network map includes the 259 workforce and related service providers identified during the survey process. Approximately half of them provide some combination of temporary shelter, assistance with food, clothing or other essentials, health services, and basic literacy education. For more detailed information, please see Appendix C.

Legend:
- Workforce Service Provider
- Human Service Provider
- Education/Literacy Service Provider
- Government Service Provider
- Training Services Provider
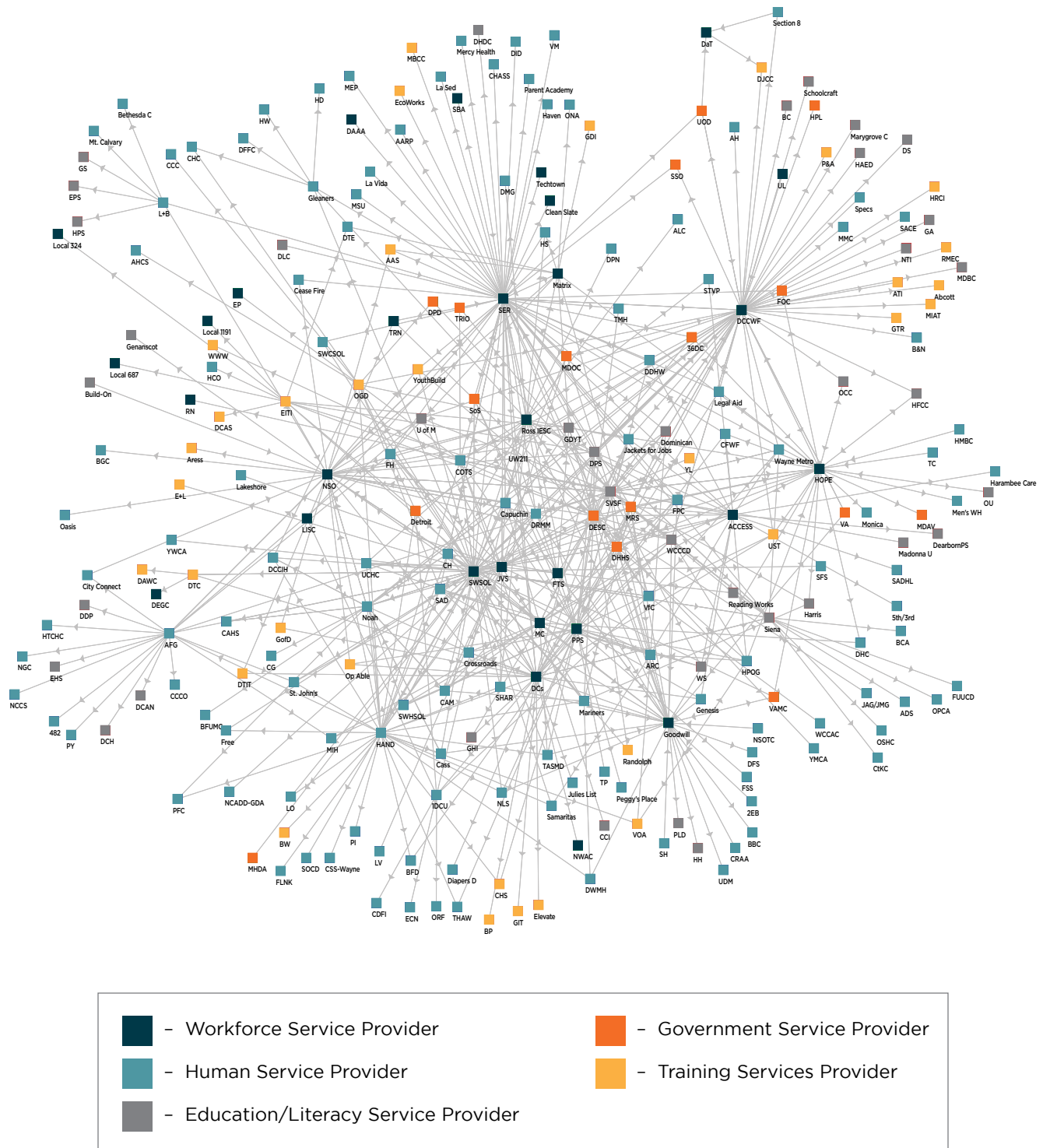
A full list of providers shown in this map can be found in Appendix C, Figure 8.

Looking Forward

Altogether, these themes offer key considerations for how Detroit's workforce system and referral networks can support individuals facing multiple barriers to work more effectively. They point to several system – and funding – level limitations on provider capacity to be able to take a person-centered approach in supporting each individual to address their basic, educational, and training needs as they seek employment.

These themes also affirm the focus and findings of DESC's workforce system redesign efforts and are consistent with DESC's increased emphasis on poverty reduction and encouraging financial stability. The voices of the frontline staff and their amplification of job seeker experience and needs provided valuable insight to this research. Continuing to engage these rarely included participants is critical as the workforce system is redesigned to better serve Detroiters.

This report concludes with several opportunities to consider that could strengthen the workforce system's ability to serve individuals facing barriers to work:

1. A recurrent theme that arose during WIN's interviews was the idea that to be "job ready" and engage meaningfully in employment services, job seekers must address some of their barriers beforehand. This theme was raised primarily when discussing housing, health, and substance use needs, but may include food and clothing assistance beyond that which contractors have the resources to provide as well. It was often coupled with a discussion about the performance requirements of workforce funding, and, given the literature's findings about the effectiveness of combining barrier removal with employment at the same time, it would be worth learning more about the sequencing of basic needs supports and employment supports and how providers can balance funding expectations with best practice.

2. As noted in the introduction, at the time of this research, there were some significant limitations in the data available on this population's engagement with the workforce system and their outcomes, including quantification of the types of barriers faced, their prevalence and the referrals, direct aid and services brought to bear to address barriers. Given these limitations, WIN recommends consideration of the following critical infrastructure initiatives:

a. Creating additional data infrastructure in the City and the workforce system to allow providers to better document and quantify the barriers faced by job seekers;

b. Increasing coordination between the workforce system and other service sector systems, such as housing, is much needed and would be facilitated by improved data infrastructure;

c. Establishing effective referral tracking is critical, and something that has been acknowledged among workforce providers as needed. Currently, it is seen as out of reach due to confidentiality concerns and the resources required to set up and maintain such a system; and

d. Further investigation into funding details by population would provide clarity on the resources available for job seekers facing specific barriers.

3. WIN also recommends consideration of further analyses on the policy and funding barriers that have begun to be documented through this study:

a. The eligibility and time limitations created by state public funding for job seekers facing multiple barriers and under what circumstances any flexibility allowed, especially with regard to the PATH, WIOA, and FAE&T funding streams;

b. The most effective integration of GED and high school completion into PATH and FAE&T allowable activities for participants; and

c. Other Michigan-specific regulatory limitations that create challenges job seekers and workforce providers alike face.

