

# PAVING THE WAY

LINKING SOUTHWEST DETROIT TO INFRASTRUCTURE JOBS



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## EXECUTIVE SUMMARY

Southwest Detroit boasts a thriving retail district, a large concentration of residents, and regional attractions such as Mexicantown. Due to its location near an international border crossing and port of entry, Southwest Detroit is also the site of major transportation infrastructure investment. Two new projects proposed for Southwest Detroit could bring additional investment to the region: the Detroit Intermodal Freight Terminal (DIFT) expansion and the Detroit River International Crossing (DRIC) – a new bridge between Detroit and Windsor, Ontario.

While large infrastructure improvements generate regional economic health, low-income communities such as Southwest Detroit often bear the negative consequences of such projects, such as relocation, noise, air pollution, and a loss of retail and restaurant business.

Southwest Detroit could also benefit from the new projects. Major infrastructure projects result in thousands of new jobs during the construction phase, as well as many permanent jobs at the new infrastructure facility or in other businesses. This plan addresses the balance between the region's need for infrastructure investment and social equity, by explaining ways to connect residents of Southwest Detroit with new job opportunities.

## CHAPTER 1: GOALS

The four goals of this plan are to:

- Ensure that residents of Southwest Detroit receive construction-related jobs associated with the Detroit International River Crossing and the Detroit Intermodal Freight Terminal.
- Ensure that residents of Southwest Detroit receive jobs associated with the operations of the Detroit International River Crossing and the Detroit Intermodal Freight Terminal.
- Protect local businesses from adverse effects of construction and promote patronage of local businesses.
- Link Southwest Detroit residents to DRIC and DIFT-related jobs that improve the local environment.

## CHAPTER 2: SOUTHWEST DETROIT'S WORKERS

Residents of Southwest Detroit face barriers in obtaining jobs, but also have advantages. As of 2009, nearly 19% of the Southwest Detroit residents speak little or no English. Half of Southwest Detroit residents do not have a high school diploma or GED. Despite barriers such as language and education, many residents of Southwest Detroit have the knowledge and training for DRIC and DIFT related jobs. Compared to the City of Detroit's labor force, in 2000, Southwest Detroit's labor force had a greater share of construction and

manufacturing workers. Southwest Detroit also had a higher percentage of workers in material moving than the city.

## CHAPTER 3: CONSTRUCTION RELATED-JOBS

The DRIC and the DIFT projects will create over 12,000 jobs during the duration of construction (4000 jobs per year over three years of construction). Organizations in Southwest Detroit can help connect local residents to these jobs through the following:

- Create a pre-apprenticeship program in Southwest Detroit to prepare residents for apprenticeships with the unions that will work on the DRIC and the DIFT;
- Negotiate for local hiring, either through a stand-alone agreement, a Project Labor Agreement (PLA), or a Community Benefits Agreement (CBA); and
- Increase the number of certified Disadvantaged Business Enterprises (DBEs) to increase opportunities for receiving construction contracts.

No pre-apprenticeship programs exist in Southwest Detroit; however, several local organizations have the capacity to begin one. Creating a pre-apprenticeship program could be a way to get residents into construction jobs, provided that the organizations build relationships with unions. Building relationships with unions is also important for negotiating local hiring, which could guarantee employment of Southwest Detroit residents. Furthermore, negotiating a local hiring agreement will require community organizing

in order to create the leverage necessary for negotiations. Finally, federal regulations require MDOT to award a percentage of construction contracts to women and minority owned businesses. Increasing the number of certified DBEs will provide opportunities for Southwest Detroit businesses.

## CHAPTER 4: PROTECTING AND PROMOTING LOCAL BUSINESSES

Construction of the DRIC and DIFT will result in road closures and detours. To protect existing jobs and businesses from loss of customers during this period, MDOT and local organizations could:

- Create a plan for detour routes that could mitigate negative impacts to local businesses, while building community support;
- Create a business relocation plan that would find locations within Southwest Detroit for relocated businesses;
- Develop and implement a marketing plan to promote Southwest Detroit businesses during construction; and
- Install permanent wayfinding signage to assist customers in accessing businesses.

## CHAPTER 5: PERMANENT JOB OPPORTUNITIES

The DRIC operations will create 775 permanent jobs, including customs and border protection, brokers, toll collectors, maintenance, duty free sales, and administration. Additional jobs result from the purchase of goods and services for the operations, and the workers' spending on goods and services. These new jobs may be created in industries such as transportation and

warehousing, logistics and supply chain operations, business services, and consumer services.

The DIFT operations will create 1,542 jobs including terminal area jobs, permanent construction positions, and jobs in transportation, logistics, and warehousing. It will create 818 jobs in other industries in Detroit, similar to those created by the DRIC. Major ways to connect Southwest Detroit residents to these jobs include negotiating for preferences in hiring, training residents, and helping employers to hire residents.

## CHAPTER 6: NEGOTIATING FOR PERMANENT JOBS

In order to obtain an agreement giving preference for jobs to Southwest Detroit residents, a coalition of Southwest Detroit organizations could:

- Negotiate a Community Benefits Agreement with the railroads, for the DIFT; and
- Identify and intervene in other points of negotiation, such as legislation, regulations, appropriations, and local approvals.

While successful negotiation could prove difficult, involving extensive community organizing and political action, it has the potential to guarantee well-paying jobs for Southwest Detroiters.

## CHAPTER 7: TRAINING FOR PERMANENT JOBS

In order to be competitive for the jobs that will result from the DRIC and the DIFT, residents will need training. Organizations in Southwest Detroit could assist in the process in the following ways:

- Enable residents to take advantage of local educational resources and existing training programs; and
- Facilitate the establishment of new training programs.

Southwest Detroit has several organizations already providing basic skills training. They could enhance those programs by tailoring them to the types of new jobs, and they could recruit more Southwest Detroit residents to enroll. New employers may have special training needs so organizations could act as intermediaries between businesses and community colleges to establish new programs.

## CHAPTER 8: ENCOURAGING EMPLOYERS TO HIRE LOCAL RESIDENTS

Many employers traditionally hire entry-level workers through word-of-mouth, which in the case of new DRIC and DIFT jobs could exclude Southwest Detroit residents. Southwest Detroit Business Association could act as that word-of-mouth source by creating an employee referral system. To use the system, employers would ask SDBA to recruit local residents. SDBA would

identify qualified residents through existing training programs and other outreach methods, screen residents, and then recommend the most qualified applicants to employers.

## CHAPTER 9: JOBS AND THE ENVIRONMENT

Another important issue for residents in Southwest Detroit is environmental quality. Green jobs will result from initiatives to improve environmental conditions in Southwest Detroit by retrofitting construction equipment, locomotives, and trucks; installing landscaping and streetscaping; and building green housing. Local organizations can help connect residents to green jobs in the following ways:

- Create training programs to prepare residents to retrofit diesel engines, thereby reducing emissions;
- Ensure that a percentage of materials used for greening and streetscaping are purchased in Southwest Detroit; and
- Employ Southwest Detroit residents for the construction of green housing for those who are relocated as a result of the DRIC.

## CHAPTER 10: IMPLEMENTATION

For most of the recommendations in this plan, building relationships is the first step. Whether negotiating a local hiring agreement, designing a pre-apprenticeship program, creating an employee referral system, marketing

local businesses, or forming a new diesel mechanic program, building relationships with a broad base of stakeholders should begin immediately. Organizing residents will also be necessary, especially for negotiating a PLA, CBA, or other types of local hiring guarantees.

In deciding which recommendations to pursue first, consider that certain recommendations could secure more jobs for Southwest Detroit residents than others. To secure construction-related jobs, negotiating a local hiring agreement has the potential to be most effective. Engaging MDOT in the creation of a detour plan for both the DRIC and the DIFT could have a high level of impact on protecting local businesses during construction. Creating an employee referral system and negotiating a CBA with the railroads could potentially connect many Southwest Detroiters with permanent jobs. Finally, working with local institutions to create a diesel mechanic program could be highly effective in preparing residents to retrofit diesel engines.

Certain recommendations may not secure as many jobs for residents, but may be easier to implement, acting as easy wins to motivate residents and organizations. Certifying more Southwest Detroit businesses as DBEs, enabling more residents to take advantage of existing training programs, creating a construction detour plan, marketing Southwest Detroit businesses, and hiring Southwest Detroiters to build green housing for relocated residents are all examples of easier wins for Southwest Detroit.

The ultimate goal of this plan is to achieve equitable community benefits for

those who are directly affected by the major transportation infrastructure investments in Southwest Detroit. This plan serves as an aid for Southwest Detroit leaders and organizations in advancing their efforts toward employment opportunities for residents.





PAVING THE WAY

**CHAPTER 1**

INTRODUCTION TO SOUTHWEST DETROIT,  
THE DRIC, AND THE DIFT



Southwest Detroit is an international transportation hub serving a wide region across the United States and Canada. The area serves as the busiest trade corridor in the United States with a culmination of rail lines, truck routes, and port traffic near the international border where the Ambassador Bridge connects the United States and Canada.<sup>1</sup> Despite the downturn in the economy, demand is still high for cross-border trade, with thousands of trucks crossing the Ambassador Bridge every day, many heading for the Detroit Intermodal Freight Terminal to transfer their cargo to rail. Truck traffic levels are increasing, and the need exists to develop new infrastructure in response.

The Detroit River International Crossing (DRIC) and Detroit Intermodal Freight Terminal (DIFT) expansion are two proposed developments that will address some of the traffic and freight-handling demands. These large infrastructure projects will also greatly affect Southwest Detroit and its residents. They will take up large swaths of land, significantly altering the physical fabric of Southwest Detroit. The construction will disrupt traffic patterns. More trucks will travel the streets of Southwest Detroit. And more residents will find themselves living next to the noise and pollution associated with a continuous stream of trucks and trains. These are a few of the burdens that Southwest Detroit will bear so that the region can prosper by improving the functioning of the busiest trade corridor in the U.S. (see figure 1.1 for the proposed project locations and how they will fit into Southwest Detroit).

This plan will help ensure that Southwest Detroit also benefits from the

DRIC and DIFT by focusing on employment opportunities associated with the projects. The plan will address ways that residents can obtain both construction related and permanent jobs that these projects will create. It will also discuss ways to protect and promote existing local businesses.

## DETROIT RIVER INTERNATIONAL CROSSING

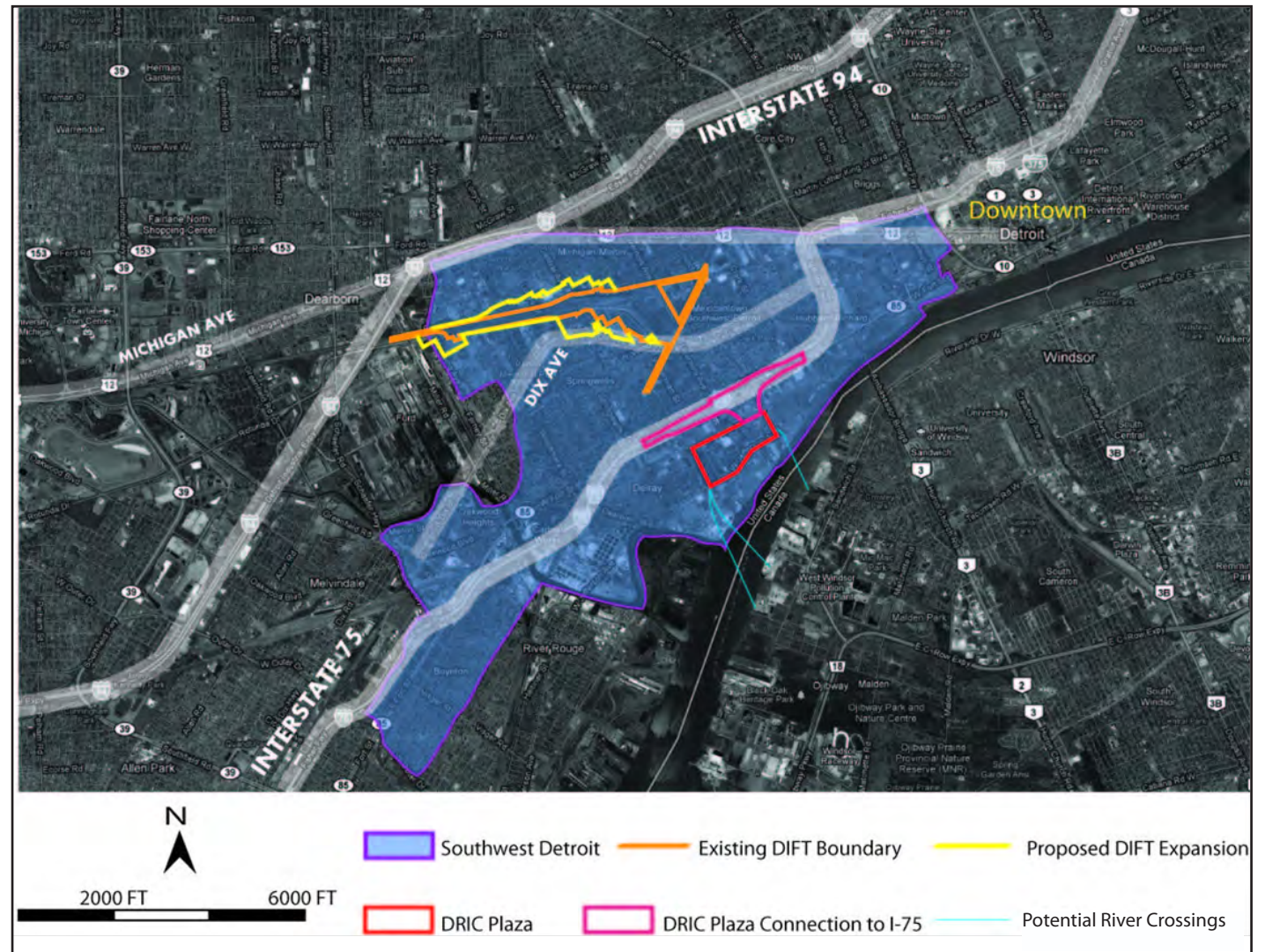
The DRIC is a proposed second bridge crossing between the United States and Canada. Figure 1.2 shows the proposed location of the bridge, the plaza of which will be in the Delray neighborhood of Southwest Detroit. The project is a collaborative effort involving the Michigan Department of Transportation (MDOT), the Federal Highway Administration (FHWA), Transport Canada, and the Ontario Ministry of Environment, among others.<sup>2</sup> Its purpose is to “provide safe, efficient and secure movement of people and goods across the U.S.-Canadian border in the Detroit River area to support the economies of Michigan, Ontario, Canada and the U.S.”<sup>3</sup> The DRIC is awaiting state legislative approval before land acquisition and construction can proceed, but the project will:

- Provide new border-crossing capacity to meet increasing freight traffic;
- Improve connectivity to highways to enhance the flow of people and goods across the border;

- Improve operations and processing capability in accommodating the flow of people and goods at the plazas; and
- Provide reasonable and secure border-crossing system options in the event of incidents, maintenance, congestion, or other disruptions.<sup>4</sup>

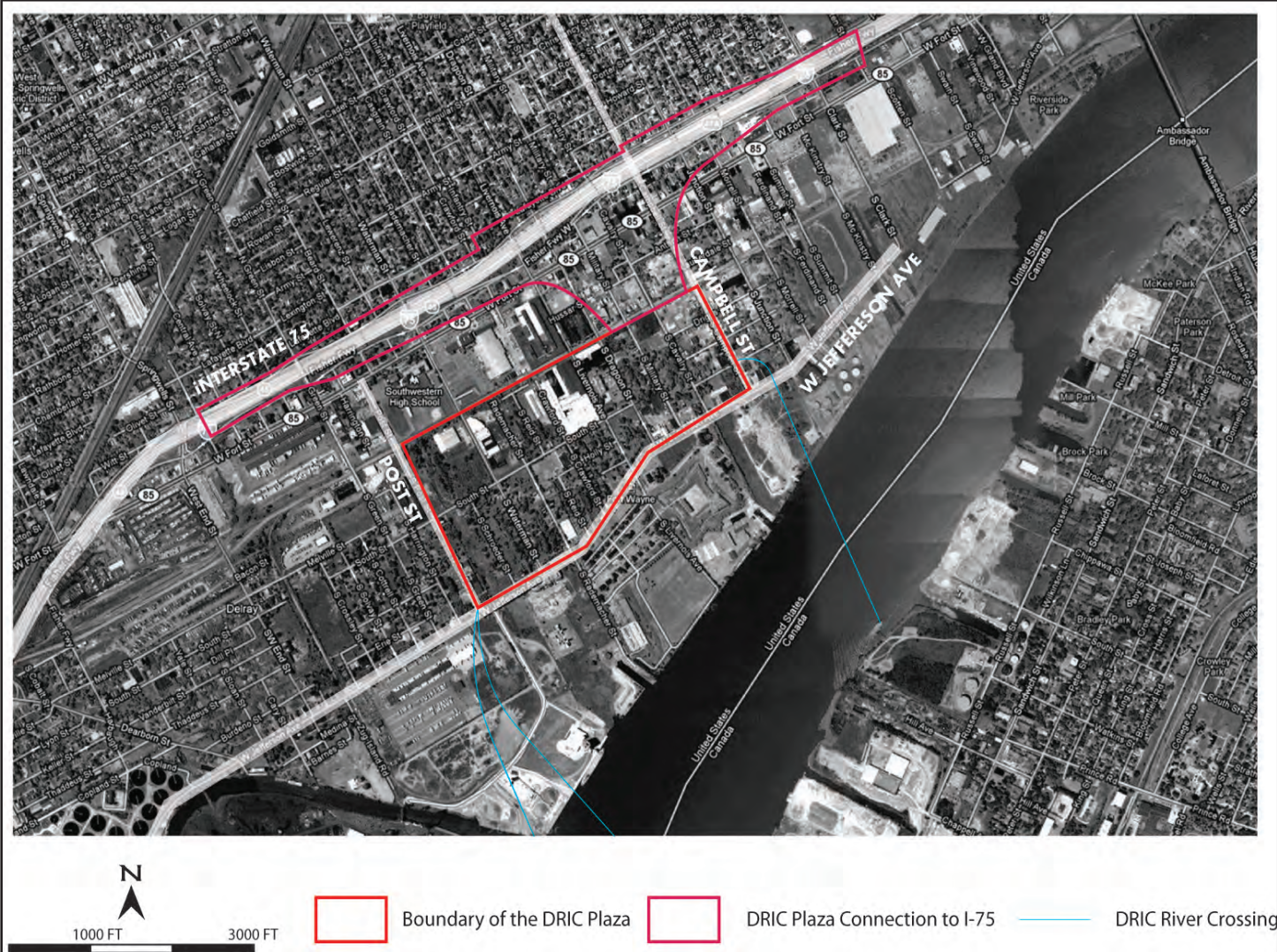
This plan will reference the DRIC even though construction of the DRIC is not guaranteed. Since MDOT has released the Final Environmental Impact Statement (FEIS) and a Record of Decision (ROD) for the DRIC, information is readily available. The Record of Decision is a document explaining how public agencies and others will address the issues the FEIS discussed. However, the strategies proposed in this plan can be adapted for a different bridge construction project.