To request a copy of the full literature review, funding analysis, or social network analysis report, contact:

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APPENDIX A: Understanding Barriers and Effective Workforce Interventions: A Review of the Literature

Purpose and Guiding Questions: Literature Review

The literature review was undertaken to determine which barriers have been thoroughly researched and which, if any, interventions for those barriers have evidence for effectively increasing workforce participation and outcomes. The literature review was conducted through existing workforce-focused peer-reviewed articles and research, with particular attention given to research that occurred in Detroit and/or the surrounding area and that which focused on the populations of interest. Studied interventions were logged by population and level of evidence to determine which methods were most effective at helping individuals become and remain employed. Though not perfectly applicable in every case, literature-based workforce interventions are useful as a starting point to inform the rest of this research project, and many interventions with strong evidence were noted by local providers as effective in WIN's interviews and surveys. Emphasis was placed on research that focused on the McGregor Fund's focus on job seekers facing multiple barriers to work.

Limitations: Literature Review

The literature primarily focused on barriers to employment rather than workforce interventions, and very little was conducted on job seekers in Detroit. Further, while employment-focused studies were prevalent for some groups, like youth, this was not the case for all groups. Welfare recipients had a wide body of literature, yet this is primarily fifteen or so years old and examines a policy change that has since been updated. Returning citizens have been a relatively recent source of both policy and scholarly interest, and many promising studies and interventions are still underway. Individuals experiencing homelessness, including specific populations such as LGBTQ youth, have a very limited amount of evidence regarding the intersection of homelessness and unemployment, even as many regions deal with a housing crisis. Generally, this is not due to total lack of literature on the topic so much as limited information regarding employment. Trauma-informed care, a major and growing concern and promising potential approach as providers adapt to serve job seekers with a greater number of barriers, did not appear in our scan of workforce literature, though the relationship may be further studied in the future.

Summary of Key Themes and Interventions: Literature Review

The most consistent finding for all populations examined here is that facing a combination of barriers to employment is more detrimental than any single barrier. Each additional barrier decreases the likelihood of employment by a greater margin. These barriers include factors such as homelessness, poor health, transportation, low education, and previous incarceration, among others. The negative effects of long-term disengagement, including limited soft skills and lack of self-esteem, were often mentioned by researchers as well. Accordingly, the most successful reported interventions have flexibility to address an individual's barriers while providing training and experience. As this kind of broad intervention most often requires coordination among many service providers and policymakers, strategies used to streamline this process were cited as a potential way to improve service delivery in the future.

Figure 2 summarizes interventions discussed in the literature and the quality of evidence supporting their effectiveness. Note that "Moderate" evidence does not refer to intervention outcomes, but to quantity of evidence and consistency of results.

Figure 2: Table of Interventions by Evidence: Literature Review

OPPORTUNITY YOUTH	EVIDENCE LEVEL	INTERVENTION EFFECT
Drop-in centers	Moderate	Positive
Earn and Learn	Strong	Positive
GED programs	Moderate	Positive
Improved online/app resource ecosystem	Emerging strategy	Unknown
Individual placement & support (disabled youth specific)	Strong	Positive
Job Corps	Strong	Positive
Summer employment (evidence for all youth/ disabled youth)	Strong/moderate	Positive
WIA to WIOA transition	Emerging strategy	Unknown
Youth Build	Official Evaluation Forthcoming	Positive
RETURNING CITIZENS	**EVIDENCE LEVEL**	**INTERVENTION EFFECT**
Ban the Box	Moderate	Mixed
Detroit Returning Citizens Task force	Emerging strategy	Unknown
Earn and Learn	Strong	Positive
Educational/vocational programs during incarceration, general	Strong	Positive
Streamlining of parole relationship	Moderate	Positive
Employer tax incentives/fidelity bonds	Strong	Positive
Michigan Department of Correction Vocational Village	Emerging strategy	Unknown
WELFARE RECIPIENTS	**EVIDENCE LEVEL**	**INTERVENTION EFFECT**
1996 PRWORA	Moderate	Neutral
2014 WIOA	Emerging	Unknown
Child care assistance	Emerging	Positive
Educational opportunities defined as work-related for benefits	Moderate	Positive
Improved individual counseling/case management	Moderate	Positive
Streamlined referral network to related services	Moderate	Positive
Transportation assistance	Moderate	Positive
INDIVIDUALS WITH DISABILITIES	**EVIDENCE LEVEL**	**INTERVENTION EFFECT**
ADA and resulting accommodations	Strong	Positive
Employer sensitivity training/understanding/work culture	Moderate	Positive
Improved/gradual reduction of disability benefits	Moderate	Positive
Subsidized/transitional employment	Strong	Positive
GENERAL	**EVIDENCE LEVEL**	**INTERVENTION EFFECT**
Adult basic education/ESL	Moderate	Positive
GED programs	Moderate	No effect
Head Start	Moderate	Positive
Onsite child care (work or within housing)	Strong	Positive
Transportation assistance	Strong/moderate	Positive

APPENDIX B: Analysis of Public Workforce Funding

Purpose and Guiding Questions: Funding Analysis

The purpose of this workforce system funding analysis is to determine the public dollars allocated to serve both the populations of interest determined throughout this project as well as the general population. Further, it examines how they may be used to enhance the services identified as critical in the local workforce development system network analysis and evidence-based interventions highlighted in the literature review. Funding breakdowns may reveal services that are systematically emphasized, and by extension, those areas of service that are important yet appear to be under-emphasized through the state and federal allocation systems. Most of the data utilized is publicly available from the policy issuances created by the Michigan Talent Investment Agency – Workforce Development (TIA-WD), formerly the Workforce Development Agency (WDA). This information represents Fiscal Year 2017 and is primarily focused on direct public funding. It is supplemented with more recent DESC board-approved financial information. Figures 5 and 6, for example, are able to include some additional funding sources and programs not captured in the policy issuances. Budget data from DESC represents Fiscal Year 2019 and includes public and private sources as well as operational and administrative detail. Finally, additional, yet not exhaustive, data on competitive public grants and major private contributions was also available through the DESC Workforce System Redesign Request for Information and IRS 990 forms and is included where possible.

Summary of Key Themes: Funding Analysis

Several themes emerged. From year to year, the overall pool of available funding is generally stable for workforce agencies. The majority, or about 90 percent, of public funding received by DESC is direct and renewable. Sources such as the Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF), and FAE&T are formula grants based on population and other demographic features, and therefore remain similar from year to year. Workforce providers for whom workforce is just one of many functions often have more diversified funding structures. Most workforce funding is not differentiated by population, although some specific provisions are available for specific barriers, and there are several youth-exclusive streams. Finally, direct aid resources (described as supportive services) were found to be a small portion of allocated dollars. Despite this, they were described as significant in aiding individuals facing multiple barriers and currently

underfunded in WIN's social network analysis and are a somewhat larger portion of DESC's final expenditures than federal allocations may indicate.

Overall, $59,162,236 of workforce funding flowed to DESC in FY 2019. Of this, about 71 percent, or $42,336,960, is open to adults (individuals over age 18) while about 29 percent, or $16,825,276, was specifically directed at young job seekers aged either under 18 or 16-24 (this varies by funding stream). Federal funds are primarily focused on welfare to work programs such as PATH and FAE&T as well as general workforce development such as WIOA and Wagner Peyser, though some smaller funding sources for more specific populations or trade adjustment and retraining are present as well. Figure 3 illustrates both the originating and receiving agencies of workforce funding in 2019. A glossary of funding streams, services provided, and originating agencies can be found in the full report.

Public funding sources specific to job seekers with multiple barriers include PATH, a job-readiness program for low-income individuals with young children, WIOA, intended to prepare individuals who require additional resources to enter the labor market, including those who are low-income, experiencing homelessness, or in need of basic skills, and the majority of youth-focused sources, which are typically geared toward out of school and foster youth or those with other significant barriers. Even general job search-specific streams such as Wagner-Peyser include provisions for extra services as needed for individuals experiencing homelessness, returning citizens, veterans, and others. The distribution of funding by population during 2019 is shown in figure 4.

Public workforce funding flows from its various federal originating agencies such as the DOL and DHHS, to the state departments of the Michigan Department of Health and Human Services and the Talent Investment Agency (TIA), and then to DESC, which distributes it to One-Stop (Career Center), PATH and FAE&T offices, and others as appropriate. There, it funds job search assistance, training, and other services. Different streams of funding are aimed at different populations, most often by age. The majority of this pool of workforce funding has stayed consistent for the last few years, since the most recent policies have been established in 2014 with federal WIOA guidance. Stability allows for more accurate predictions and better program planning for providers and more consistent resources for job seekers. On average, only about four percent of public funding to MWAs annually comes from

sources that may not be renewed each year. Figures 4 and 5 show the distribution of public funding among target populations and among statewide MWAs.

Public workforce funding is not the only public funding for job seekers facing multiple barriers in Detroit. For example, Title V funds from the Department of Education are granted to the Bureau of Services for Blind Persons provide resources for Vocational Rehabilitation programs. In 2018, the full statewide allocation was $17,263,000, but this is not specifically divided by region. Through Title II funds, the Department of Education also provides a total of $1,568,103 to Detroit organizations for adult education and literacy supports.

Figure 3: FY 2019 Workforce Funding Flow through DESC: Funding Analysis[9]
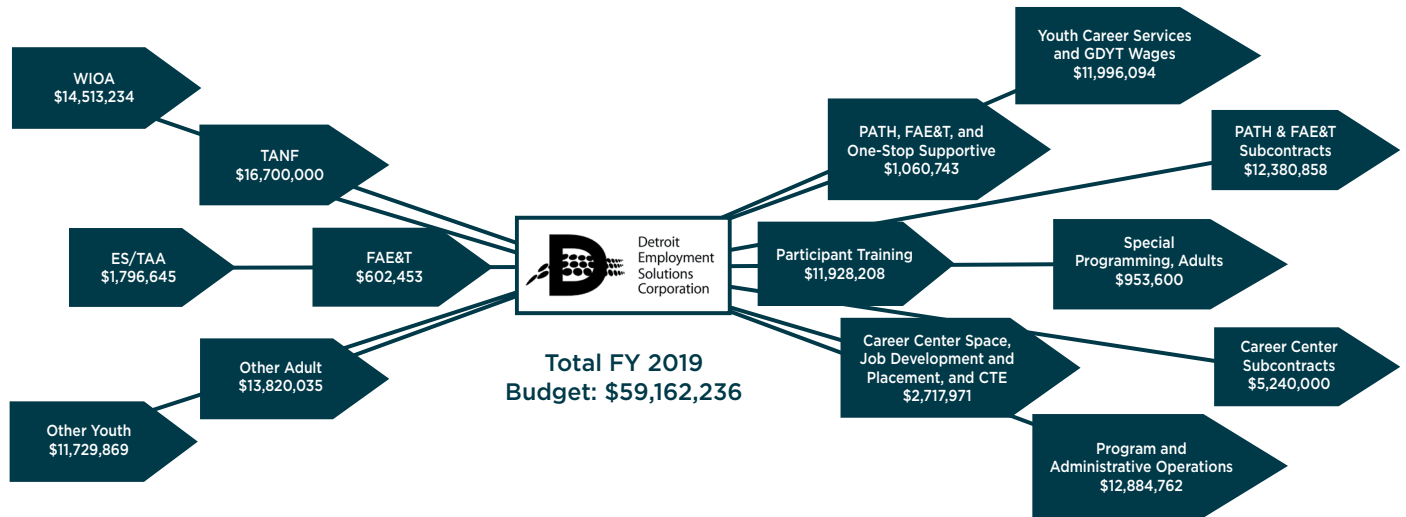
Figure 4: DESC Funding by Population, FY 2019[9]: Funding Analysis

- Public Assistance Recipients (TANF, FAET): $19,031,488
- Youth: $16,825,276
- Adults with Skills Gaps (funds earmarked for training): $11,967,000
- Dislocated/Laid-off Workers: $6,652,370
- WIOA–Adult: $4,686,103
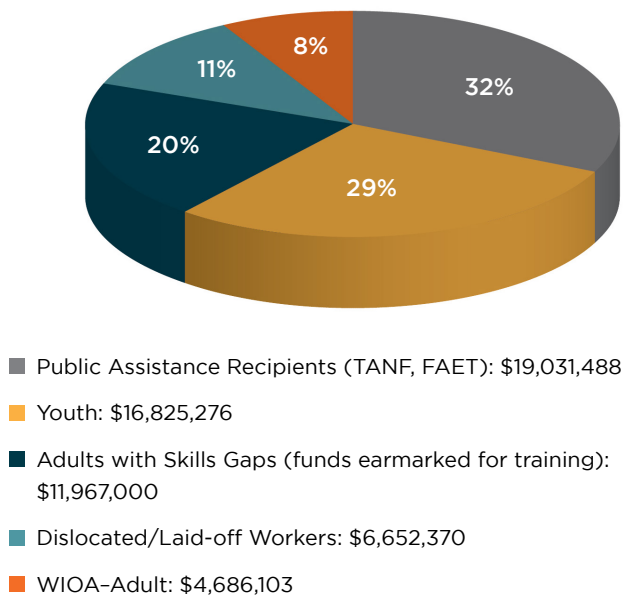
Figure 5: Distribution of WDA Funds Across MWAs, FY 2017: Funding Analysis[10]