**Figure 1.1. Proposed DRIC and DIFT project areas in context of Southwest Detroit**



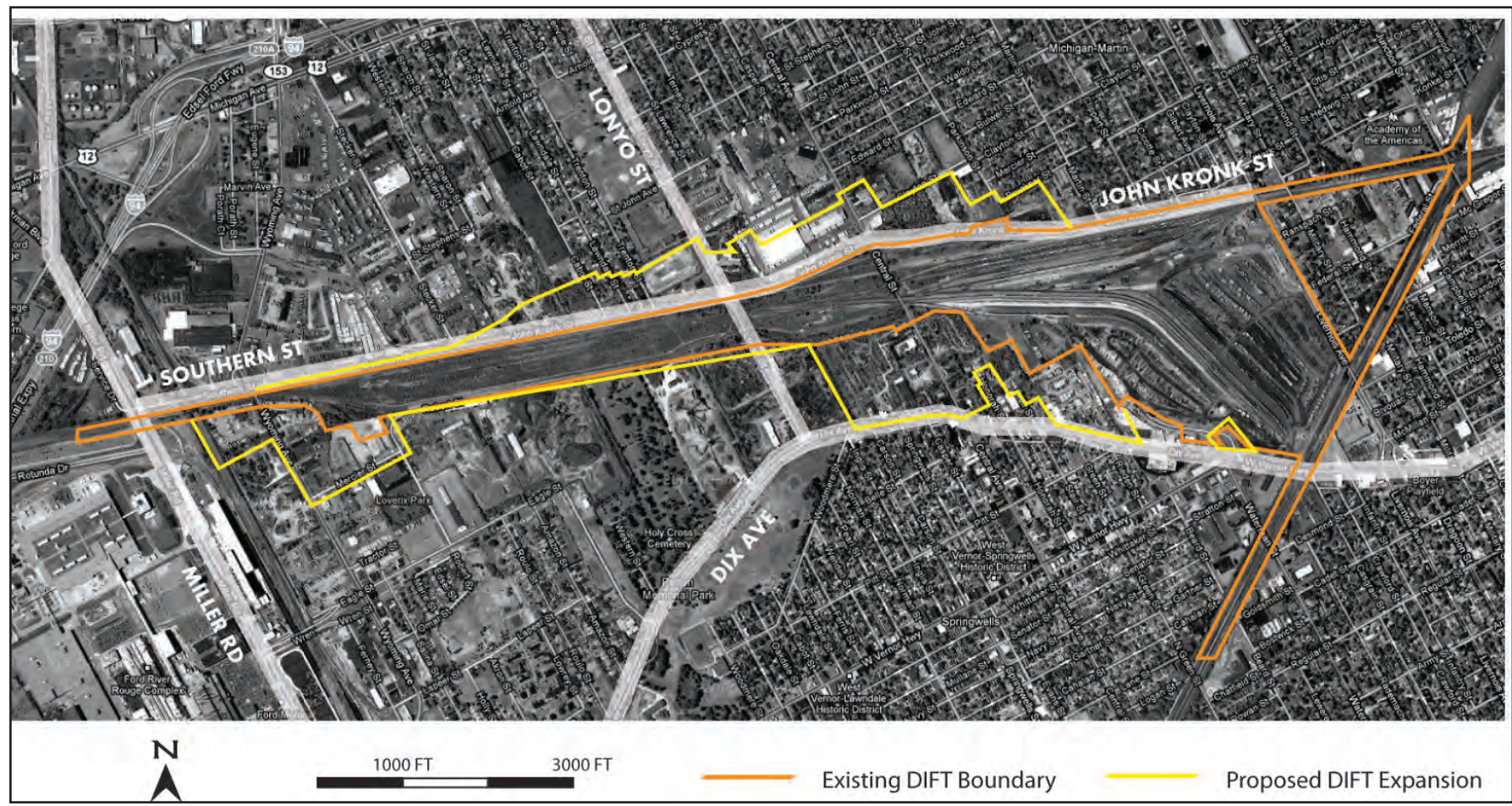
Source: Census 2000 TIGER/Line® Files, <http://www.census.gov/geo/www/tiger/tiger2k/tgr2000.html>, released October 2001

Figure 1.2. Proposed DRIC plaza and connection to I-75



Source: Census 2000 TIGER/Line® Files, <http://www.census.gov/geo/www/tiger/tiger2k/tgr2000.html>, released October 2001

Figure 1.3. Proposed DIFT expansion area



Source: Census 2000 TIGER/Line® Files, <http://www.census.gov/geo/www/tiger/tiger2k/tgr2000.html>, released October 2001

## DETROIT INTERMODAL FREIGHT TERMINAL

The DIFT is the proposed expansion of the existing intermodal freight terminal to enhance transfer between rail and truck. Intermodal freight transport employs at least two modes of shipping. At the DIFT, lifts transfer cargo between trucks and trains, which then ship the cargo from city to city.<sup>5</sup> The current DIFT lacks the capacity to meet increasing demand, necessitating an expansion. MDOT, the City of Detroit, Michigan Economic Development Corporation, and the Detroit Economic Growth Corporation, along with several others will participate in the DIFT project.<sup>6</sup> The project will expand the DIFT from 350 to 450 acres. Figure 1.3 shows the footprint of the current DIFT and the proposed expansion. MDOT released the DIFT Final Environmental Impact Statement in December 2009.

## BRINGING BENEFITS TO SOUTHWEST DETROIT

Many Southwest Detroit organizations have been working to address the impact of transportation infrastructure on Southwest Detroit.

The Community Benefits Coalition (CBC) formed in 2008 to increase community benefits associated with the DRIC. With approximately 240 members, the CBC is negotiating with MDOT for many new investments, including affordable housing, safer streets, environmental mitigation, and

improved public transit.

Southwest Detroit Environmental Vision (SDEV), a neighborhood-based non-profit, has been working to understand the environmental implications of the proposed bridge, especially regarding air quality. Air quality in Southwest Detroit is not meeting EPA standards for Particulate Matter 2.5 (PM<sub>2.5</sub>), tiny particles of solid matter suspended in air. PM<sub>2.5</sub> is a pollutant commonly found in diesel exhaust. Increasing traffic from both trucks and trains in the area will exacerbate this problem.<sup>7</sup> In October 2009, SDEV received a grant from the Michigan Department of Environmental Quality to replace and retrofit old diesel engines.

The Delray Community House and Bridging Communities are addressing the need for new housing. In September 2009 the Michigan State Housing Development Authority awarded them funding to build new homes in the Delray neighborhood of Southwest Detroit.

The Southwest Detroit Business Association (SDBA) was part of a coalition that negotiated with MDOT to decrease the size of the DIFT expansion. The non-profit SDBA has promoted neighborhood economic development for many years and is primarily concerned with strengthening the local businesses and business districts in Southwest Detroit.

Access to jobs in relation to these two large transportation infrastructure projects is one issue that has received insufficient attention from community-

based organizations.

## WHY A PLAN FOR JOBS NOW

The Ambassador Bridge Gateway Project serves as an example of why this plan is necessary and why it is necessary now. The Gateway Project, which includes the newly constructed section of I-75, is nearing completion. This project was designed to:

- Facilitate better traffic flow to the Ambassador Bridge ;
- Construct a new freeway interchange that provides better access between the bridge and the city;
- Reduce traffic congestion and provide safer access to Detroit's Mexicantown;
- Provide safe and easy access to the International Welcome Center and Mercado; and
- Construct new landscaping and lighting for the project area.<sup>8</sup>

The Gateway Project failed to provide jobs for Southwest Detroit residents, relative to the burdens that they had to bear. MDOT stated that the "Gateway Project will create jobs. Of equal importance, the project will help retain construction jobs in Michigan that would otherwise go to other states."<sup>9</sup> However, MDOT did not guarantee jobs for residents in the immediately affected area or elsewhere in Southwest Detroit, so residents bore the burden

of construction pollution, noise, and traffic congestion, without benefitting from the increased economic opportunity.

This large infrastructure development has become an example of the damage to local areas' economies that large projects can cause. Detours during construction of the Gateway Project cut off portions of Southwest Detroit and decreased customer traffic, and therefore local businesses' revenue, throughout the area. For example, Donovan's, a local bar, is currently filing a claim for a loss in business of 30 to 40 percent as a result of the Gateway Project. In addition, the Detroit International Bridge Company failed to abide by contractual agreements to provide a direct connection between the bridge and I-75, which led to an increase in truck traffic in residential neighborhoods.

In an area already plagued by the effects of truck traffic and air pollution, leaders should take all possible steps to act and prevent unnecessary harm to Southwest Detroit and to assure the area benefits from the additional activity. This plan responds to the request of SDBA, which recognizes the need to develop a plan now, before the DRIC and DIFT construction projects begin. Kathy Wendler, president of SDBA, asked students from the Urban and Regional Planning Program at the University of Michigan to develop a plan that addresses ways that Southwest Detroit nonprofits, business leaders, and others can work together to assure that Southwest Detroit residents obtain the jobs created by these infrastructure projects.



## GOALS

This plan proposes ways to achieve the following goals, developed in conjunction with representatives from SDBA and its Board of Directors, as well as with input from the City of Detroit Planning and Development Department and Southwest Detroit Environmental Vision.

[Ensure that residents of Southwest Detroit receive construction-related jobs associated with the Detroit River International Crossing and the Detroit Intermodal Freight Terminal.](#)

Large infrastructure projects create many jobs during the construction phase that draw a workforce from a wide region. One goal of this plan is to identify how residents of Southwest Detroit can receive construction jobs.

[Ensure that residents of Southwest Detroit receive jobs associated with the operations of the Detroit River International Crossing and the Detroit Intermodal Freight Terminal.](#)

Large infrastructure projects also create many long-term jobs. Directly, the DRIC will require people to work at the plaza, and the DIFT will require people to work in the facility, moving containers and coordinating logistics, for instance. More jobs will result from the spending and purchasing of the DRIC and DIFT, businesses who will locate in Southwest Detroit to take advantage of proximity to the DRIC and DIFT, and workers in

the DRIC, the DIFT and these other businesses. Access to these long-term jobs is another means of ensuring that residents of Southwest Detroit share in the prosperity that the projects bring to the region.

[Protect local businesses from adverse effects of construction and promote patronage of local businesses.](#)

The DRIC and the DIFT could provide a benefit to local businesses by bringing construction workers and detoured travelers to spend their money. However, detour routes should direct travelers to local businesses as a means of promoting them. Identifying ways to protect and promote local businesses both during and after construction is another way of ensuring an equitable development process for the residents of Southwest Detroit

[Link Southwest Detroit residents to DRIC and DIFT-related jobs that improve the local environment.](#)

Finding ways to improve the Southwest Detroit environment could also create jobs. Although this plan identifies only a limited number of jobs that address environmental issues, those jobs will be doubly relevant in that they will both increase economic opportunities and improve environmental conditions for the residents of Southwest Detroit.

The remainder of this plan will address these goals, outlining the specific types of jobs that will become available, the number of jobs, and the

requisite training. The plan recommends ways that SDBA and other local organizations can connect residents to the jobs. Additionally, this plan will recommend ways local businesses can prepare to benefit from the proposed infrastructure projects. Chapter 2 will first explain the relevant details about the workers of Southwest Detroit.

## NOTES

<sup>1</sup> Michigan Department of Transportation. Final Environmental Impact Statement: Why is a New Border Crossing (Detroit River International Crossing Study, November 26, 2008), 1, <http://www.partnershipborderstudy.com/pdf/FEIS/Section%201.pdf>.

<sup>2</sup> Detroit River International Crossing Study. Welcome. <http://www.partnershipborderstudy.com>. (Accessed November 23, 2009).

<sup>3</sup> Michigan Department of Transportation. Final Environmental Impact Statement: Why is a New Border Crossing (Detroit River International Crossing Study, November 26, 2008), 3, <http://www.partnershipborderstudy.com/pdf/FEIS/Section%201.pdf>.

<sup>4</sup> Michigan Department of Transportation. Final Environmental Impact Statement: Why is a New Border Crossing (Detroit River International Crossing Study, November 26, 2008), 4, <http://www.partnershipborderstudy.com/pdf/FEIS/Section%201.pdf>.

<sup>5</sup> Michigan Department of Transportation. Detroit Intermodal Freight Terminal Project: Summary. (DIFT Study: Background, December 2001), 1, [http://www.michigan.gov/documents/mdot/MDOT\\_07-5493\\_TerminalLocs\\_182923\\_7.pdf](http://www.michigan.gov/documents/mdot/MDOT_07-5493_TerminalLocs_182923_7.pdf).

<sup>6</sup> Michigan Department of Transportation. Detroit Intermodal Freight Terminal Project: Summary. (DIFT Study: Background, December 2001), 11, [http://www.michigan.gov/documents/mdot/MDOT\\_07-5493\\_TerminalLocs\\_182923\\_7.pdf](http://www.michigan.gov/documents/mdot/MDOT_07-5493_TerminalLocs_182923_7.pdf).

<sup>7</sup> Michigan Department of Transportation. Final Environmental Impact Statement: Changes to Air Quality (SENES Consultants Ltd., Detroit River International Crossing Study, August 2007), 3, <http://www.partnershipborderstudy.com/pdf/05%20PIOH%205%20%20Changes%20to%20Air%20Quality.pdf>.

<sup>8</sup> Michigan Department of Transportation. Bridge and Highway Projects: The Ambassador Bridge Gateway Project in Detroit - What we are Doing. [http://www.michigan.gov/mdot/0,1607,7-151-9621\\_11008\\_45614-163663--,00.html](http://www.michigan.gov/mdot/0,1607,7-151-9621_11008_45614-163663--,00.html) (Accessed November 20, 2009).

<sup>9</sup> Michigan Department of Transportation. Bridge and Highway Projects: The Ambassador Bridge Gateway Project in Detroit - Frequently Asked Questions. [http://www.michigan.gov/mdot/0,1607,7-151-9621\\_11008\\_45614-163709--,00.html](http://www.michigan.gov/mdot/0,1607,7-151-9621_11008_45614-163709--,00.html) (Accessed on November 10, 2009).

PAVING THE WAY

**CHAPTER 2**

SOUTHWEST DETROIT'S WORKERS



Knowledge about the Southwest Detroit area and its people can help in identifying ways to connect residents to the job opportunities that will result from the Detroit River International Crossing and the Detroit Intermodal Freight Terminal. This chapter provides information about the current population in the area and uses census data to discuss the advantages and disadvantages current workers may face in obtaining jobs.

Southwest Detroit is located in Southeast Michigan along the Detroit River, and is approximately two miles west of downtown Detroit. It contains a mixture of heavy industrial, residential and retail uses, and is a transportation center serving much of the Southeast Michigan region. Since the industrial decline

**Figure 2.1. Trinity St. Mark's Church on Fort Street**



Source: Ryan Michael

of the 1970s and 1980s, many local businesses have closed their doors.<sup>1</sup> However, since the 1920s, when immigration to this region from Mexico began, Southwest Detroit has become a place with a distinctive cultural identity and strong community initiatives.<sup>2</sup> The increase in immigrant populations has coincided with an increase in

the demand for housing and retail businesses. In a time when many areas of the city of Detroit are losing residents and businesses, parts of Southwest Detroit are seeing a general revitalization.

## POPULATION AND INCOME

Like the city of Detroit, Southwest Detroit lost population between 1990 and 2000, but at a slower rate than the city as a whole.<sup>3</sup> The population of Southwest Detroit in 2000 was 57,144, 5.7% lower than in 1990. According to data from DemographicsNow,<sup>4</sup> the population has continued to decline through 2009, to 52,525, but will increase slightly from 2009 to 2014.<sup>5</sup>

Census data show median household income in Southwest Detroit to be lower than the city's. In 1999, the median household income was \$25,878 in Southwest Detroit, and \$29,596 in the city of Detroit. However, some of the income generated in Southwest Detroit may be overlooked by the census because of the influence of the unregulated economy in Southwest Detroit.<sup>6</sup> These data hint at the fact that many Southwest Detroiters may be underemployed and thus are poised to benefit more from the future jobs created by the DRIC and DIFT.

**Table 2.1. Hispanic population change in Southwest Detroit**

	1990		2000		2009 projection	
	Population	Percentage	Population	Percentage	Population	Percentage
Hispanic or Latino Ethnicity	15,163	25.00%	26,063	45.60%	29,857	56.80%
Not Hispanic or Latino	45,454	75.00%	31,081	54.40%	22,668	43.20%

Source: U.S. Census Bureau, American FactFinder, Census 1990 and 2000 and Applied Geographic Solutions (AGS) Variable Groups, DemographicsNow, 2009

**Figure 2.2. Local restaurant billboard**



Source: Nicholas Cilluffo

## IMMIGRATION

The increase in the Hispanic/Latino population, beginning in the 1920s, has significantly influenced the composition of the residents of Southwest Detroit.<sup>7</sup> As Table 2.1 displays, from 1990 to 2000, the Hispanic/Latino population rose by 72% and as of 2009, more than half of the population in Southwest Detroit identifies as being Hispanic/Latino.

This information is pertinent because it indicates a large immigrant population in Southwest Detroit, and this immigration has led to new businesses and densely populated neighborhoods. However, the large ethnic population could also lead to possible barriers to employment, as will be discussed further in the next section.

## WORKFORCE CHARACTERISTICS

This section provides an overview of characteristics of workers in Southwest Detroit and discusses the advantages and barriers that residents face in obtaining employment. Many residents of Southwest Detroit may face barriers when applying for jobs associated with the DRIC or DIFT because of issues related to education, language proficiency, US citizenship or work permits, and lack of required skills. However, occupational data show that workers are already employed in fields related to the DIFT and DRIC. This knowledge and work experience is an advantage for those interested in advancing up the career ladder.

The labor force participation rate in Southwest Detroit was slightly lower than the city as a whole, and the unemployment rate was about the same in 2000. The labor force participation rate was 53% in Southwest Detroit and 56% in the city for eligible workers over the age of 16.<sup>8</sup> The recent economic downturn has raised unemployment to about 27% in October 2009.<sup>9</sup> Official estimates of employment of residents of Southwest Detroit may understate the number of people working because immigrant populations commonly include many undocumented workers.

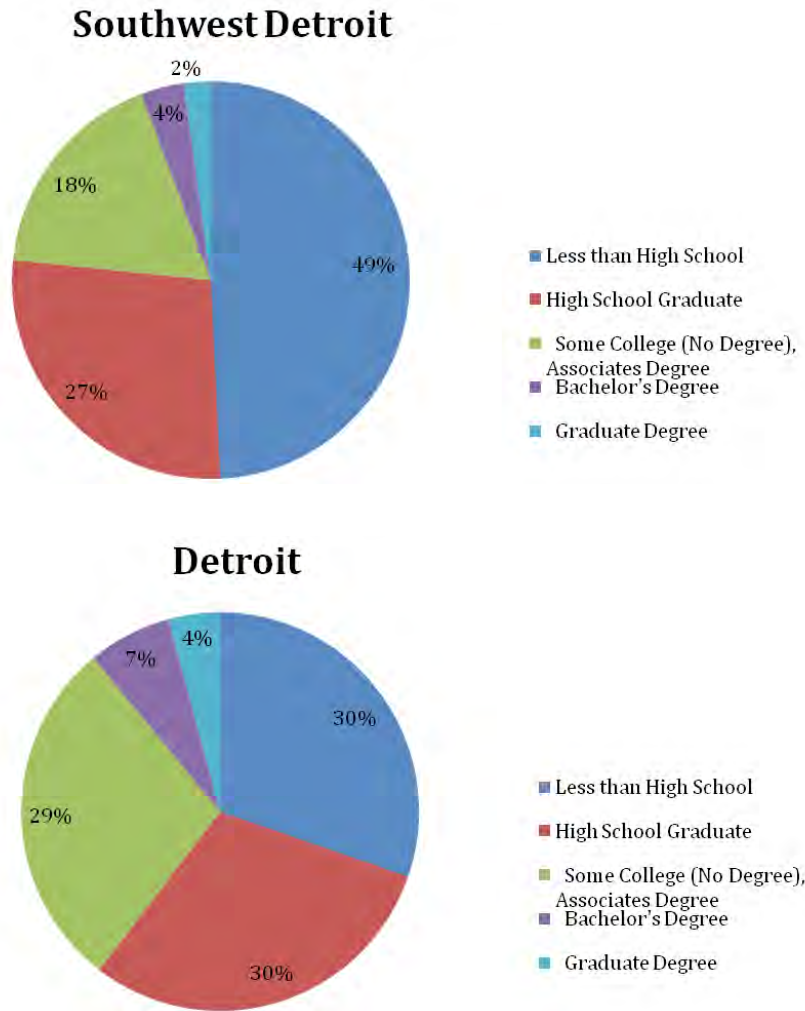
## TRANSPORTATION TO WORK

Not having access to a car makes finding employment more difficult. In the absence of a reliable public transit system, access to jobs necessitates the use of an automobile. In 2000, 87% of the employed residents in Southwest Detroit drove or carpooled to work, 4.8% walked, and 3.7% took the bus. These statistics indicate that having access to an automobile is highly correlated with being employed. However, 23% of the households in Southwest Detroit did not have access to automobiles, and therefore could only reach jobs within walking distance or along public transit routes. This illustrates one disadvantage that may face nearly a quarter of the households in Southwest Detroit and emphasizes the need for an increase in job opportunities close to residents' homes.<sup>10</sup>

## EDUCATION

The low level of educational attainment of Southwest Detroit residents will be a barrier to employment because most positions require at minimum a high school education. Figure 2.3 displays the educational levels for residents of Southwest Detroit and the city of Detroit in 2000.

**Figure 2.3. Education levels in Southwest Detroit and Detroit, 2000**



Source: U.S. Census Bureau, American FactFinder, Census 2000

## ISSUES ASSOCIATED WITH IMMIGRATION

Lack of English fluency and U.S. citizenship are two factors that may cause some Southwest Detroiters trouble in obtaining employment outside of their immediate Hispanic/Latino networks. A breakdown of English language skills is provided in Table 2.2, showing that nearly 19% of the Southwest Detroit working class speak little or no English.

**Table 2.2. Language use of Southwest Detroit working age population, 2000**

	Population	Percentage
18-64 years old	34147	100.0%
Speak only English	19320	56.6%
Speak Spanish	13960	40.9%
Speak Spanish; Speak English very well	4767	14.0%
Speak Spanish; Speak English well	2842	8.3%
Speak Spanish; Speak English not well; Speak English not at all	6351	18.6%

Source: U.S. Census Bureau, American FactFinder, Census 2000

Depending on legal status, some workers will have difficulty taking advantage of economic opportunities brought about by the DRIC and DIFT because the newly created jobs will require proof of U.S. citizenship or permanent residency, as well as English language and communication skills. Although lack of U.S. citizenship or permanent residency restricts immigrants' access



to many jobs, no data are available on the extent of this issue. As of the 2000 Census, 17.4% of Southwest Detroit residents were not citizens, but many may have green cards and are therefore eligible to work.

**WORK-RELATED SKILLS**

Although no data exist on the skills of Southwest Detroit residents, analyzing the workers employed in specific industries and occupations provides a way to gain insight about their skills. Tables 2.3 and 2.4 show the percentages of the local labor force employed in certain industries and occupations.<sup>11</sup>

**Table 2.3. Percentage of residents in the labor force employed in selected industries, 2000**

Industry	Southwest Detroit	Detroit
Accommodation and food services	8.1%	6.6%
Construction	12.6%	3.7%
Manufacturing	22.4%	18.8%
Retail trade	9.8%	9.5%
Transportation and warehousing	3.2%	5.1%
Utilities	0.9%	1.6%
Wholesale trade	3.0%	2.3%
Total	60.0%	47.6%

Source: U.S. Census Bureau, American FactFinder, Census 2000

**Table 2.4. Percentage of residents in the labor force employed in selected occupations, 2000**

Occupation	Southwest Detroit	Detroit
Building & grounds cleaning & maintenance occupations	8.8%	5.0%
Construction trades workers	12.2%	3.3%
Drafting, engineering, and mapping technicians	0.3%	0.3%
Food preparation and serving related occupations	6.6%	5.3%
Installation maintenance and repair occupations	3.1%	3.7%
Material moving workers	7.3%	4.9%
Motor vehicle operators	3.1%	3.2%
Rail water and other transportation occupations	0.2%	0.2%
Supervisors construction and extraction workers	0.3%	0.3%
Supervisors transportation and material moving worker	0.3%	0.2%
<b>Total</b>	<b>42.2%</b>	<b>26.4%</b>

Source: U.S. Census Bureau, American FactFinder, Census 2000

Compared to the percentage of employed residents in the city in 2000, Southwest Detroit’s labor force had a greater share of construction and manufacturing workers but a smaller percentage of workers employed in the transportation and warehousing industry (see Table 2.3). These industries were selected because the DRIC and DIFT will likely produce jobs in construction, infrastructure, warehousing, and manufacturing. Southwest Detroit also has a higher percentage of workers in material moving than does

the city as a whole (see Table 2.4). These occupations suggest existing skills in the local labor force that will provide employers with knowledgeable and trained workers when new jobs associated with DRIC and DIFT arise.

In sum, Southwest Detroit residents face several barriers to employment in their level of education, English competency and lack of U.S. citizenship or permanent residency. On the other hand, many have experience and skills related to construction and manufacturing, making Southwest Detroiters attractive for employment related to the DRIC and DIFT. Chapter 3 provides a further discussion of the specific construction-related job opportunities.

## NOTES

<sup>1</sup> State of Michigan Official Website. Mexicantown Community Development Corporation: Mission and Goals, 5, [http://www.michigan.gov/documents/hal/Mexicantown\\_186407\\_7.pdf](http://www.michigan.gov/documents/hal/Mexicantown_186407_7.pdf) (Accessed October 10, 2009).

<sup>2</sup> State of Michigan Official Website. Mexicantown Community Development Corporation: Mission and Goals, 5, [http://www.michigan.gov/documents/hal/Mexicantown\\_186407\\_7.pdf](http://www.michigan.gov/documents/hal/Mexicantown_186407_7.pdf) (Accessed October 10, 2009).

<sup>3</sup> U.S. Census Bureau, American FactFinder, <http://factfinder.census.gov/>, Census 1990 and 2000, (Accessed November 11, 2009).

<sup>4</sup> Applied Geographic Solutions (AGS) Variable Groups, DemographicsNow, <http://library.demographicsnow.com/AllocateOnline.srct>, (Accessed November 11, 2009).

<sup>5</sup> *DemographicsNow* is a commercial database purchased by University of Michigan. Its population and household projections are provided by AGS (Applied Geographic Solutions) Variable Groups based on a broad range of demographic characteristics. This plan uses the projected data to supplement the older 2000 census data. However, since the projections are based on over-simplified assumptions, the projections may differ considerably from the actual.

<sup>6</sup> Social Compact Inc., Detroit Neighborhood Market DrillDown: Catalyzing Business Investment in Inner-City Neighborhoods, Oct, 2007, [http://downtowndetroit.org/ddp/newsroom/Detroit\\_Drill\\_Down\\_Report.pdf](http://downtowndetroit.org/ddp/newsroom/Detroit_Drill_Down_Report.pdf) (Accessed December 11, 2009).

<sup>7</sup> State of Michigan Official Website. Mexicantown Community Development Corporation: Mission and Goals, 5, [http://www.michigan.gov/documents/hal/Mexicantown\\_186407\\_7.pdf](http://www.michigan.gov/documents/hal/Mexicantown_186407_7.pdf) (Accessed October 10, 2009).

<sup>8</sup> U.S. Census Bureau, American FactFinder, <http://factfinder.census.gov/>, Census 2000, (Accessed November 11, 2009).

<sup>9</sup> Michigan Department of Labor and Economic Growth, <http://www.milmi.org/>, (Accessed December 11, 2009).

<sup>10</sup> U.S. Census Bureau, American FactFinder, <http://factfinder.census.gov/>, Census 1990 and 2000, (Accessed November 11, 2009).

PAVING THE WAY

**CHAPTER 3**

CONSTRUCTION-RELATED JOBS



This chapter identifies the construction-related jobs associated with the Detroit River International Crossing and the Detroit Intermodal Freight Terminal and the ways residents of Southwest Detroit can position themselves to obtain these jobs. Construction-related jobs take place on the construction sites or relate directly to the construction of the projects such as work in design, land clearance, site drainage, building and landscaping.

Of the goals in Chapter 1, the goal associated with short-term construction jobs is:

Ensure that residents of Southwest Detroit receive construction-related jobs associated with the Detroit River International Crossing and the Detroit Intermodal Freight Terminal.

## CONSTRUCTION-RELATED JOBS

Table 3.1 illustrates the kinds of jobs associated with major infrastructure construction projects. Such projects will require a large number of workers who will work for several years.

### THE DRIC

The estimated construction expenditure for the DRIC, on the U.S. side, is approximately \$1.28 to \$1.49 billion over a period of 11 years. According to the Michigan Department of Transportation (MDOT), the Federal Highway

Administration (FHWA) estimates that every million dollars spent on construction each year will bring seven full-time jobs. Using this equation, they estimate that the construction of the DRIC will create over 12,000 jobs during the duration of construction (4000 jobs per year over three years of construction).<sup>1</sup>

In the Louisville metropolitan area, the Ohio River Bridges Project, begun in 2006 and scheduled for completion in 2024, provides a view of the types of construction jobs that a similar construction project created.<sup>2</sup> The \$4.1 billion

**Table 3.1 Jobs related to bridge construction**

Heavy equipment operator	Carpenter
Pipe layer	Cement finisher
Erosion/soil controller	Computer-aided designer
Highway designer	Right-of-way specialists
Structure designer	Geotechnical and topographical surveyor
Tunnel mechanic	Concrete handlers
Steel worker	Retaining walls
Signage installer	Storm water manager
Asphalt paver	Earth work remover
Land clearance worker	Tunnel borer
Dense grade and crushed stone workers	Environmental preservation professional
Traffic controller	Structural steel worker
Pile driver	Light installer
Landscaper	Noise mitigation specialist

Source: Ohio River Bridges website, Kentucky DBE Program – Opportunities

transportation project involves the reconstruction of a highway interchange and two other bridges. The project has created the types of jobs listed in Table 3.1.