- ACSET
- Berrien
- Capital Area
- DESC
- Great Lakes
- GST
- Macomb
- Michigan Works! Southwest
- Northeast
- Northwest
- Oakland
- Region 7B
- SEMCA
- Southeast MI Consortium
- UPWARD
- West Central
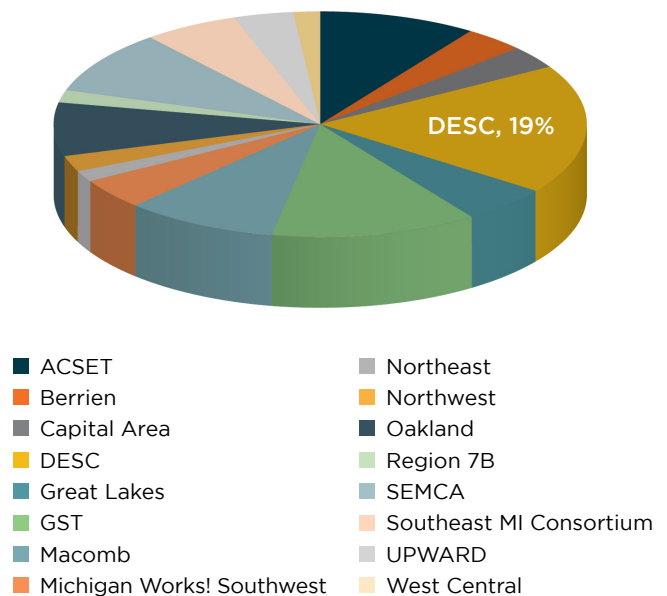
[9] Source: FY 2019 DESC Board-Approved Financial Statements

[10] Source: Funding information provided by State of Michigan Workforce Development Agency staff, available in WDA Policy Issuances

APPENDIX C: The Detroit Workforce Provider Network: Social Network Analysis and Asset Map

Purpose, Methodology and Guiding Questions: Social Network Analysis

The purpose of this workforce system social network analysis is to determine what networks exist to support job seekers in Detroit, and to the extent possible, gauge the strength and capacity of the network. This analysis provides information about the available resources and how they are used to coordinate delivery of the services identified as critical and effective in the local workforce development system literature review.

This Social Network Analysis (SNA) was conducted through a combination of interviews with frontline service provider staff and online surveys of both management and frontline staff of organizations identified in those interviews. Data is supplemented through management staff's responses to the Detroit Employment Solutions Corporation (DESC) workforce system redesign request for information (RFI), conducted concurrently with these interviews. Though the efforts are separate and distinct, WIN and DESC collaborated when possible to better inform both projects.

The SNA transforms information about relationships into visual maps, in which each node (represented by colored boxes) in the map represents an organization who either took the survey or was named as a referral partner during the survey process. Links between nodes represent those partnerships and referrals. The shape of the network, can reveal information about how communication flows through the community. Increased communication and collaboration can decrease the number of steps needed to distribute information to everyone in the network. This is particularly important within the workforce referral network, where resource providers must know each other's strengths and services so that they can point clients in the right direction for assistance, identify opportunities for joint action, and spread innovation to address common challenges.

The survey was conducted in two stages. In the first stage, DESC's core providers of Partnership. Accountability. Training. Hope. (PATH), Food Assistance Employment and Training (FAE&T), and Workforce Innovation and Opportunity Act (WIOA) programs and services were interviewed in person to discuss barriers facing their clients, inward and outward referrals, and service network gaps. These are service providers receiving direct funding from DESC in order to provide one or more of several major federal workforce programs. Figure 6 lists these core-contracted organizations. Providers in bold text, twelve in total, were interviewed by WIN during the first round of in-person interviews. One provider interviewed during the first round, Matrix Human Services, does not have one of the contracts listed here, but, at the time of the interview, had an outreach contract with DESC in addition to providing a wide variety of services related to workforce development. WIN researchers were not able to schedule interviews with the remaining providers (those not in bold).

Figure 6: Primary DESC Contractors by Service

WIOA ADULT & DISLOCATED WORKER	WIOA YOUTH	PATH	FAE&T/FAE&T Plus
Detroit Public Schools Community District (DPSCD)	**SER Metro**	**ACCESS**	Dominican Learning Centers
Focus: HOPE	**Neighborhood Services Organization (NSO)**	**Development Centers**	**Focus: HOPE**
SERCO	Wayne County Community College District (WCCCD)	Jackets for Jobs	**Goodwill Industries of Greater Detroit**
	YMCA of Metro Detroit	**Midwest Careers**	**Jewish Vocational Services (JVS)**
		Payne Pulliam	**Ross IES**
		Ross IES	**Southwest Solutions**
		SERCO	St. Vincent Sarah Fisher
		Southwest Solutions	The Resource Network
		The Resource Network	

*Providers listed in bold were interviewed by WIN as part of this research.

This process revealed a number of organizations not identified as DESC vendors that are key in helping individuals achieve employment and self-sufficiency, both in their neighborhoods and across the city as a whole. At the beginning of the second stage, there were 168 total identified providers. These organizations were then contacted and asked to complete two versions of an online survey: one for frontline staff, with similar questions to the in-person interviews, and one for management staff, focusing on organizational funding and collaboration information. The survey was open for six weeks and was distributed via email. During the last three weeks the survey was open, follow up emails and phone calls were made to providers that had not yet responded. The first round of the survey identified 76 additional organizations. Representatives from 20 of these organizations, or about 26 percent of those contacted, completed the survey. These responses ultimately added 97 organizations to the network, for a final total of 259 providers (six recorded responses referenced specific programs within organizations or similar duplicative information). Survey results from both stages were synthesized to develop referral network maps and inform a qualitative overview of the service delivery network.

It is important to note that, while the following analysis is as thorough as possible, the process of asking service providers to identify their frequent referrals and partnerships resulted in a network map that is not comprehensive. For example, training providers are not fully represented in this analysis because they were not often mentioned by providers as one of their frequent referral partners for the following populations that WIN inquired about: adults, returning citizens, individuals experiencing homelessness, adults with low literacy and youth. DESC's list of preferred training providers, supplemented with other vocational training providers revealed in the Social Network Analysis, are included within the identified service providers list. For job seekers deemed prepared for training, this network offers a wide range training programs to suit varied career ideals, from construction to healthcare to IT.