### THE DIFT

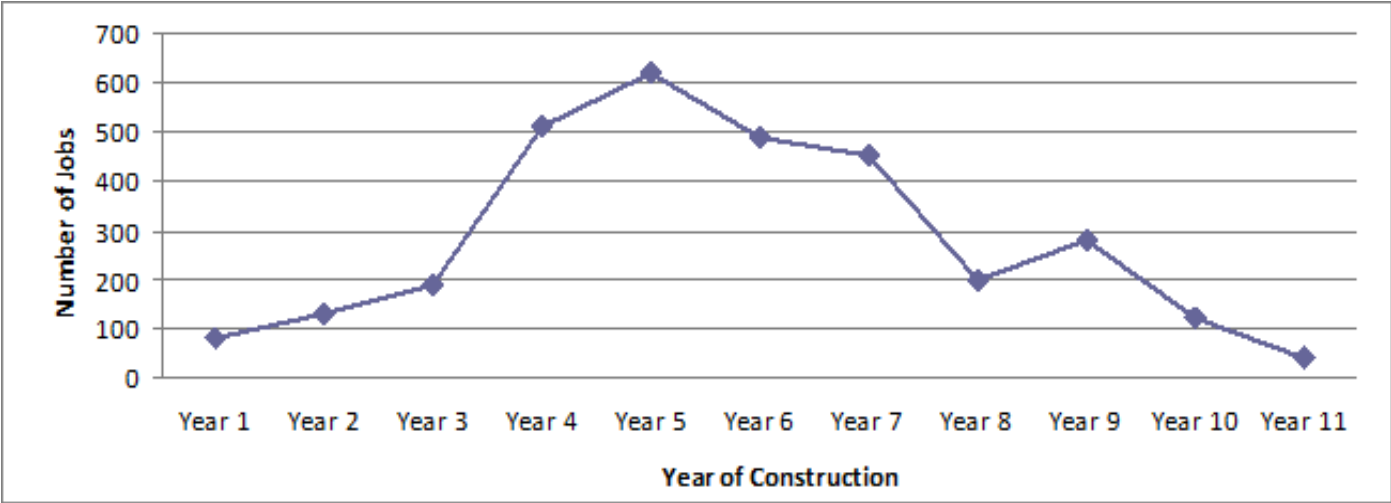
The DIFT project will create construction jobs similar to those for the DRIC project. MDOT does not provide any forecast about the total number of construction-related jobs during the construction period; however, they do note that the peak construction employment will occur in the fifth year of

construction, with 620 jobs (see Figure 3.1).<sup>3</sup>

### HOW TO GET A CONSTRUCTION JOB

Before MDOT begins the construction of the DRIC and the DIFT expansion, they will request bids from general contractors. Depending on the size of the job, the winning contractor will have employees and do the work themselves, or they will hire subcontractors who then hire from a union hall. Contractors sign a contract with each trade union, governing the hiring process. Generally,

**Figure 3.1. Projected numbers of construction jobs created by DIFT in each year of the construction period**



Source: Michigan Department of Transportation, "DIFT Summary," [http://www.michigan.gov/mdot/0,1607,7-151-9621\\_11058\\_26215---,00.html](http://www.michigan.gov/mdot/0,1607,7-151-9621_11058_26215---,00.html) 2005, 1-9.

subcontractors call the local union and list the qualifications that someone would need for a particular job. When trying to find a job, union members sign a list at their local union hall and become part of a queue in order of first-come, first-serve. Contractors hire from this list, choosing the first qualified person. Some contractors bring union workers from outside of the local area; each trade has varying ratios of numbers of outside workers to local workers.<sup>4</sup>

Construction trades have few educational or professional knowledge requirements for an entry-level job, though most construction jobs are physically demanding. According to the Bureau of Labor Statistics, entry-level construction workers need only a high school diploma or equivalent education and good physical fitness. They must be at least 18 years old and preferably have a driver's license.<sup>5</sup> Other desirable qualifications include the ability to solve arithmetic problems quickly and accurately, military service, and a good work history. As entry-level workers move along the career ladder, computer skills and communication skills become increasingly important. Employers favor applicants who speak English well.

In addition, construction jobs on large transportation projects are often unionized. Therefore, joining the construction unions is the most important step for Southwest Detroit residents to access these construction jobs. For Southwest Detroit residents who have little construction experience, apprenticeship programs offer the best opportunity for joining construction unions. The Laborers' International Union of North America (LIUNA) has the

highest percentage of minority apprentices and is the least skilled of the construction unions, making it a good point of entry for many Southwest Detroit residents who may not have prior experience. Members of the Laborers' Union work in environmental remediation or commercial, highway, or underground construction.<sup>6</sup>

### HOW TO BECOME AN APPRENTICE

The first step in becoming a unionized construction worker is to become an apprentice in a specific trade. A person wishing to become an apprentice can do so in two ways. The first way is to be hired by an employer, who then registers the worker as an apprentice with the local union. The second is to go directly to the local union. All unions have different requirements to become an apprentice, but the minimum qualifications for most apprenticeships are:<sup>7</sup>

- Must be at least 18 years of age.
- Must be physically able to perform the work of the trade.
- Must be a high school graduate or have a GED.
- Must be able to read and write in English.
- Must possess a valid and current driver's license.
- Must submit to a drug test in compliance with current drug testing standards.

Most trades require no prior experience to become an apprentice, and only a small fee is required for registration. As of January 2010 the local Laborers'

Union in the Lansing region (Local 998) is not accepting new apprentices, because not enough work exists for the current apprentices.<sup>8</sup> However, under normal circumstances, a union places no limit on the number of apprentices.<sup>9</sup>

**Figure 3.2. Apprentices of the Operating Engineers Union in Southeast Michigan learn how to use heavy construction equipment**



Source: Management and Unions Serving Together, "Careers in the Building Trades: Southeast Michigan Apprentice Schools," [www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf](http://www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf).

## BARRIERS TO EMPLOYMENT

Residents of Southwest Detroit face several barriers to obtaining short-term jobs. Among these are limited education, lack of work permits, and language barriers (see Chapter 2 for more details). Currently, unemployment in construction fields is high. The high unemployment will limit the number of jobs available to Southwest Detroiters previously not employed in the construction sector. This is because contractors will re-hire previously employed workers before hiring any new workers. Regardless of economic circumstances, training programs and union membership are the first steps to providing Southwest Detroit residents with opportunities that could allow them to compete for these jobs.

## RECOMMENDATIONS

The following recommendations outline ways to connect Southwest Detroit residents to construction jobs, through training and union membership, local hiring, and increasing the number of Disadvantaged Business Enterprises.



## CREATE A PRE-APPRENTICESHIP PROGRAM IN SOUTHWEST DETROIT

Create a pre-apprenticeship program in Southwest Detroit to prepare residents for apprenticeships in the appropriate trade unions.

Pre-apprenticeship programs help residents obtain a GED, improve English-language skills, and prepare overall for apprenticeship work. Three pre-apprenticeship programs exist near Southwest Detroit.<sup>10</sup> One focuses

on road construction and another on the building trades; the latter is comprehensive. However, a pre-apprenticeship program should be developed in Southwest Detroit to prepare residents for apprenticeships with the unions whose members will work on the DRIC and the DIFT. This program could be temporary, to recruit Southwest Detroit residents for DRIC and DIFT construction. Union apprenticeship programs, such as the Michigan Laborers' Training and Apprenticeship Institute, draw directly from these programs in recruiting new apprentices.

Organizations that already provide basic skill training, such as SER Metro and other organizations listed in Chapter 7, could establish a pre-apprenticeship program. First, they would identify the unions whose workers will build the DRIC and the DIFT. As suggested above, the Laborers' Union will be an

**Figure 3.3. A training class in session at SER Metro in Southwest Detroit**



Source: SER Metro, <http://www.sermetro.org/learningacademy.html>.

important target union for Southwest Detroiters. Other unions may include Cement Masons, Iron Workers, Millwrights, and Operating Engineers. The organization, Management and Unions Serving Together, provides an overview of the different unions, their apprenticeship programs, and contact information for local halls.<sup>11</sup> After finding out which unions will be involved, a training organization can contact those unions and work with their apprenticeship programs to develop a pre-apprenticeship curriculum. Creating a successful pre-apprenticeship program will build relationships with the unions, involve them in the creation of the pre-apprenticeship

program, and encourage them to recruit from Southwest Detroit.

## NEGOTIATE LOCAL HIRING

[Negotiate for a local hiring agreement, either by itself or as part of a Project Labor Agreement.](#)

One way to ensure that residents benefit from public investment is through local hiring provisions, which guarantee a certain percentage of jobs to local residents. A federal policy prohibits local hiring preferences on transportation construction projects funded by the Federal Highway Administration (FHWA).<sup>12</sup> However, segregating portions of the projects' funding so local hiring provisions can apply to the portion of the construction project funded by non-FHWA money is possible. The Alameda Corridor Jobs Coalition (ACJC) in California applied this strategy to develop a stand-alone agreement for local hiring (see Figure 3.4). In lieu of a stand-alone agreement, a Project Labor Agreement (PLA) or a Community Benefits Agreement (CBA) could include provisions for local hiring. The following sections focus on stand-alone agreements and PLAs as potential ways to implement local hiring preferences in Southwest Detroit.

Building strong alliances and organizing residents are two key components of nearly all successful local hiring programs. The members of the ACJC, for example, spent many hours building relationships with unions, elected

representatives, and other allies. Furthermore, they held numerous rallies and press conferences where hundreds of residents turned out to demonstrate their commitment to the issue (see Figure 3.4).<sup>13</sup> Community-based organizations and trade unions both stand to benefit by forming alliances. Community-based organizations want local residents to receive high-quality training and union jobs, while unions want contractors to hire local union members for a project. Both unions and community-based organizations want to ensure that new apprentices are well-qualified for union jobs. The unions provide the jobs, and the apprenticeship training programs necessary to qualify for the jobs, while community groups often provide the organizing and mobilization efforts necessary to secure union jobs for local residents.<sup>14</sup> In addition, broad support from Southwest Detroit churches, non-profits, local businesses, and residents can assert needed political pressure. As both the DRIC and the DIFT are publicly funded projects, public officials and representatives need to be held accountable to ensure that the public dollars provide investment in the Southwest Detroit. Community support should be visible with residents organizing rallies and marches to draw attention to the issue.<sup>15</sup> See Figure 3.4 for more detail on how organizing can be used successfully in negotiating for local hiring.

Another common issue with any local hiring program is determining who is "local." According to the Partnership for Working Families, programs are more politically feasible when they focus on reducing poverty, rather than merely hiring local residents.<sup>16</sup> The examples of local hiring programs reviewed by the Partnership for Working Families used a number of different definitions

including:

- Workers who lost their jobs and/or residents who were displaced as a result of the development;
- Residents living within three miles of the development site;
- Residents of low-income households;
- Residents of particular census tracts, neighborhoods or zip codes that can be defined as low-income based on census data or other economic indicators, including those that have poverty rates or unemployment rates that exceed the state's rates by a specified amount; and
- Residents of the Local Impact Area (applies most directly to development or modernization efforts that may have distinct and measurable negative impacts on the immediate neighborhoods, either as a result of noise or air pollution or other cause).

Many of the programs set up tiers of targeted applicant pools, giving higher

#### **Figure 3.4. Case Study: The Alameda Corridor local hire agreement**

Local hiring programs can be developed as stand-alone agreements. The Alameda Corridor Jobs Coalition serves as a case study for this approach. In 1998 a coalition of organizations and service providers in Los Angeles County secured a commitment from the Alameda Corridor Transportation Authority (ACTA) to train and hire local residents for the Alameda Corridor—at that time, the largest public works transportation project in the country. FHWA funded most of the project, but state and private sources funded the mid-corridor section. The local hire agreement only applied to the mid-corridor section, which was expected to cost \$750 million and produce over 3,000 jobs.<sup>17</sup> The ACTA agreed to train 1,000 residents for construction-related jobs and to guarantee that residents from the affected communities would perform 30 percent of construction work hours on the Alameda Corridor project.<sup>18</sup> Of the 1,000 jobs, 650 were for pre-apprentices to graduate and enroll in apprenticeships and 350 were for non-trades related construction jobs. The ACJC attributes their success to research, relationship-building, disciplined organizing, and mass mobilization that led to broad public support.

The implementation of the local hiring program demanded great effort from many parties. ACJC had built relationships with most of these during their initial organizing. ACJC created a separate organization to handle the outreach, hiring, and training of local residents. ACJC estimated that the training would cost \$7.5 million over three years. During the research phase, ACJC built a relationship with the Carpenters Union, which ran its own training program and was receptive to providing training to Corridor residents for the project. A small, minority-owned business contracted with ACJC to do the non-trades training. Furthermore, ACJC contracted with eight community-based organizations to serve as intake sites, distributing information, maintaining participant records, and holding orientations.<sup>19</sup> ACJC has published a manual, “Replicating Success,” which provides much more detail on the implementation of a local hiring program.

priority to more narrowly defined neighborhoods where poverty is concentrated but including residents of low-income neighborhoods and households throughout the city in lower priority tiers.<sup>20</sup>

## PROJECT LABOR AGREEMENTS

Project Labor Agreements (PLAs) set out the basic terms and work conditions for a particular construction project in order to prevent delays and work stoppages, while ensuring good working conditions and labor relations.<sup>21</sup> In general, developers, contractors, and labor organizations sign PLAs. An Executive Order signed by President Obama (February 6, 2009) encourages any project receiving federal funding to use a PLA to “provide structure and stability to large-scale construction projects, thereby promoting the efficient and expeditious completion of Federal construction contracts.”<sup>22</sup> Section 5 of the Executive Order, however, states that “the order does not require an executive agency to use a project labor agreement on any construction project.”<sup>23</sup> Thus, the Executive Order encourages but does not mandate MDOT or any federal agencies to enter into a PLA. A PLA could, however, be negotiated for both the DRIC and the DIFT.

Increasingly, community-labor partnerships have been working to incorporate local hiring provisions into PLAs. However, because federal regulations prohibit local hiring preferences for FHWA-funded projects, incorporating local hiring into a PLA will require some creativity. Julian Gross,

**Figure 3.5. Community groups demonstrate on behalf of incorporating local hiring into the MAPLA**



Source: Aditi Vaidya, “Clean Air, Good Jobs: Green-Brown Alliance for Worker and Community Rights,” <http://www.urbanhabitat.org/rights/port>.

Director of the Community Benefits Law Center, suggests either creating one PLA for the whole project, with the local hiring applying only to the non-FHWA-funded portions, or creating separate PLAs for the two parts of the project. If only one PLA exists, the FHWA may suggest that the local hiring prohibition applies to the whole project. Creating two PLAs reinforces the argument that the portions are two, separately funded projects.<sup>24</sup>

From 2001 through 2008, the Port of Oakland implemented the Maritime and Aviation Project Labor Agreement (MAPLA), which covered \$1.5 billion dollars' worth of large infrastructure projects at the Port and included strong local hiring requirements.<sup>25</sup> Like the Alameda Corridor case, this effort also required building strong relationships, especially between the community-based organizations and labor, and organizing for broad community support. The Coalition for an Accountable Port (CAP) formed to organize in favor of including local hiring (along with other equitable community benefits) within the PLA. The Coalition included faith- and community-based organizations, students, labor organizations, and residents of the cities surrounding the port. They met every couple of weeks, with law students providing organizational and administrative support. CAP organized members to attend town hall and Port Commission meetings, often with hundreds of members turning out to demonstrate support for local hiring. They also wrote editorials, organized demonstrations, gave presentations to different organizations that were not part of the coalition, and met one-on-one with each member of the Port Commission. CAP was very motivated to push for local hiring because residents were "desperately in need of jobs" and wanted to be a part of the \$1.5 billion dollars' worth of work that was taking place in their city.<sup>26</sup>

Local hiring was included in the MAPLA due to community organizing efforts and the support of labor unions and port officials. Labor unions wanted support from local residents because they needed to replenish their ranks, as many people were retiring from the trades. They also wanted to ensure that new apprentices were well-qualified and prepared, leading to their support

of pre-apprenticeship and other training programs. For those reasons, labor unions reached out to CAP in supporting the PLA. Further support for the PLA came from the port attorney at the time, David Alexander, who understood the politics and dynamics of the situation. The Port wanted a PLA to ensure uninterrupted work on the huge infrastructure project, but they were also sensitive to needs of local residents. Having the support of an attorney inside the port organization helped CAP understand the legalities of the PLA and helped them understand what provisions would be politically feasible.<sup>27</sup>

The final MAPLA set specific goals for the hiring of residents from the Port's Local Impact Area (LIA) and the Local Business Area (LBA). The LIA included the immediately impacted city of Oakland and the four surrounding cities, while the LBA included the larger two-county region.

The targeting goals were:

- 50% of hours worked by residents of the LIA, if capable and willing workers were available. If the contractor could not identify LIA resident apprentices, LBA residents served as the next choice to meet this goal.
- 50% of the hours worked by a combination of capable and willing residents of the LIA/LBA if the first goal could not be achieved.
- 20% of the hours worked by available, capable and willing apprentices who resided in the LIA. If the contractor could not identify LIA resident apprentices, LBA residents could meet this goal.<sup>28</sup>

The MAPLA laid out a detailed implementation plan. A committee of Port staff, contractors, labor union representatives and community advocates

evaluated each contractor's compliance with these requirements.<sup>29</sup>

As of 2007, outcomes of the MAPLA included:<sup>30</sup>

- 31% of all hours worked by LIA/LBA residents
- 12.8% of all hours worked by LIA/LBA apprentices
- 6.2% of all hours worked by LIA/LBA resident apprentices

One major difference between the context in which CAP was organizing and the context of Southwest Detroit is that in 2001, the labor unions needed to recruit new members, while today, many union members are unemployed. However, local unions would still be interested in securing jobs for their members and ensuring that new recruits are well-qualified and prepared. Union support is necessary for successfully negotiating for and implementing local hiring, so organizers in Southwest Detroit need to engage the unions and demonstrate how unions can benefit from such an agreement.

## COMMUNITY BENEFITS AGREEMENTS

Community Benefits Agreements (CBAs) are contracts negotiated between developers and a coalition of community members that exchange benefits in the impacted area for support for the project.<sup>31</sup> CBAs aim to limit adverse effects on neighborhoods. CBAs ensure both short and long-term benefits result and could include provisions for local hiring for construction jobs. See Chapter 6, which discusses CBAs.

## INCREASE THE NUMBER OF LOCAL DISADVANTAGED BUSINESS ENTERPRISES

Increase the number of Southwest Detroit businesses certified as Disadvantage Business Enterprises.

**Figure 3.6. The DBE program gives women and minority owned businesses preference in securing federal construction contracts by guaranteeing a percentage of the funds**



Source: New York DOT, "DBE Program," <https://www.nysdot.gov/recovery/dbe>.

The U.S. Department of Transportation administers the Disadvantaged Business Enterprise (DBE) program. The program assists businesses owned by minorities and women and ensures “nondiscrimination in the award and administration of DOT-assisted contracts in the Department’s highway, transit, airport, and highway safety financial assistance program.”<sup>32</sup> Ten percent of total state funds authorized for highway and transit programs must go to DBEs. The responsibility of DBE inclusion lies with the Michigan Department of Transportation. Both the DRIC and DIFT will receive federal funding, which means that MDOT will likely award a percentage of construction contracts to certified DBEs.

#### HOW TO BECOME DBE CERTIFIED

Firms seeking DBE certification must fill out the DBE Uniform Certification Application for Michigan. The application, available in both English<sup>33</sup> and Spanish,<sup>34</sup> provides a “Road Map” for potential DBE applicants and lists the following as qualifications for DBE approval:

- Firm must be at least 51%-owned by a socially and economically disadvantaged individual(s) who also controls the firm;
- Owner must be a U.S. citizen or permanent resident of the U.S.;
- Firm is a small business that meets the Small Business Administration’s (SBA’s) size standard and does not exceed \$22,410,000 in gross annual receipts; and
- Firm is organized as a for-profit business.<sup>35</sup>

If all of the above criteria are met, a business may be eligible to participate in the U.S. DOT DBE Program, if it demonstrates operational control, managerial control, and independence, as defined in the program procedures, and submits other information requested on the application. After receiving the application and other information, MDOT will conduct a site visit before certifying the business. Businesses can submit the application free of charge. Three locations exist in Detroit where businesses can be certified: SMART, Wayne County Human Relations Division, and the Detroit Department of Transportation. After certification, MDOT offers supportive services through the DBE Educational Training Program, which is designed to supplement and enhance the efforts of DBE firms in their pursuit of education, training, and professional skill development.<sup>36</sup> MDOT currently offers a DBE resource room in the Mexicantown Welcome Center, holds training programs for registered DBEs.

#### HOW TO INCREASE THE NUMBER OF LOCAL DBES

Construction-related businesses in Southwest Detroit could benefit from receiving DBE contracts. A DBE directory dated June 9, 2006, lists only four DBEs in each of the 48209 and 48210 zip codes, and three in the 48217 zip code.<sup>37</sup> Assisting businesses in navigating the DBE application process is an important task. As the major advocate for local businesses, Southwest Detroit Business Association (SDBA) could lead this effort. MDOT is responsible for registering DBEs, so they should also assist in the DBE application process. The Michigan Minority Business Development Council (MMBDC), located in

Midtown Detroit, could also assist SDBA with this effort.

To increase the number of registered DBEs in Southwest Detroit, SDBA could take the following steps:

- 1) Create an updated inventory of what DBEs currently exist in the area.
- 2) Determine which additional local businesses could potentially become DBEs.
- 3) Establish an outreach strategy to notify business owners of their potential DBE status, as well as the benefits of DBE participation.
- 4) Assist business owners seeking DBE status with the application procedure either through individual meetings or group training sessions.

## CONCLUSION

The recommendations provided in this chapter identify several ways in which local residents can connect to construction-related jobs associated with the DRIC and the DIFT. Community-based organizations and coalitions can ensure more construction-related jobs for Southwest Detroiters by enrolling residents in union apprenticeships, negotiating for local hiring, and qualifying more Southwest Detroit businesses to secure construction contracts. Registering local businesses as DBEs also ensures that more spending will stay in Southwest Detroit and will allow for the potential expansion of other

businesses, thus creating more jobs.

While major infrastructure projects such as the DRIC and DIFT will create construction-related job opportunities in Southwest Detroit, such projects may harm existing local businesses due to re-routed traffic and limited access to business corridors. Chapter 4 identifies ways that Southwest Detroit can protect existing businesses from the adverse effects of construction and promote patronage of local businesses.

## NOTES

<sup>1</sup> 12,000 jobs is based on 4,000 jobs per year over three years of construction. Michigan Department of Transportation, “Final Environmental Impact Statement,” Detroit River International Study, [http://www.partnershipborderstudy.com/reports\\_us.asp#feis](http://www.partnershipborderstudy.com/reports_us.asp#feis).

<sup>2</sup> Ohio River Bridges Project, The Project: Schedule and Cost. <http://www.kyinbridges.com/project/schedule-and-cost.aspx>.

<sup>3</sup> Michigan Department of Transportation, “DIFT Summary,” [http://www.michigan.gov/mdot/0,1607,7-151-9621\\_11058\\_26215---,00.html](http://www.michigan.gov/mdot/0,1607,7-151-9621_11058_26215---,00.html) 2005, p 1-9.

<sup>4</sup> Daryl Gallant and Lynn Coleman of the Michigan Laborers’ Training and Apprenticeship Institute, Phone conversation with Chelsea Burket, January 8, 2010.

<sup>5</sup> Kaimahi Hanga Rori, “Roading Construction Worker - How to get into this job,” Career Services, <http://www.careers.govt.nz/default.aspx?id0=30103&id1=J54445>.

<sup>6</sup> Daryl Gallant and Lynn Coleman of the Michigan Laborers’ Training and Apprenticeship Institute, Phone conversation with Chelsea Burket, January 8, 2010.



<sup>7</sup> Management and Unions Serving Together, “Careers in the Building Trades: Southeast Michigan Apprentice Schools,” [www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf](http://www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf).

<sup>8</sup> In Detroit, contact Local 1191 @ 313-894-2241 or Local 334 @ 313-964-7481.

<sup>9</sup> Daryl Gallant and Lynn Coleman of the Michigan Laborers’ Training and Apprenticeship Institute, Phone conversation with Chelsea Burket, January 8, 2010.

<sup>10</sup> Henry Ford Community College, Road Construction Apprenticeship Readiness Program (part of No Worker Left Behind initiative), and A. Philip Randolph Career & Technical Training Center.

<sup>11</sup> Management and Unions Serving Together, “Careers in the Building Trades: Southeast Michigan Apprentice Schools,” [www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf](http://www.mustonline.org/formsanddocs/Apprentice%20Schools%20Booklet.pdf).

<sup>12</sup> Federal Highway Administration, Chief Counsel. Memorandum: Local Hiring Preferences. <http://www.fhwa.dot.gov/programadmin/contracts/042094.cfm>. April 20, 1994.

<sup>13</sup> Lisa Ranghelli, “Replicating Success – The Alameda Corridor Job Training and Employment Program: A Replication Manual for Winning and Implementing Community-based Programs on Public Construction Projects,” <http://www.communitybenefits.org/downloads/Replicating%20Successpdf.pdf> 2002, p 6.

<sup>14</sup> Kate Rubin and Doug Slater, “Winning Construction Jobs for Local Residents: A User’s Guide for Community Organizing Campaigns,” <http://www.communitybenefits.org/downloads/Winning%20Construction%20Jobs.pdf> July 2005, p 17.

<sup>15</sup> For more on this topic, see Kate Rubin and Doug Slaters “Winning Construction Jobs for Local Residents: A User’s Guide for Community Organizing Campaigns.”

<sup>16</sup> The Partnership for Working Families, “Targeted Hiring and First Source Referral Systems,” <http://www.communitybenefits.org/article.php?list=type&type=182>.

<sup>17</sup> Ranghelli, Replicating Success, p 7.

<sup>18</sup> Ranghelli, Replicating Success, p 4.

<sup>19</sup> Ranghelli, Replicating Success, p 9.

<sup>20</sup> Kathleen Mulligan-Hansel, “Making Development Work for Local Residents: Local Hire Programs and Implementation Strategies That Serve Low-Income Communities,” <http://www.communitybenefits.org/downloads/Making%20Development%20Work%20for%20Local%20Residents.pdf>, July 2008, p 26.

<sup>21</sup> The Partnership for Working Families, “Project Labor Agreements and Targeted Hiring,” <http://www.communitybenefits.org/article.php?list=type&type=198>.

<sup>22</sup> The White House. Executive Order: Use of Project Labor Agreements for Federal Construction Projects. [http://www.whitehouse.gov/the\\_press\\_office/ExecutiveOrderUseofProjectLaborAgreementsforFederalConstructionProjects/](http://www.whitehouse.gov/the_press_office/ExecutiveOrderUseofProjectLaborAgreementsforFederalConstructionProjects/).

<sup>23</sup> Ibid.

<sup>24</sup> Julian Gross, Director, Community Benefits Law Center, email with authors, January 5, 2010.

<sup>25</sup> Partnerships of Working Family, “Project Labor Agreements and Targeted Hiring,” <http://www.communitybenefits.org/article.php?list=type&type=198>.

<sup>26</sup> Bernida Reagan, Coalition for an Accountable Port, phone conversation with authors, January 8, 2010.

<sup>27</sup> Ibid.

<sup>28</sup> The Partnership for Working Families, “Examples of Targeted Hire Programs (Construction Jobs),” Summary of Maritime and Aviation Project Labor Agreement, Social Justice Program, Contractor Information packet, <http://www.communitybenefits.org/downloads/Project%20Labor%20Agreement.pdf>.

<sup>29</sup> The Partnership for Working Families, “Project Labor Agreements and Targeted Hiring,” <http://www.communitybenefits.org/article.php?list=type&type=198>.

<sup>30</sup> Ibid.

<sup>31</sup> Patricia Salkin and Amy Levine. Understanding Community Benefits Agreements: Equitable Development, Social Justice and Other Considerations for Developers, Municipalities and Community Organizations. 26 UCLA J. ENVTL. L. & POL’Y 291 (2008), 293.

<sup>32</sup> U.S. Department of Transportation, “Disadvantaged Business Enterprise,” <http://www.dotcr.ost.dot.gov/asp/dbe.asp>.

<sup>33</sup> Michigan Unified Certification Program. Michigan Disadvantaged Business Enterprise Certification Application. April 2009. <http://mdotwas1.mdot.state.mi.us/public/web-forms/public/0166B.pdf>, 3.

<sup>33</sup> Michigan Unified Certification Program. Michigan Disadvantaged Business Enterprise Certification Application. April 2009. <http://mdotwas1.mdot.state.mi.us/public/web-forms/public/0166S.pdf>.

<sup>34</sup> Michigan Unified Certification Program. Michigan Disadvantaged Business Enterprise Certification Application. April 2009. <http://mdotwas1.mdot.state.mi.us/public/web-forms/public/0166B.pdf>, 3.

<sup>35</sup> Michigan Department of Transportation. Disadvantaged Business Enterprise Program Procedures. July 10, 2009. [http://www.michigan.gov/documents/mdot/Program\\_Procedures\\_275690\\_7.pdf](http://www.michigan.gov/documents/mdot/Program_Procedures_275690_7.pdf), 9.

<sup>36</sup> Michigan Unified Certification Program. Michigan Disadvantaged Business Enterprise Directory. <http://www.waynecounty.com/mygovt/humanrelations/docs/DBDirectory.pdf>.

PAVING THE WAY

**CHAPTER 4**

PROTECTING AND PROMOTING LOCAL  
BUSINESSES



Construction projects affect existing local businesses as well as the construction-related job opportunities discussed in Chapter 3. For example, lane closures and detours associated with construction often reroute traffic away from business corridors. Potential customers of Southwest Detroit could experience limited access to local shops and restaurants, resulting in a decline in business revenues. In addressing these issues, this chapter relates to the following goal:

**Protect local businesses from adverse effects of construction and promote patronage of local businesses.**

This chapter begins with a summary of the plans for constructing and reconfiguring roadways for both the DRIC and the DIFT and then suggests how those plans could affect access to local businesses. The recommendations suggest options for minimizing the negative impacts, while also promoting Southwest Detroit businesses to local and regional shoppers, tourists, and construction workers.

## CONSTRUCTION PLANS AND AFFECTED AREAS

Two main considerations exist regarding the areas the DRIC and the DIFT construction will affect. First, the effects will differ, depending on what roads will be reconfigured and where construction will take place. The areas potentially affected the most are outlined below. The fact that construction will be happening in Southwest Detroit may be enough to keep regional shoppers and tourists from visiting the area. The thought of getting delayed or lost will cause some people to shift their travel patterns – a shift that

can be difficult to reverse once construction is over. For that reason, the recommendations this chapter offers should consider ways to protect all business in Southwest Detroit, while recognizing that construction and changes to roadways may affect the areas outlined below the most. Second, although construction has the potential to harm area businesses, it may also benefit some. New short-term businesses, such as food vendors, could open to cater to the construction workers. Though it is beyond the scope of this plan, analyzing where that potential exists and planning for it in advance could provide Southwest Detroit residents with economic opportunities.

## CHANGES IN ROADWAYS RESULTING FROM THE DRIC

MDOT has outlined the following permanent changes to the existing roadways in order to connect the DRIC plaza with I-75. Figure 4.1 provides a diagram of these changes.

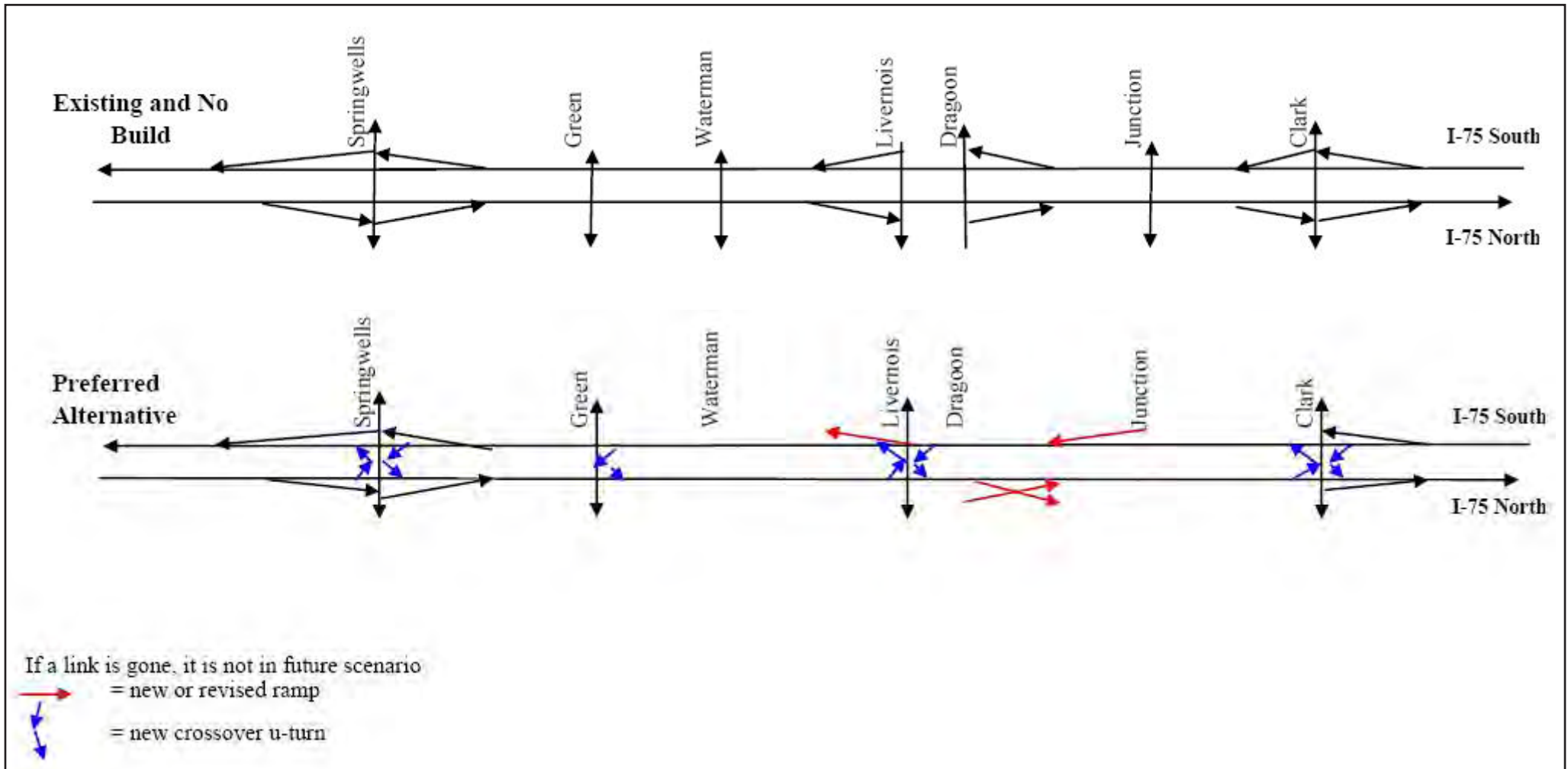
### Southbound I-75

- Exit to Dragoon/Livernois will shift south past Livernois, so some traffic might exit farther north at Clark Street.
- Exits to Clark Street and Springwells will remain open.
- Clark Street entrance will shift to near Junction.
- Livernois entrance will close.