Identified Service Providers: Social Network Analysis

The acronym and contact list, figure 8, provides details and contact information for all organizations identified or surveyed during the social network analysis. The full DESC Preferred Provider list as of May 2018 for vocational training was also included. In total, of the 259 identified providers, there were 29 workforce providers, 117 human service providers, 15 government agencies, and 38 vocational training providers. Smaller categories, such as legal or financial services and community organizations are included as well. A map of these providers is shown in figure 7.

Figure 7: Geographic Map of Identified Service Providers: Social Network Analysis
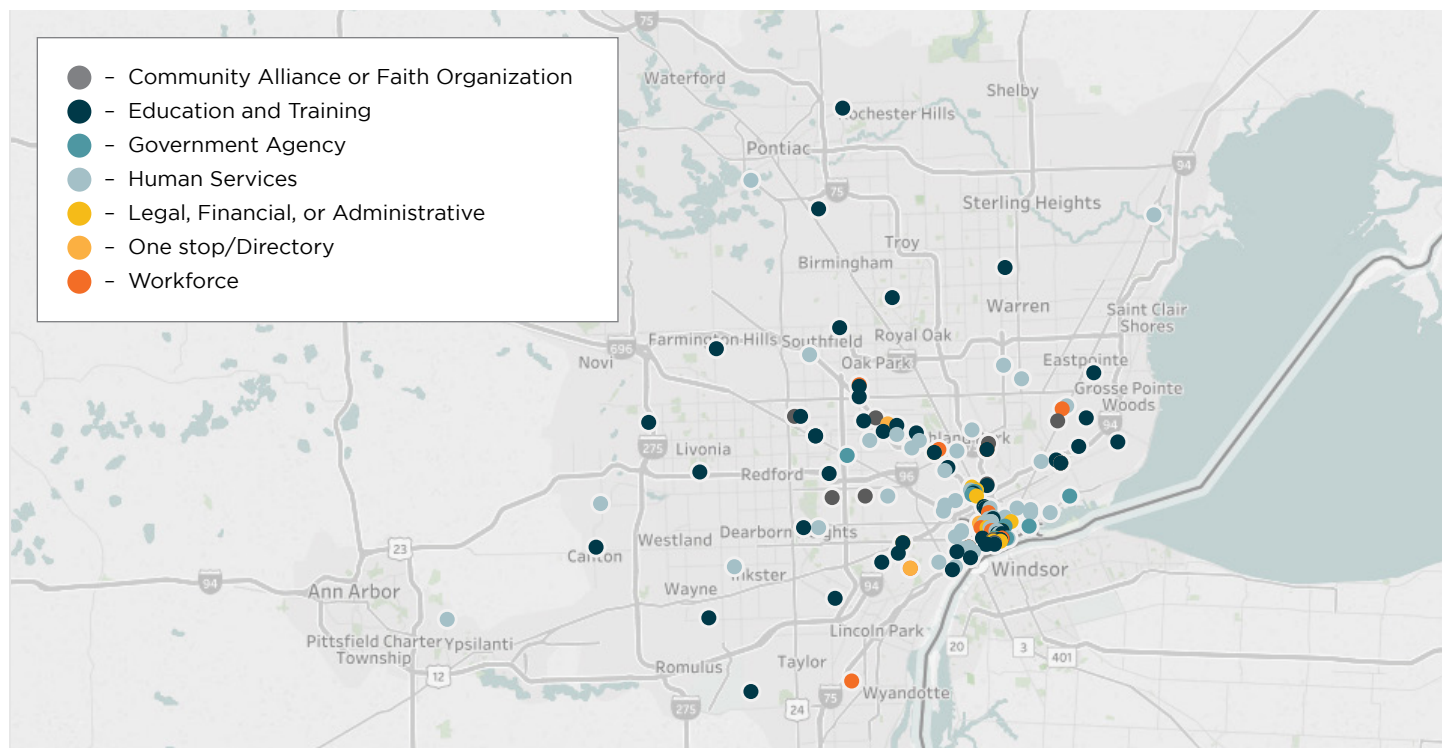
Summary: Social Network Analysis

The network map of Detroit's referral network is large and clustered and reveals both well-connected and isolated organizations, service pathways and potential connections. Echoing the findings of the literature review, basic needs proved to be of utmost importance to the workforce system; despite a focus on employment outcomes, organizations focused on basic needs emerged as central players in the referral map. Many job seekers have housing, food, and literacy needs that must be addressed. Homeless shelters as well as agencies providing emergency food and clothing assistance were the best-connected organizations in the workforce referral map, outside of the workforce providers themselves. Providers noted that a strong community presence and reputation is critical and a major source of inbound clients within those networks.

Many factors play into the strength and capacity of a referral network. In Detroit, large workforce providers each display a geographic network featuring diverse services. Networks for specific populations and barriers, though smaller, often have strong internal referral systems to cater to varying needs. Both kinds, and therefore the network as a whole, depend on the strength of personal connections the staff within the provider ecosystem have established. Indeed, most interviewed case managers were passionate about getting their clients the help they need to become self-sufficient and organizations citing informal relationships established by their staff were better connected in the network. Many organizations interviewed expressed a desire to either serve more individuals or to provide more intensive wrap-around care. Employer partners with a strong relationship to a workforce agency's business services specialists were observed to be more likely to find job opportunities for individuals with significant barriers, and to give a provider second chances at successful placement if a former employee did not work out.

A wide breadth of in-house services, including case management and occasionally vocational training and counseling services is present in several large providers and was cited as important to improving client retention and employment outcomes. Whether services are available in a One-Stop Center, co-located, or several providers are simply within geographic proximity and have a tight referral network, the client experience is key. Organizations housing distinct services at different locations or service providers located in a building with many tenants may create an additional layer of intimidation. Client lack of clarity about service locations was reported as a detrimental factor to a smooth referral process, due to both client frustration and transportation limitations and complications.

Employment Barriers and Network Gaps: Social Network Analysis

Transportation was most frequently cited as a top barrier for job seekers. A combination of cost and legal hurdles may prevent an individual from traveling between job training services, affordable housing, childcare providers, and work. The city's transit system has been identified as too limited in hours, frequency, or other factors to be useful. Further, licensing costs and insurance, along with traffic violations or the now-defunct Driver Responsibility fees may all be barriers beyond vehicle and maintenance costs that prevent job seekers from acquiring private transportation. Workforce service locations can also be an issue; while there are many human services organizations, they are primarily concentrated within several miles of downtown, within what is considered the central city. Education providers, in particular, are geographically separated from other organizations.

Due to geographic separation within networks, some providers expressed a lack of resources for certain education and training needs, yet there are a variety of providers within the city. Facilitating connections between these organizations would help them better serve all participants. Conversely, both the network of homeless shelters and literacy organizations are well-connected among themselves, with most providers making referrals to and from similar organizations as needed to suit capacity and scheduling needs. However, temporary shelters especially were consistently perceived as having too little capacity and too few resources.