### Northbound I-75

- Livernois/Dragoon exit will shift north to Campbell. Clark Street will likely draw more neighborhood traffic because it will be the only east-side connector to I-75

Figure 4.1. Proposed changes to I-75 interchanges due to the DRIC



Source: U.S. Department of Transportation Federal Highway Administration and Michigan Department of Transportation, FEIS: Detroit River International Crossing Study, (2008), 3-95.

### Fort Street

- Temporary detours while bridges connecting the plaza to/from I-75 are built over Fort Street.<sup>1</sup>

### IMPLICATIONS FOR BUSINESSES

To expedite construction, MDOT may close sections of I-75 during construction of the connections between I-75 and the DRIC. Regardless, construction will obstruct the flow of traffic into Southwest Detroit; the interchanges at Clark and Livernois are major access points to Southwest Detroit. Depending on how traffic is rerouted, these obstructions to traffic will either help or hinder local businesses along Bagley and West Vernor Highway.

### CHANGES IN ROADWAYS RESULTING FROM THE DIFT

MDOT has outlined the following permanent changes to the existing roadways in order to expand the DIFT.<sup>2</sup>

### Central and Lonyo

- Central Avenue will be reconfigured so that it does not intersect with the DIFT yard, but instead is an underpass.
- Lonyo Avenue will close on both sides of the rail yard
- A cul-de-sac on Lonyo at the south side of the DIFT will maintain access to the businesses located on Lonyo between Dix Avenue and the rail yard.
- The new perimeter road will reroute traffic that currently uses Lonyo Avenue to Central Avenue.

### John Kronk

- John Kronk Street will be eliminated from Stecker Street to Martin to accommodate expansion of the rail yard to the north.
- A new perimeter road for local traffic will be built on the north side of the DIFT to preserve the east-west connection that John Kronk Street currently provides.
- Truck traffic will use I-94 at Livernois to gain access to the terminal on the east, and Wyoming Avenue/Michigan Avenue to gain terminal access on the west.

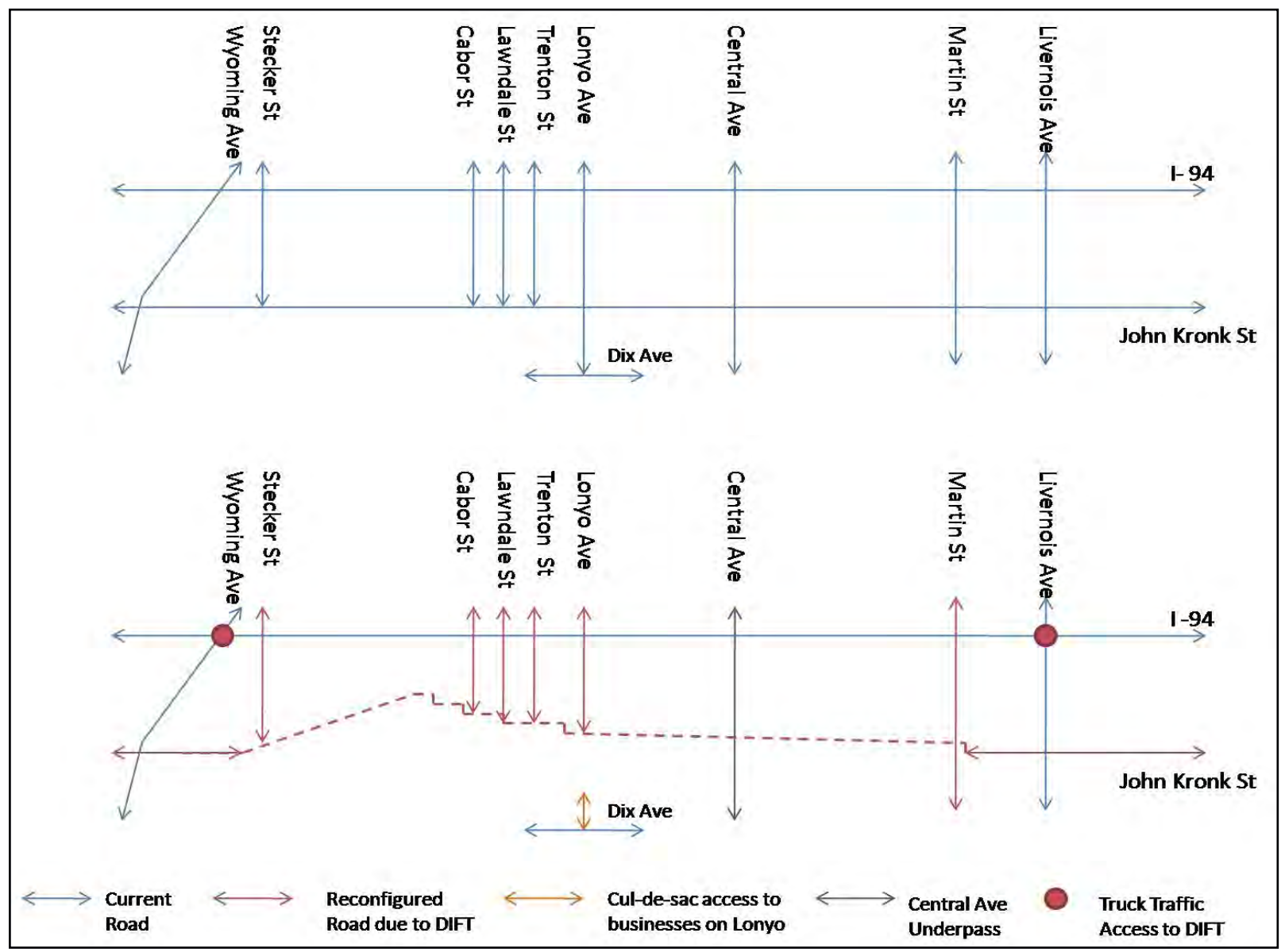
### Livernois Avenue

- New ramps at the I-94/Livernois Avenue interchange will facilitate more efficient movement of truck traffic.
- Modifications to the existing Norfolk Southern intermodal facility exit will force truck traffic to I-94 rather than south through the residential neighborhoods. The DRIC plans to eliminate the current I-75/Livernois-Dragon interchange will reinforce this.

### IMPLICATIONS FOR BUSINESSES

These changes will affect the flow of traffic to and within Southwest Detroit. Central Avenue is a major north-south connector between Michigan Ave. and W. Vernor Highway, and construction on Central could inhibit the flow of traffic to businesses located on these streets. Construction at the I-94/Livernois interchange may further interfere with the flow of traffic to businesses around the intersection of Livernois and Michigan Avenues.

Figure 4.2. Proposed changes to I-94 and John Kronk due to the DIFT



Source: FHWA and MDOT, Preferred Alternative Report: Detroit Intermodal Freight Terminal, 3-1.  
Map created by Fanbu Shen



### RECOMMENDATIONS

A number of approaches could protect and reinforce local businesses in the affected areas and all of Southwest Detroit. Four recommendations, discussed below, could achieve the goal of protecting and promoting local businesses.

### PLAN FOR DETOUR ROUTES

In order to protect local businesses, the Southwest Detroit Business Association could work with MDOT to plan construction detours. SDBA has key knowledge about local travel patterns and visitors' routes into Southwest Detroit. This information could inform MDOT's decisions about how to reroute traffic. A plan for protecting local businesses through appropriate detour routing could:

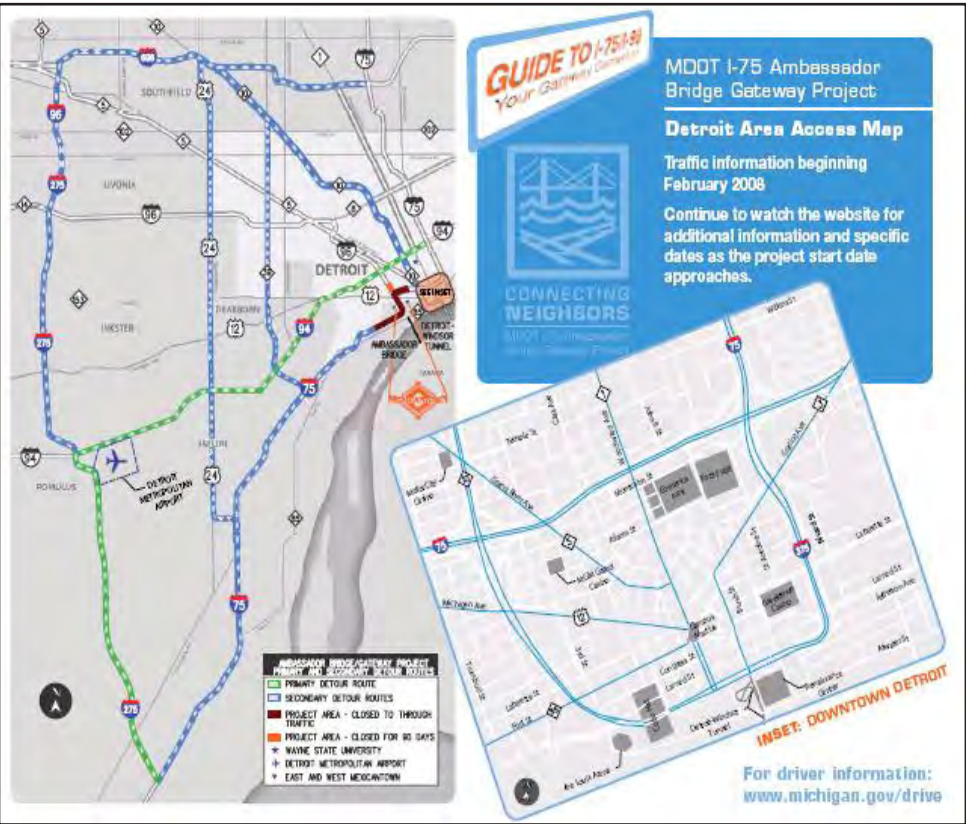
- Give businesses a say in whether MDOT closes down roads (thus expediting the construction process) or leaves a lane of traffic open (allowing better access to businesses but delaying the construction phase);
- Incorporate resident input on how detour routes could affect residential streets;
- Ensure access to area businesses;
- Clearly mark detour routes to local businesses; and
- Include Southwest Detroit on any detour maps (if DRIC detours route travelers onto other highways instead of through Southwest Detroit).

Incorporating business and resident concerns and creating a plan for detours earlier rather than later could help businesses prepare for the detour disruptions. Furthermore, rather than create tension (as during the Gateway Project), a detour plan could help MDOT build support for the projects and gain allies in Southwest Detroit.

### MARKET LOCAL BUSINESSES

A committee consisting of SDBA, MDOT, and other interested and affected parties (e.g. the Detroit Convention and Visitors Bureau) could design and implement a marketing campaign to mitigate the effects of construction on local businesses.

Figure 4.3. Detour maps for the Gateway Project



Source: MDOT, The Ambassador Bridge Gateway Project in Detroit, [http://www.michigan.gov/mdot0,1607,7-151-9621\\_11008\\_45614---,00.html](http://www.michigan.gov/mdot0,1607,7-151-9621_11008_45614---,00.html).[www.tiger/tiger2k/tgr2000.html](http://www.tiger/tiger2k/tgr2000.html), released October 2001

The committee could survey local businesses about their needs and opportunities to inform their campaign. SDBA could contribute their expertise gained through the “Explore the Detour” and “Savor Southwest” campaigns, while MDOT could contribute their time and resources in marketing and communications. Although this is not MDOT’s traditional role, case studies from Maine and Minnesota show how a state department of transportation can help local businesses prosper during construction. MDOT has become a familiar institution in Southwest Detroit, though not always a welcome one. Assisting in these types of endeavors can help them improve their reputation and gain support.

Marketing could help offset the decline in business that often results from construction. A marketing campaign to aid Southwest Detroit businesses in prospering through the DRIC and DIFT construction periods could target several audiences:

- Regional Shoppers – those who come from all over Southeast Michigan to patronize Southwest Detroit businesses, with a focus on Mexicantown.
- Local Shoppers – residents who patronize local businesses for everyday shopping and services.
- Tourists – those passing through Southwest Detroit, either by way of an international bridge or an interstate
- Construction Workers – both local and out-of-town construction workers, who would patronize local businesses near the job-site

Different marketing approaches are appropriate for different audiences. A tailored marketing campaign will allow for continued success of area businesses. Though the messages would differ, certain approaches, such as television and radio advertisements could be appropriate for all target audiences. SDBA could also work with Latino Press to publish a “Construction

Edition” of their annual Southwest Detroit Business Directory. Transit advertisements would be appropriate for local shoppers and potentially for construction workers. Furthermore, construction workers could be targeted by distributing flyers, brochures, and/or directories at work sites. Lastly, both the DRIC and the DIFT will require relocation of many local businesses. For those businesses dealing with retail customers, a marketing campaign could pay special attention to informing people about the new locations of these businesses.<sup>3</sup> Large signs around the perimeter of the construction site could direct patrons to the new locations of relocated businesses.

## DESIGN AND INSTALL WAYFINDING SIGNAGE

SDBA, the City of Detroit, and LivingArts could partner to develop and implement wayfinding signs to highlight area attractions and guide visitors

### **Figure 4.4. Case Study: Maine I-295 road closure**

In June 2008, the Maine Department of Transportation closed an 18-mile stretch of I-295 that provides access to tourist destinations such as Freeport and coastal communities between Portland and Augusta. To mitigate impacts on businesses accessed primarily by this road, the department partnered with a local marketing and communications agency to help with the design and implementation of a multifaceted communications campaign. As a result of the campaign, businesses along the detour reported that the increase in traffic actually resulted in increased sales throughout the closure period.

To protect local businesses, the Department of Transportation campaign included the following:<sup>4</sup>

- An advisory committee of business and civic leaders to gain their insights and share communications goals, tactics, and resources;
- Informational signage along the detour route regarding gas, food, and lodging;

- Communications materials to encourage trucks and tourist traffic to use the appropriate detour; and
- Print ads in daily newspapers and radio spots targeting tourists throughout the summer to assure that they knew how to reach local businesses.

### **Case Study: Minnesota Department of Transportation Highway 36**

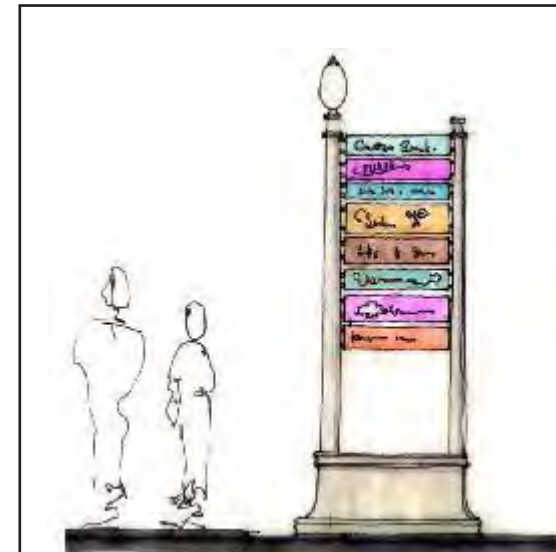
In 2006, the Minnesota DOT closed a 2-mile segment of Highway 36, a high-volume, commuter-heavy roadway, that passes through North St. Paul. Recognizing that full road closure would detour traffic away from downtown North St. Paul, the department took steps to reduce the impact on city residents and businesses. In the end, they realized that their extra efforts to engage residents and work with local businesses not only benefited the businesses, but benefited them in terms of local project support.

Their program included:<sup>5</sup>

- Meetings with business groups to brainstorm advertising and marketing ideas with local merchants to help them attract customers to their businesses during construction;
- A workshop, “Open for Business — Surviving and Thriving During Construction,” to provide an overview of the project and the anticipated traffic patterns, and share sample marketing tactics. Tactics included holding construction-themed sales to let customers know the businesses were still open during construction and printing project information on placemats at local restaurants;
- A special celebration called “Detour Days” to mark the highway’s official closing and other special events to mark project milestones that involved the community and local businesses; and
- News releases covering not only construction updates but also community events.

to local businesses. Wayfinding signage will help potential patrons of local businesses successfully navigate both during construction and after roads have been reconfigured. Signs could highlight different businesses districts within Southwest Detroit, such as Vernor/Springwells, Mexicantown, and Michigan Avenue. They could also highlight cultural attractions, parks, parking, and government offices. Having signs designed by a local artist or arts organization could involve residents and give the signs a local character. SDBA, in conjunction with the City of Detroit could lead such a project, with LivingArts, a Southwest Detroit non-profit committed to integrating art and community development, assisting in the design process.