Figure 8: Identified Service Providers: Acronym and Contact List

ACRONYM	ORGANIZATION	PRIMARY SERVICES
482	482 Forward	Education advocacy, community alliance
1DCU	1 Detroit Credit Union	Financial services, financial literacy
2EB	Second Ebenezer Church	Faith Organization
36DC	36th District Probation Court	Legal aid
5th/3rd	Fifth Third Bank	Financial services, financial literacy
AARP	American Association of Retired Persons (AARP)	Health services, general resources
AAS	Accounting Aid Society	Financial services, financial literacy
Abcott	Abcott Institute	Vocational training
ACCESS	Arab Community Center for Economic and Social Services (ACCESS)	One-stop center, PATH, bilingual (Ar)
ADS	Adrian Dominican Sisters	Faith Organization
AFG	Alternatives for Girls	Temporary shelter, youth engagement, general resources, teen leadership and health education
AH	Angel House	Domestic violence services
AHCS	Advantage Healthcare Services	Health services
AI	Aspen Institute	Research, business, and community services
ALC	Advantage Living Center	Health services, long-term care
ARC	American Red Cross	Vocational training (CNA), general resources
Aress	Aress Academy	Vocational Training
ATI	Alpha Technical Institute	Vocational training
B&N	Barnes and Noble	Bookstore
BBC	Bethany Baptist Church	Faith Organization
BC	Baker College	Education
BCA	Brightmoor Community Alliance	Community alliance
Bethesda C	Bethesda Church	Faith Organization
BFD	Black Family Development, Inc.	Family services, mental health, legal aid, substance abuse, youth employment, community alliance
BFUMC	Birmingham First UMC for the Art and Soul	Faith Organization
BGC	Boys and Girls Club	Youth engagement, community alliance and mentorship, job readiness
BI	Build Institute	Entrepreneur services, vocational training
BP	Bridges to Career Opportunities Program	Vocational training
Build-On	Build-On	Vocational training
BW	Blue Water	N/A
CAHS	Community and Home Support	Temporary shelter, general resources, personal care
CAM	Coordinated Assessment Model (CAM)	Directory, temporary shelter

ACRONYM	ORGANIZATION	PRIMARY SERVICES
Capuchin	Capuchin Soup Kitchen	Food assistance, substance abuse, general resources, after school programs
Cass	Cass Community Social Services	Temporary shelter, food assistance, health services, employment placement
CCC	Covenant House	Temporary shelter
CCCO	Chadsey-Condon Community Organization	Community alliance
CCI	Cambridge Computer Institute	Vocational Training
CDFI	Detroit CDFI Coalition	Business services; see LISC
Cease Fire	Cease Fire	Youth engagement and safety
CFWF	Center for Working Families	Job readiness, financial literacy, family services
CG	Common Ground	Mental health, substance abuse, temporary shelter, counseling, legal aid
CH	Covenant House	Temporary shelter
CHASS	CHASS Center, Inc	Health services
CHC	Campbell's Healthy Communities	Funding for nutrition and community services
CHS	Career Health Studies Institute	Vocational Training
City Connect	City Connect (Connect Detroit)	Community Alliance, business services
Clean Slate	Project Clean Slate	Expungement fairs, legal aid
COTS	Coalition on Temporary Shelter (COTS)	Temporary shelter
CRAA	Cody Rouge Community Action Alliance	Community Alliance, business services
Crossroads	Crossroads of Michigan	Food assistance, general resources, identification, job readiness, family services
CSS-Wayne	Community Social Services of Wayne County	Youth, health, education and literacy and senior services
CtKC	Christ the King Church	Faith Organization
DAAA	Detroit Area Agency on Aging	Senior services
DaT	Detroit at Work	Directory, general services
DAWC	Detroit Artisan Welding Center	Vocational training
DCAN	Detroit College Access Network	Education and youth services
DCAS	Detroit Carpenters Apprenticeship School	Vocational training
DCCIH	Detroit Central City Integrated Health	Health services, mental health, housing, employment
DCCWF	Downriver Community Conference	Community Alliance, job readiness, vocational training, business services, general resources
DCH	Detroit Cristo Rey High School	Education, literacy, GED Preparation
DCs	Development Centers	PATH, health services, mental health, family services, job readiness
DDHW	Detroit Department of Health and Wellness	Health services
DDP	Detroit Delta Prep	Education; closed as of Sept. 2018
DearbornPS	Dearborn Public Schools	Education, literacy, GED Preparation

ACRONYM	ORGANIZATION	PRIMARY SERVICES
DEGC	Detroit Economic Growth Corporation (DEGC)	Economic development, business services
DESC	Detroit Economic Solutions Corporation	Workforce Services
Detroit	City of Detroit	General services; see agency list
DFFC	Detroit Food and Fitness Collaborative	Nutrition and youth services
DFS	Dress for Success	Clothing, job readiness
DHC	Detroit Housing Commission	Housing placement, tenant advocacy
DHDC	Detroit Hispanic Development Corporation	ESL, family services, financial literacy, youth engagement
DHHS	Department of Health and Human Services	Health services, PATH administration
Diapers D	Diapers for the D	Family services
DID	Detroit ID	Identification; contact Detroit Health Department
DJCC	Detroit Job Corps Center	Education, vocational training
DLC	Detroit Literacy Coalition	Literacy
DMG	DuPage Medical Group Medical Center	Health Services
Dominican	Dominican Learning Centers	Literacy, FAE&T Plus
DPD	Detroit Police Department	Human Services
DPN	Detroit Parent Network	Family services
DPS	Detroit Public School Community District	Literacy, GED
DRMM	Detroit Rescue Mission Ministries	Temporary shelter, food assistance, substance abuse
DS	Dorsey Schools	Education, vocational training
DTC	Detroit Training Center	Vocational training
DTE	DTE Electric Company	Utilities assistance
DTIT	Detroit Training Institute of Technology (DTIT)	Vocational training
DWMH	Detroit-Wayne Mental Health Authority	Mental health services
E+L	Earn + Learn	Education, vocational training
ECN	Eastside Community Network	Community Alliance
EcoWorks	EcoWorks	Vocational Training
EHS	Ecorse High School	Education, literacy, GED Preparation
EITI	Emerging Industries Training Institute	Vocational Training
Elevate	Elevate Salon	Vocational training
EP	The Empowerment Plan	Vocational training, education
EPS	Eastpointe Public Schools	Education, literacy, GED Preparation
FDA	Fredrick Douglass Academy	Education, literacy, GED Preparation
FH	Forgotten Harvest	Food assistance