**Figure 4.5. An example of wayfinding signage**



Source: River Area Council of Governments, NY, Circulation Systems, [http://www.racog.org/RACOG/Ad%20Hoc/Revitalization%20Study/EDR\\_Revitalization\\_Study24.html](http://www.racog.org/RACOG/Ad%20Hoc/Revitalization%20Study/EDR_Revitalization_Study24.html).

The process of designing and implementing wayfinding signage would include the following steps:<sup>6</sup>

- Distributing a request for proposals (RFP) to selected wayfinding design firms, of which one could be selected to create the final design;
- Holding focus groups, community meetings, and a design charrette to elicit public feedback, to be incorporated into the final design;
- Identifying wayfinding issues and opportunities, including existing street signs, electronic/other visitor communications, as well as points of entry and circulation flow;
- Soliciting feedback from key stakeholders on destinations that the signs could identify;
- Fabricating and installing prototypes to elicit further feedback about the design;
- Voting to approve the new wayfinding plan as well as a project budget; and
- Distributing an RFP and selecting a company for the fabrication and installation of the wayfinding system.

## IDENTIFY LOCATIONS FOR DISPLACED BUSINESSES

MDOT could incorporate planning for relocated businesses into the economic development studies that they have agreed to fund for both the DRIC and the DIFT. Alternatively, SDBA could conduct a study of where and how to relocate businesses within Southwest Detroit. MDOT has stated that 29 businesses will need to relocate as a result of the DIFT and 43 businesses will need to relocate as a result of the DRIC. The DRIC FEIS indicates that many of the businesses want to remain in the area and that brownfield space exists

in Southwest Detroit to accommodate many of the businesses.<sup>7</sup> MDOT will develop a plan for relocation, for both the DRIC and the DIFT and provide assistance in accordance with state and federal laws.<sup>8</sup> However, special effort by either MDOT or SDBA to identify available space within Southwest Detroit could help ensure that businesses remain in the area.

## CONCLUSION

The recommendations provided in this chapter outline several ways that the state, the city, and community-based organizations can work together to maintain the strength of Southwest Detroit businesses. Implementation of these recommendations will provide much needed assistance to area businesses both during and after construction of the DRIC and the DIFT. Chapter 10 addresses the details of implementing these recommendations. Next, Chapter 5 will discuss the permanent jobs that will result from the DRIC and the DIFT.

## NOTES

<sup>1</sup> U.S. Department of Transportation Federal Highway Administration and Michigan Department of Transportation, Final Environmental Impact Statement: Detroit River International Crossing Study, (2008), 3-97.

<sup>2</sup> FHWA and MDOT, Preferred Alternative Report: Detroit Intermodal Freight Terminal, 3-1.

<sup>3</sup> MDOT has not released a list of the businesses that will relocate.

<sup>4</sup> Meg Lane. "Rehabbing Maine's I-295 Southbound." Public Roads 73, no. 3 (2009): <http://www.tfhr.gov/pubrds/09novdec/02.htm>.

<sup>5</sup> Kent R. Barnard. "A Mix of Innovations Succeeds in Minnesota." Public Roads 72, no. (2009): <http://www.tfhr.gov/pubrds/09june/02.htm>.

<sup>6</sup> Ann Arbor Downtown Development Authority. Downtown Wayfinding Project. [http://www.a2dda.org/current\\_projects/downtown\\_wayfinding\\_program/](http://www.a2dda.org/current_projects/downtown_wayfinding_program/).

<sup>7</sup> MDOT, DRIC FEIS, 3-23.

<sup>8</sup> MDOT, DRIC FEIS, Appendix A.



PAVING THE WAY

**CHAPTER 5**

PERMANENT JOB OPPORTUNITIES





As Chapter 3 stated, short-term construction-related jobs end upon completion of the infrastructure projects. Long-term permanent jobs are created as a result of the major infrastructure projects. Although some of the new long-term jobs may begin during the construction period, such as those resulting from the expansion of existing firms, the jobs will ideally continue after construction ends. Moreover, infrastructure projects such as the Detroit River International Crossing (DRIC) and the expansion of the Detroit Intermodal Freight Terminal (DIFT) will likely create continued economic growth in Southwest Detroit, including the creation of additional permanent jobs. In addressing these issues, this chapter relates to the following goal (see Chapter 1):

Ensure that residents of Southwest Detroit receive jobs associated with the operations of the DRIC and the DIFT.

This goal addresses a direct effect that the DRIC and the DIFT will have on Southwest Detroit and its residents – job creation. This chapter describes the permanent job opportunities associated with the DRIC and the expansion of the DIFT. Chapters 6, 7 and 8 identify the ways to connect local residents to these job opportunities.

## PERMANENT DIRECT JOBS

Permanent direct jobs are those directly associated with the facility, and

**Figure 5.1. Railroad tracks in Southwest Detroit, with the Ambassador Bridge and the Renaissance Center in the background**



Source: Ryan Michael

generally located within the facility. Jobs directly related to the operation of the DRIC include government jobs, such as Customs officers and Border Patrol agents, and bridge plaza jobs, such as toll clerks and maintenance staff. Jobs directly related to the operations within the DIFT yard include rail-related jobs such as yardmasters, service workers and administrative support. Long-term direct jobs can often be negotiated for local residents into a Community

Benefits Agreement (see Chapter 6).

The following sections describe the types of jobs associated with the DRIC and DIFT, the estimated number of jobs these projects will create, and the likely wages for these jobs.

## THE DRIC

The DRIC, planned as a six-lane bridge, will provide additional capacity for the projected increases in international trade across the US-Canada border.

**Figure 5.2. Traffic at Ambassador Bridge Plaza**



Source: U.S. Department of Transportation, FHWA

Additionally, a second bridge will relieve some of the issues the Ambassador Bridge faces, such as traffic delays caused by congestion, accidents and bridge repair work.<sup>1</sup> Figure 5.2 shows a traffic delay on the Ambassador Bridge, as trucks and cars wait to pass through U.S. Customs.

Similar to the Ambassador Bridge, the DRIC will have a bridge plaza, where the majority of new, long-term, direct employment will exist. The DRIC bridge plaza will locate downriver from the current bridge, in the Delray neighborhood of Southwest Detroit (see Chapter 1).<sup>2</sup> After businesses and residents relocate from the footprint of the new bridge, the large area of land will allow for a larger plaza, greater traffic and trade capacity, and more plaza jobs than the Ambassador Bridge.

A bridge plaza accommodates trucks and vehicles crossing the border for various purposes, such as commercial trade, commutes to work, and recreational activity. Many specially trained employees work at a bridge plaza to ensure the safety of the borders – primarily by controlling the entry of goods and persons. Government officers and specialists are employed by Customs and Border Patrol (CBP). Customs brokers are import specialists licensed by the CBP. The following CBP positions are potential long-term direct job opportunities at the DRIC:

- Customs Officers<sup>3</sup>
  - Screen people attempting to cross international borders
  - Inspect vehicles for illegal entry of goods

- Customs Specialists<sup>4</sup>
  - Prevent the introduction of harmful insects, pests, plant and animal disease
  - Perform lab analyses and internet research
- Border Patrol Agents<sup>5</sup>
  - Detect, prevent and apprehend terrorists and undocumented individuals at or near the border
  - Observe traffic
  - Patrol the city
  - Prevent smuggling
- Customs Brokers<sup>6</sup>
  - Keep abreast of tariff schedules
  - Calculate the dutiable value for goods
  - Check for appropriate cargo handling
  - Track commodity quotas

Toll booths at the bridge plaza collect tolls from those using the bridge to cross the border. Toll money will pay for bridge maintenance and upkeep and employee wages, among other expenses. Toll booth operations offer the second-largest number of bridge plaza jobs, after Customs and Border Patrol (CBP).<sup>7</sup> Specialized services such as duty free shopping centers and currency exchange locate at bridge plazas to accommodate the needs of those traveling between countries. The following types of long-term direct positions may exist at the DRIC bridge plaza:<sup>8</sup>

- Bridge Plaza Clerks
  - Collect money at toll booths
  - Direct traffic
  - Provide security services
- Retail Sales Associate (duty free store)
- Maintenance/Janitorial Clerks
  - Maintain and repair the bridge and bridge plaza facilities
- Currency Exchange Clerks
- Administration and Office Employees

Based on the DRIC construction timeline, the new bridge will open approximately three years after the start of construction. Permanent direct jobs resulting from the DRIC will be available when the bridge begins operation, currently estimated for the year 2013.<sup>9</sup>

#### HOW MANY JOBS WILL THE DRIC CREATE?

In their 2009 FEIS for the DRIC, MDOT estimates that bridge plaza operations will support a permanent staff of 775.<sup>10</sup> Table 5.1 shows the breakdown of bridge plaza jobs by category.

The jobs projections in Table 5.1 are based on the numbers of people employed at the Ambassador Bridge and the Blue Water Bridge in Port Huron, Michigan.

## WHAT WILL THE LONG-TERM DIRECT DRIC JOBS PAY?

Prevailing wages for jobs similar to those listed in Table 5.1, nationwide and in the metropolitan Detroit region, offer some insight into the long-term wage potential for Southwest Detroit residents who receive these jobs. The following list highlights the potential wages for DRIC-related long-term jobs.

**Table 5.1. Projections for long-term direct jobs in Southwest Detroit resulting from the DRIC**

Job Category	Estimated Number of Jobs
Customs and Border Protection	400
Brokers	200
Duty Free	75
Tolls	70
Maintenance	20
Administration	10
Total Number of Jobs	775

Source: Partnership Border Study, Detroit River International Crossing Final Environmental Impact Statement, November 2008, 3-48.

- Government Jobs: Customs Officers, Customs Specialists, and Border Patrol Agents
  - Pay: Initial appointments are made at the GS-5 (at least \$30,772 per year) and GS-7 (at least \$38,117) grade levels, with promotion potential to the GS-11 (\$56,411) grade level without having to reapply. Opportunity exists to earn overtime pay.<sup>11</sup>

- Benefits: Federal Government benefits package includes life insurance, health insurance, retirement benefits, a thrift savings plan (401-K), and a \$1,500 uniform allowance.<sup>12</sup>
- Bridge Plaza Clerks – Toll/Traffic/Security or Sales Associates
  - Pay: Positions start at \$10.00 per hour, for full or part-time positions.<sup>13</sup>

## EXPANSION OF THE DIFT

Intermodal freight uses trucks and trains as the two “modes” of shipping between manufacturers and distributors. A crane or a front loader transfers large shipping containers and trailers from truck to rail and vice-versa. Figure 5.3 shows truck traffic passing shipping containers at the DIFT.

This method of shipping is more efficient and cost-effective than others since it eliminates the need to repack or consolidate the goods. Intermodal terminals, or rail yards, accommodate this method of shipping.<sup>14</sup>

In addition to transfer operations, many other operations take place in a rail yard, some behind-the-scenes. For example, administrative staff on site handle the paperwork and billing for incoming and outgoing shipments. Yard service workers guard the entry gate, inspect inbound/outbound

**Figure 5.3. Shipping containers in the DIFT**



Source: Nicholas Cilluffo

truck shipments, and operate the front loaders and cranes necessary to lift containers from one mode to the next. Yardmasters oversee the movement of rail cars and trains, as well as supervising the yard crews. In addition to the intermodal yard operations, departments such as marketing, legal, and logistics are on site to support the operations at the terminal.<sup>15</sup> The following types of jobs are potential permanent job opportunities at the DIFT:<sup>16</sup>

- Intermodal Yard Jobs:
  - Chief Yardmaster
    - Oversee yard work and movement of rail cars
    - Supervise movement of inbound/outbound trains
    - Supervise yard crews
  - Assistant Yardmaster
    - Assist the Chief to become proficient in the duties listed above
  - Intermodal Service Worker
    - Perform inbound/outbound gate inspections
    - Conduct lift operations, secure equipment
  - Intermodal Service Representative
    - Contact customers and drivers
    - Handle billing and equipment inventory
  - General Clerk
    - Perform data entry
    - Process payroll
    - Answer telephones
  - Customer Account Representative
    - Handle intermodal sales and marketing activities

- Professional and Salaried Jobs:
  - Administrative
  - Intermodal Operations & Support
  - Labor Relations
  - Legal
  - Operations Planning/Logistics
  - Sales, Marketing & Services

The DIFT is currently operating at capacity at the Livernois-Junction yard in Southwest Detroit. Due to an inadequate capacity for intermodal freight in Southeast Michigan, the expansion of the DIFT is a way to increase intermodal capacity for the region.<sup>17</sup> According to the Final Environmental Impact Statement (FEIS), the DIFT expansion consolidates several rail operators at the Livernois-Junction yard (see Chapter 1).<sup>18</sup>

The proposed project to expand the DIFT will allow for increased intermodal capacity in Southeast Michigan. As a result of the DIFT expansion, many long-term permanent jobs will be created in Southwest Detroit.<sup>19</sup> Based on the DIFT project timeline, construction on the DIFT expansion will begin in 2010 (see Chapter 3). Permanent jobs resulting from the DIFT could become available immediately following the expansion, or over an extended period of time, depending on the rail operators' need for additional staff.

## HOW MANY JOBS WILL THE DIFT CREATE?

According to the 2009 FEIS, the DIFT expansion will create an additional 1,542 permanent jobs in Southwest Detroit.<sup>20</sup> The projected number of permanent jobs, based on the Livernois-Junction Preferred Alternative, is the net gain of new jobs in Southwest Detroit, after factoring in an estimated 231 jobs that will relocate due to the expansion.<sup>21</sup> Since the DIFT FEIS projections could be overly optimistic, the case study provided in Figure 5.4 offers further insight into the potential number of jobs created at intermodal terminals.

The DIFT differs from the Elwood and Joliet projects because it is an existing terminal with existing businesses. Furthermore, the DIFT is much smaller than the intermodal terminals in Illinois. The plan for the DIFT is to expand 100 acres - from its current size of 350 acres, to 450 acres at completion. Nevertheless, an additional 100 acres may have a significant impact on job creation. Table 5.2 shows the generation of jobs on a jobs-per-acre basis by

### **Figure 5.4. Case Study: New intermodal terminals in Elwood and Joliet, Illinois**

Real estate developer Centerpoint Properties first built a 2,500-acre logistics facility, including 1,000 acres for an intermodal terminal, around an existing rail line in Elwood. To date, this project has created approximately 2,300 total direct jobs. Although construction on the Joliet project has just begun, this new 3,600-acre logistics facility, including a 770-acre intermodal terminal, is expected to create about 7,000 new full-time direct jobs.<sup>22</sup>

combining the intermodal acreage and job projections for the Elwood, Joliet and DIFT projects.

The estimates in Table 5.2 illustrate that despite the smaller size of the DIFT, more long-term direct DIFT jobs could occur on a per-acre basis than for the other two terminals.

**Table 5.2. Comparison of direct jobs at three intermodal terminal projects**

Intermodal Terminal Project	Total Intermodal Acreage	Estimated or Actual # of Direct Jobs Generated	Jobs/Acre
Elwood, Illinois	1,000	920	0.92
Joliet, Illinois	770	1,494	1.94
DIFT Expansion (Preferred Alt.)	450	1,542	3.43

Source: Centerpoint Properties, Cambridge Study News Release, June 19, 2008, [http://www.centerpoint-prop.com/news/Cambridge\\_Study\\_News\\_Release\\_6.19.08.pdf](http://www.centerpoint-prop.com/news/Cambridge_Study_News_Release_6.19.08.pdf).

### WHAT WILL THE LONG-TERM DIFT DIRECT JOBS PAY?

Prevailing wages for jobs similar to those listed above, nationwide and in the metropolitan Detroit region, offer some insight into what the DIFT jobs will pay. Table 5.3 lists national average hourly wages for some of the occupations related to the expansion of the DIFT.

**Table 5.3. Warehousing and transportation occupations and average hourly wages, 2008**

Occupation	Average Hourly Wage
Cargo and freight agents	\$18
Dispatchers, except police, fire, and ambulance	\$16
First-line supervisors of transportation and material-moving	\$26
Industrial truck and tractor operators	\$14
Laborers and freight, stock, and material movers	\$13
Locomotive engineers	\$25
Rail car repairers	\$24
Railroad brake, signal, and switch operators	\$24
Railroad conductors and yardmasters	\$26
Rail-track laying and maintenance equipment operators	\$21
Shipping, receiving, and traffic clerks	\$14
Stock clerks and order fillers	\$14
Transportation, storage, and distribution managers	\$38

Source: U.S. Department of Labor, Bureau of Labor Statistics, Industries at a Glance: Transportation and Warehousing, <http://www.bls.gov/iag/tgs/iag48-49.htm> (accessed November 14, 2009).

## BEYOND DIRECT JOBS

In addition to the direct jobs identified above, permanent indirect jobs will result from the DRIC and the DIFT expansion. The following section explains indirect jobs, and identifies the types, the projected numbers, and the likely wages for jobs.