ACRONYM	ORGANIZATION	PRIMARY SERVICES
FLNK	Faith Love N Kindness	N/A
FOC	Friend of the Court Bureau	Legal aid
FPC	First Presbyterian Church	Clothing, food assistance, general resources, counseling
Free	Freedom House	Temporary shelter, legal aid, education and job readiness, bilingual
FSS	First Step	Temporary shelter, counseling, legal aid, directory of services
FTS	Flip the Script	FAE&T Plus, Vocational training, education, mentoring
FUUCD	First Unitarian Universalist Church of Detroit	Faith Organization
GA	Graduation Alliance	Education
GC	Grand Circus	Vocational Training
GDI	Green Door Initiative	Vocational training, community alliance and education
GDYT	Grow Detroit's Young Talent	Vocational training and work experience
Genanscot	Genanscot Services	Vocational Training
Genesis	Genesis House II	Temporary shelter
GG	Greater Grace Temple	Faith Organization
GHI	Greater Horizon Training Institute	Vocational Training
GIT	Global Information Technology	Vocational Training
Gleaners	Gleaners Community Food Bank	Food assistance
GofD	Greening of Detroit	Vocational training, job readiness
Goodwill	Goodwill Industries of Greater Detroit	FAE&T Plus, vocational training, job readiness, general resources
GS	Great Start	Early childhood education
GTR	GTR Trucking School	Vocational training
HAED	Hamtramck Adult Education Center	Education, literacy, GED Preparation
HAND	Homeless Action Network of Detroit (HAND)	Directory, temporary shelter
Harambee Care	Harambee Care	Family services, health services
Harris	Harris Literacy Program	Literacy
Haven	Haven	Temporary shelter
HCO	Holy Cross Organization	N/A
HD	Healthy Dearborn	Health and nutrition services
HFCC	Henry Ford Community College	Vocational Training
HH	Hannan Center	Case management, legal aid, community center
HMBC	Hartford Memorial Baptist Church	Faith Organization
HOPE	Focus: HOPE	FAE&T Plus, Community alliance, vocational training, education, food assistance, financial literacy

ACRONYM	ORGANIZATION	PRIMARY SERVICES
HPL	Hamtramck Public Library	Education, literacy, GED Preparation
HPOG	Volunteers of America- Program	CNA Nursing Program Grant
HPS	Hamtramck Public Schools	Education, literacy, GED Preparation
HRCI	HR Certificate Institute	Vocational training
HS	Head Start	Family services, early childhood education
HTCHC	Healthy Teens Community Health Center	Health and youth services
HW	Healthy Westland	N/A
Jackets for Jobs	Jackets for Jobs	PATH, Clothing, job readiness
JAG/JMG	Jobs for America's Graduates/ Jobs for Michigan's Graduates	Education, job readiness
Julies List	Julie's List	Directory
JVS	Jewish Vocational Services	FAE&T Plus, vocational training, education, financial literacy
L+B	Leaps & Bounds Family Services	Family Services
La Sed	La Sed	ESL, legal aid, community alliance, bilingual (Sp)
La Vida	La Vida	Counseling, health services, legal aid, financial literacy, community education, bilingual (Sp)
Lakeshore	Lakeshore Legal Aid	Legal aid
Legal Aid	Legal Aid and Defender	Legal aid
LISC	Local Initiatives Support Corporation	Community alliance, financial services
LO	Love Outreach	N/A
Local 1191	Local 1191	Labor union
Local 324	Local 324	Labor union
Local 687	Local 687	Labor union
LV	Lakeridge Village	Mental health, food assistance, counseling, family services, temporary shelter
Madonna U	Madonna University	Education
Mariners	Mariners Inn	Temporary shelter, substance abuse
Marygrove C	Marygrove College	Education
Matrix	Matrix Human Services	Food assistance, family services, Head Start, education, community alliance
MBCC	Michael Berry Career Center	Vocational training and education
MC	Midwest Careers	PATH, education, job readiness, vocational training
MDAV	Michigan Department of Disabled American Veterans	Veterans health and other services
MDBC	Metro Detroit Barber College	Vocational Training
MDOC	Michigan Department of Corrections	Legal services
MDOPS	Michigan Department of Public Safety	Government agency

ACRONYM	ORGANIZATION	PRIMARY SERVICES
Men's WH	Men's Wearhouse	Clothing Assistance
MEP	Mercy Education Project	GED preparation, education
Mercy Health	Mercy Health	Health services
MHDA	State of Michigan Housing Development Authority (MSHDA)	Housing services
MIAT	MIAT College of Technology	Education, vocational training
MIH	Maternal Infant Health	Health and family services
MMC	Midwest Medical Center	Health services
Monica	Monica House	Pre-release housing, job readiness, and substance abuse services
MRS	Michigan Rehabilitation Services (MRS)	Health and Mental Health Resources
MSU	Michigan State University Extension	Education, Nutrition education (EFNEP)
Mt. Calvary	Mt. Calvary Church	Faith Organization
NCADD-GDA	The National Council on Alcoholism and Drug Dependence, Greater Detroit Area	Substance abuse, counseling
NCCS	New Center Community Services	Mental health services
NCD	Nortown Community Development	Community alliance
NGC	Northeast Guidance Center	Health Services
NLS	Neighborhood Legal Services Michigan	Legal aid
Noah	The Noah Project	Food assistance, counseling, community alliance, health services
NSO	Neighborhood Service Organization	Job readiness, mental health, housing services, general resources, youth engagement
NSOTC	NSO Tumaini Center	Temporary shelter
NTI	Northwestern Technological Institute	Vocational training
NWAC	NW Activities Center	One-stop center
Oasis	Oasis	Temporary shelter
OCC	Oakland Community College	Education
OGD	Operation Get Down	Temporary shelter, substance abuse
ONA	Osborn Neighborhood Alliance	Community alliance, youth engagement, business services
Op Able	Operation Able	Vocational Training
OPCA	O'Hair Park Community Association	Community Alliance
ORF	Opportunity resource Fund	Initiative funding, esp housing
OSHC	Oak Street Health Clinic	Health Services
OU	Oakland University	Education
P&A	P & A Scholars Beauty School	Vocational Training
Parent Academy	Parent Academy	Family services

ACRONYM	ORGANIZATION	PRIMARY SERVICES
Peggy's Place	Peggy's Place	Temporary shelter, family services
PFC	Pope Francis Center	Food assistance, general resources, health services
PI	Positive Images	Mental health and substance abuse services
PLD	Pro-Literacy Detroit	Literacy
PPS	Payne Pulliam	PATH, education, job readiness, vocational training
PY	Point Source Youth	Temporary housing and housing services, youth services
Randolph	Randolph Career Technical Center	Vocational Training
Reading Works	Reading Works	Literacy, ESL
RMEC	Ross Medical Education Center	Vocational training
RN	Rebel Nell	Vocational training, financial literacy
Ross IESC	Ross IESC	FAE&T, job readiness, general resources
SACE	Southgate Adult & Community Education	Education, literacy, GED Preparation
SAD	Salvation Army MATTS	Temporary shelter
SADHL	Salvation Army Detroit Harbor Light	Temporary Shelter, substance abuse, legal aid
Samaritas	Samaritas	health services, family services, low-income and assisted housing, refugee services
SBA	Small Business Administration	Business services
Schoolcraft	Schoolcraft College	Education, vocational training
Section 8	Housing Referrals for Section 8	See Detroit Housing Commission
SER	SER Metro	One-stop center: PATH, FAE&T, general resources, education, vocational training, job readiness
SFS	Starfish Family Services	Family services
SH	Sobriety House, Inc.	Substance abuse, temporary housing, job readiness
SHAR	SHAR House	Substance abuse, counseling, general resources
Siena	Siena Literacy Center	Literacy
Sisters Code	Sister Code	Education, vocational training
SOCD	Street Outreach Court Detroit - Street Democracy	Legal aid
SoS	Secretary of State	Legal services
Specs	Specs Howard School of Media Arts	Education, vocational training
SSO	Social Security Office	Identification
St. John's	St. John's Community Center	Food assistance, other community services
STVP	St. Vincent de Paul	Vocational training, food assistance, clothing, utilities assistance, general resources
SVSF	Saint Vincent and Sarah Fisher Center	Literacy, GED preparation, FAE&T Plus
SWCSOL	Southwest Counseling Solutions	Mental health, substance abuse, family services

ACRONYM	ORGANIZATION	PRIMARY SERVICES
SWHSOL	Southwest Housing Solutions	Directory, temporary shelter, general resources
SWSOL	Southwest Economic Solutions	PATH, FAE&T Plus, Vocational training, job readiness, education
TASMD	Traveler's Aid of Metro Detroit	Housing Assistance and supportive services
TC	Triumph Church	Faith Organization
Techtown	Techtown	Business services
THAW	The Heat and Warmth Fund (THAW)	Utilities assistance
TMH	Team Mental Health	Mental health
TP	Turning Point	Temporary shelter, counseling, health services, legal aid, directory of services
TRIO	TRIO Federal Program	Education
TRN	The Resource Network	PATH, FAE&T
U of M	University of Michigan	Education
UCHC	United Community Housing Coalition	Housing placement, tenant legal aid, GED, financial literacy
UDM	University of Detroit Mercy	Education
UL	Urban League	Job readiness, food assistance, child literacy, vocational training, community alliance
UOD	Unemployment Offices of Detroit	Unemployment services
Upshift	Upshift Detroit	Neighborhood bike repair
UST	U.S. Truck Driver Training School	Vocational Training
UW211	United Way 2-1-1	Directory, general services
VA	Veterans Affairs	Veterans health and other services
VAMC	Veterans Affairs Medical Center	Health Services
VfC	Vehicles for Change	Vehicle purchase assistance
VM	Vista Maria	Health services, foster care, counseling, temporary shelter
VOA	Volunteers of America	Finding Shelter, Food pantry, training, and other supportive services
Wayne Metro	Wayne Metro Community Action Agency	Food assistance, family services, health care, financial literacy, community alliance
WCCAC	Wayne County Children's Advocacy Center	Health, mental health, and youth services
WCCCD	Wayne County Community College District	Education
WS	Wayne State University	Education
WWW	Women Who Weld	Vocational training
YL	NSO Youth Link	Youth services, FAE&T
YMCA	YMCA of Metro Detroit	Youth Development
YouthBuild	YouthBuild	Vocational training and work experience
YWCA	YWCA of Metropolitan Detroit	Youth Development

APPENDIX D: Glossary of Funding Sources

The following glossary provides more in-depth explanations of the major funding streams analyzed, as well as public grants with relevance, but unavailable data. The information is separated by the originating federal source.

I. US Department of Labor

a. WIOA Adult

WIOA funding and its related employment services are available for a broad range of adults needing extra resources to enter the labor market, including those that are low income, homeless, or deficient in basic skills. Services may include job search assistance, training, and various support services.

b. WIOA Dislocated Worker

Dislocated Workers broadly refer to workers who have been laid off and, due to economic or other conditions, are unlikely to return to a similar occupation or industry. This includes self-employed farmers, fishermen and others impacted by natural disasters, as well as Trade Adjustment eligible workers and individuals previously supported by a family member's or spouse's income. Related services focus heavily on education and job retraining activities.

c. WIOA Youth

WIOA's youth provisions are strongly oriented toward out-of-school youth ages 16-24, although in-school youth ages 14-21 may also be eligible. Eligible youth must be low-income (for in-school) and one or more of basic skills deficient, an English language learner, subject to the juvenile justice system, homeless, pregnant or parenting, disabled, or otherwise in need of additional assistance to secure employment. Programs must focus on engaging individuals in making progress toward post-secondary credentials, various work experience and training opportunities, leadership development, and supportive services such as mentoring, counseling, and financial literacy.

d. Wagner-Peyser

Wagner-Peyser funded labor exchange services, also originating from the DOL, are available to all job seekers and employers and include resume workshops, job search resources, and more. However, veterans, individuals with disabilities, migrant and seasonal farmworkers, returning citizens, youth, minorities and older workers may qualify for special employment services and assistance. Job matching services include resume workshops, job search resources, and more.

e. TAA

Available to workers and firms who have, or are about to, lose their jobs as a result of foreign trade. It provides opportunities to obtain skills, credentials, resources, and various supportive services to become re-employed. Companies and/or employees must apply to be designated as TAA eligible. Note that funding data represented in this report is for total available allocation, not the final amount petitioned in a given year.

II. US Department of Health and Human Services

a. TANF PATH

Mandatory employment and training services for adults with dependents receiving Temporary Assistance for Needy Families (TANF), with a focus on removing barriers to work readiness while providing cash assistance. The applicant must be either pregnant or responsible for a child under 19 years of age, able to work in the US, have low or very low income, and be under-employed, unemployed or about to become unemployed. In addition to food assistance and the PATH program, TANF allocations exist for summer youth employment and refugees. The DHHS Matching Grant Program provides job training and other assistance to areas with high concentrations of certain refugee populations.

b. FAE&T

Cash, resource, and job search assistance to able-bodied adults 18-49 with no dependents who are eligible for the Food Assistance Program (FAP) through DHHS. FAE&T Plus, a special initiative in Detroit, is intended to provide extra training resources.