## LONG-TERM INDIRECT JOBS

Indirect jobs result from purchases of goods and services by the activities of the DRIC or DIFT operations, which can be in a range of industrial sectors. Purchases that directly support DRIC or DIFT operations lead to demand at other suppliers and in turn their suppliers, and so forth. In addition, the workers employed in Southwest Detroit will spend their money on goods and services, which leads to increased demand in those businesses and their suppliers.<sup>23</sup>

If a job occurs at a location outside of the DRIC bridge plaza or the DIFT yard, and is not directly related to facility operations, then it is considered an indirect job for the purpose of this plan.

New long-term indirect jobs may be created in industries such as transportation and warehousing, logistics and supply chain operations, business services, and consumer services. The following types of jobs are

potential permanent indirect job opportunities. The jobs are categorized according to the Standard Occupational Classification (SOC).<sup>24</sup>

- Building and Grounds Cleaning and Maintenance
  - Maintenance Workers
  - Building Cleaning Workers
  - Landscaping and Groundskeeping Workers
- Business and Financial Operations Occupations
  - Logistician
  - Accountant
  - Financial Analyst
  - Buyers and Purchasing Agents
- Computer Occupations<sup>25</sup>
  - Computer and Information Analysts
  - Software Developers and Programmers
  - Security Technicians
- Construction and Extraction Occupations<sup>26</sup>
  - Cement Masons
  - Construction Laborers
  - Construction Equipment Operators
  - Rail Track Laying and Maintenance Equipment Operators
- Food Preparation and Serving Related Occupations
  - Cooks
  - Waiters or Waitresses
  - Bartenders



- Fast Food and Counter Workers
- Dishwashers
- Caterers
- Healthcare Support Occupations
  - Nurse Aide
  - Dental Assistant
  - Medical Assistant
- Installation, Maintenance and Repair Occupations
  - Automotive Technicians
  - Bus and Truck Mechanics and Diesel Engine Specialists
- Legal Occupations
  - Lawyers
  - Paralegals
  - Legal Assistants
- Management Occupations<sup>27,28</sup>
  - Transportation, Storage and Distribution Managers
  - Supply Chain Managers
  - Food Service Managers
- Office and Administrative Support Occupations
  - Cargo/Freight Agents
  - Truck Dispatchers
  - Customer Service Representatives
  - Shipping, Receiving and Traffic Clerks
  - Stock Clerks / Order Fillers
  - Office Clerks
- Personal Care and Service Occupations
  - Animal Care Workers
  - Childcare Workers
  - Personal Aide Workers
  - Barbers/Hairdressers
  - Laundry and Dry-Cleaning Workers
- Production Occupations
  - Assemblers and Fabricators
  - Food Processing Workers
  - Metal and Plastic Workers
- Protective Service Occupations
  - Security Guards
  - Transportation Security Screeners
- Sales and Related Occupations
  - Retail Sales Workers
  - Insurance Sales Agent
  - Wholesale and Manufacturing Sales Representatives
- Transportation and Material Moving Occupations<sup>29</sup>
  - Motor Vehicle Operators
  - Owner-Operators – Truck/Tractor/Trailer
  - Company Drivers - Heavy, Light, Delivery Services
  - Transportation Inspectors
  - Parking Lot Attendants
  - Machine Operators
  - Couriers / Messengers

This list does not include all of the potential indirect jobs, but these seem likely based on initial spending by DRIC and DIFT operations. While other permanent indirect job opportunities may exist, such as jobs resulting from increased tourism or entrepreneurship in Southwest Detroit, these opportunities are not necessarily going to result from DRIC and DIFT operations.

New green jobs in Southwest Detroit offer another employment opportunity that may result from DRIC and DIFT operations. Since environmental sustainability and economic growth are both important to Southwest Detroiters, this plan identifies potential short-term and long-term green job opportunities in Southwest Detroit (see Chapter 9).

For both the DRIC and the DIFT expansion, the long-term indirect jobs are possible after construction ends. Many indirect jobs will become available as the numbers of direct jobs grow. The long-term indirect jobs are difficult to predict and calculate. An economic model can attempt to predict and categorize the total number of long-term indirect jobs. The DRIC FEIS, however, does not offer a prediction of the long-term indirect jobs. The DIFT FEIS predicts 818 long-term indirect jobs will result from the expansion of the DIFT.<sup>30</sup> The Elwood Intermodal Terminal (discussed earlier in this chapter) created 870 indirect jobs for area workers.

#### WHAT WILL LONG-TERM INDIRECT JOBS PAY?

Prevailing wages for indirect jobs vary widely. Retail workers, waiters, entry-level cooks, and groundskeepers earn an average wage of \$10 per hour – less than the average wage in the United States (\$15 per hour).<sup>31</sup> Repair and maintenance occupations, such as automobile mechanics, pay between \$12 and \$30 per hour, depending on the job requirements and skill level. Service-industry managers earn between \$25 and \$40 per hour, on average. See Appendix A for additional detail regarding the long-term wage potential for indirect jobs resulting from the DRIC and DIFT projects.

#### WHAT SKILLS DO THE PERMANENT JOBS REQUIRE?

Most entry-level permanent jobs require workers to have basic skills such as the ability to speak English, good customer service skills, and basic math and computer skills.<sup>32</sup> Trade-specific jobs often require advanced training and certification, in addition to basic skills. Professional, salaried jobs typically require a college education or graduate degree and/or several years of professional experience. The basic skills listed below apply to all long-term direct and indirect jobs.

BASIC SKILLS AND REQUIREMENT:

- ✓ English competency
- ✓ Basic math and reasoning ability
- ✓ Basic computer knowledge
- ✓ Good customer service skills
- ✓ Drug test and background check requirement

In addition to the requirements listed above, bridge plaza clerks must be at least 18 years of age, willing to work flexible shifts, and have prior customer service and cash handling experience.<sup>33</sup> Bridge plaza government workers must be able to pass a medical exam, written test, and physical fitness test. They must also be U.S. Citizens or permanent residents.<sup>34</sup>

Trade-specific and advanced skills vary across all job types. Common trade-specific and advanced skill requirements are listed below, along with specific examples of jobs requiring those skills.

TRADE-SPECIFIC SKILLS AND REQUIREMENTS<sup>35</sup>

- ✓ Valid commercial driver's license
  - Owner-operators and company drivers
  - Truck inspectors and diesel mechanics
- ✓ Good medical and physical condition
  - Heavy machinery operators
  - Warehouse clerks, packagers
  - Truckers
  - Rail yard laborers, construction workers

- ✓ 21 years of age or older
  - Truck drivers and machinery operators
  - Positions requiring special licensing/certification
- ✓ 1-3 years of prior experience
  - Truck inspectors/ mechanics
  - Rail operators (mechanics working at CSX require an off-site training program and on-the-job training)
  - Restaurant Managers<sup>36</sup>
- ✓ Special licensing/certification
  - Heavy machinery operators
  - General contractors / sub-contractors
  - Diesel mechanics

ADVANCED SKILLS AND REQUIREMENTS

- ✓ Post-secondary degree
  - Bridge plaza government employees – prior Federal experience may substitute for advanced degrees in some cases.<sup>37</sup>
  - Professional intermodal employees in departments such as legal, operations planning, and labor relations may require an Associate's or Bachelor's degree. Extensive experience may substitute for a lack of formal advanced education in some cases.<sup>38</sup>
  - High-level logistics/supply-chain employees, such as terminal managers who oversee freight operations at trucking facilities,

as well as other supply chain management positions. Extensive experience may substitute for a lack of formal advanced education.<sup>39</sup>

- Computer networking/technology workers. Logistics and trucking companies rely heavily on freight forwarders, who generally sit behind a computer and act almost like a travel agent, connecting suppliers and distributors with trucking companies, and guiding truckers along their routes.<sup>40</sup>
- ✓ Several years of experience in a specific field
  - Terminal/warehouse managers<sup>41</sup>
- ✓ Professional certification
  - Teachers – elementary/secondary education, adult literacy, remedial education, and GED instructors<sup>42</sup>
  - Financial advisors, accountants, insurance agents<sup>43</sup>
- ✓ Government certification / licensing<sup>44</sup>
  - Customs officer or Border Patrol agent
  - Customs broker

## CONCLUSION

Local residents have several advantages in getting the jobs created as a result of the DRIC and the DIFT expansion. As discussed in Chapter 2, many Southwest Detroit residents have experience working in construction, manufacturing and material moving. Additionally, the average Southwest

Detroit resident may reside closer to the new bridge than to his or her current place of employment. If businesses choose to hire locally, then they will likely have the advantage of a workforce with no transportation problems in getting to work.

At the same time, residents will face barriers to employment. Many residents lack a high school diploma, English competency, and U.S. citizenship or permanent residency (see Chapter 2). Most permanent job opportunities call for these basic requirements.

By first recognizing the advantages that Southwest Detroiters have in getting these jobs and then identifying their potential barriers to employment, leaders of community-based organizations can connect residents to long-term job opportunities resulting from the DRIC and the DIFT. Chapters 6, 7, 8, and 9 propose ways to connect residents to Southwest Detroit jobs.

## NOTES

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<sup>2</sup> Partnership Border Study, Detroit River International Crossing Final Environmental Impact Statement, November 2008, 3-22.

<sup>3</sup> U.S. Customs and Border Protection, Customs and Border Protection Officer, [http://www.cbp.gov/linkhandler/cgov/careers/customs\\_careers/officer/cpb\\_officer.ctt/cbp\\_officer.pdf](http://www.cbp.gov/linkhandler/cgov/careers/customs_careers/officer/cpb_officer.ctt/cbp_officer.pdf).

<sup>4</sup> U.S. Customs and Border Protection, Agriculture Specialist, [http://www.cbp.gov/linkhandler/cgov/careers/customs\\_careers/agri\\_specialist/ag\\_specialist\\_overview.ctt/ag\\_specialist\\_overview.pdf](http://www.cbp.gov/linkhandler/cgov/careers/customs_careers/agri_specialist/ag_specialist_overview.ctt/ag_specialist_overview.pdf).

<sup>5</sup> U.S. Customs and Border Protection, FAQs – Working for Border Patrol, [http://www.cbp.gov/xp/cgov/careers/customs\\_careers/border\\_careers/bp\\_agent/faqs\\_working\\_for\\_the\\_usbp.xml](http://www.cbp.gov/xp/cgov/careers/customs_careers/border_careers/bp_agent/faqs_working_for_the_usbp.xml).

<sup>6</sup> Detroit Customs Brokers and Forwarders Association, FAQ's, <http://dcbfa.com/CMS/index.php?option=content&task=view&id=10&Itemid=37>, (accessed November 14, 2009).

<sup>7</sup> Blue Water Bridge Canada, 2008-2009 to 2012-2013 Corporate Plan Summary <http://www.bwba.org/reports/CorpPlanSummary2009-2013.pdf>.

<sup>8</sup> CareerBuilder.com, Ambassador Bridge Plaza Clerks, [http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job\\_id=J8B6FZ6Z0XBP3W4W6X1](http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job_id=J8B6FZ6Z0XBP3W4W6X1), (accessed November 14, 2009).

<sup>9</sup> U.S. Department of Transportation, Record of Decision: Proposed Detroit River International Crossing Wayne County Michigan, January 14, 2009.

<sup>10</sup> Partnership Border Study, Detroit River International Crossing Final Environmental Impact Statement, November 2008, 3-48.

<sup>11</sup> U.S. Customs and Border Protection, GS-1895-5/7 Customs and Border Protection Officer, accessed November 3, 2009. <http://www.cbp.gov/xp/cgov/careers/cus->

[toms\\_careers/officer/](http://www.cbp.gov/xp/cgov/careers/cus-toms_careers/officer/).

<sup>12</sup> Ibid.

<sup>13</sup> CareerBuilder.com, Ambassador Bridge Plaza Clerks, [http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job\\_id=J8B6FZ6Z0XBP3W4W6X1](http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job_id=J8B6FZ6Z0XBP3W4W6X1) (accessed November 14, 2009).

<sup>14</sup> Michigan Department of Transportation, Detroit Intermodal Freight Terminal Project: Summary, 1-1.

<sup>15</sup> CSX, Job Overviews: CSX Intermodal, [http://www.csx.com/?fuseaction=careers.job\\_intermodal](http://www.csx.com/?fuseaction=careers.job_intermodal).

<sup>16</sup> Ibid.

<sup>17</sup> Michigan Department of Transportation, Detroit Intermodal Freight Terminal Project: Summary, 1-2.

<sup>18</sup> Michigan Department of Transportation, Final Environmental Impact Statement and Final Section 4(f) Evaluation: Detroit Intermodal Freight Terminal, December 2009. 1-20.

<sup>19</sup> Michigan Department of Transportation, Detroit Intermodal Freight Terminal Project: Summary, 1-9.

<sup>20</sup> Michigan Department of Transportation, Final Environmental Impact Statement and Final Section 4(f) Evaluation: Detroit Intermodal Freight Terminal, December 2009. 4-99.

<sup>21</sup> Michigan Department of Transportation, Detroit Intermodal Freight Terminal Project: Summary, 1-9.

<sup>22</sup> Centerpoint Properties, Cambridge Study News Release, June 19, 2008, [http://www.centerpoint-prop.com/news/Cambridge\\_Study\\_News\\_Release\\_6.19.08.pdf](http://www.centerpoint-prop.com/news/Cambridge_Study_News_Release_6.19.08.pdf).

<sup>23</sup> Michigan Department of Transportation, Final Environmental Impact Statement and Final Section 4(f) Evaluation: Detroit Intermodal Freight Terminal, December 2009.

<sup>24</sup> U.S. Department of Labor, Bureau of Labor Statistics, 2010 Standard Occupational Classification, January 2009, [http://www.bls.gov/soc/soc\\_structure\\_2010.pdf](http://www.bls.gov/soc/soc_structure_2010.pdf).

<sup>25</sup> Melissa Roy, Detroit Regional Chamber of Commerce, telephone conversation with authors, October 20, 2009.

<sup>26</sup> Jackie Cornejo, LAANE, Building Opportunity: Investing in our Future through a Port Construction Careers Policy, June 2009.

<sup>27</sup> CA.gov Employment Development Department, Logistics Occupations, <http://www.labormarketinfo.edd.ca.gov/?PAGEID=177>.

<sup>28</sup> James Group International, Supply Chain Management Services, <http://www.jamesgroupintl.com/services.html>.

<sup>29</sup> CA.gov Employment Development Department, Logistics Occupations, <http://www.labormarketinfo.edd.ca.gov/?PAGEID=177>.

<sup>30</sup> Michigan Department of Transportation, Final Environmental Impact Statement and Final Section 4(f) Evaluation: Detroit Intermodal Freight Terminal, December 2009.

<sup>31</sup> U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment and Wages, May 2008, <http://www.bls.gov/oes/2008/may/oes490000.htm>.

<sup>32</sup> CareerBuilder.com, Ambassador Bridge Plaza Clerks, [http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job\\_id=J8B6FZ6Z0XBP3W4W6X1&cbRecursionCnt=1&cbsid=31708efc2cef4abfaef2510523b4be84-312916626-JJ-5](http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job_id=J8B6FZ6Z0XBP3W4W6X1&cbRecursionCnt=1&cbsid=31708efc2cef4abfaef2510523b4be84-312916626-JJ-5) (accessed November 14, 2009); U.S. Customs and Border Protection, Customs and Border Protection Officer, [http://www.cbp.gov/xp/cgov/careers/apply/mandatory\\_back\\_invest.xml](http://www.cbp.gov/xp/cgov/careers/apply/mandatory_back_invest.xml).

<sup>33</sup> CareerBuilder.com, Ambassador Bridge Plaza Clerks, [http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job\\_id=J8B6FZ6Z0XBP3W4W6X1&cbRecursionCnt=1&cbsid=31708efc2cef4abfaef2510523b4be84-312916626-JJ-5](http://www.careerbuilder.com/JobSeeker/Jobs/JobDetails.aspx?job_id=J8B6FZ6Z0XBP3W4W6X1&cbRecursionCnt=1&cbsid=31708efc2cef4abfaef2510523b4be84-312916626-JJ-5) (accessed November 14, 2009).

<sup>34</sup> U.S. Customs and Border Protection, Customs and Border Protection Officer, [http://www.cbp.gov/xp/cgov/careers/apply/mandatory\\_back\\_invest.xml](http://www.cbp.gov/xp/cgov/careers/apply/mandatory_back_invest.xml).

<sup>35</sup> CSX, Job Overviews: CSX Intermodal, <http://www.csx.com/?fuseaction=careers>.

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<sup>37</sup> U.S. Customs and Border Protection, Customs and Border Protection Officer, [http://www.cbp.gov/linkhandler/cgov/careers/customs\\_careers/officer/officer\\_fact\\_sheet.ctt/officer\\_fact\\_sheet.pdf](http://www.cbp.gov/linkhandler/cgov/careers/customs_careers/officer/officer_fact_sheet.ctt/officer_fact_sheet.pdf).

<sup>38</sup> CSX com, Job Overviews: CSX Intermodal, [http://www.csx.com/?fuseaction=careers.job\\_intermodal](http://www.csx.com/?fuseaction=careers.job_intermodal), (accessed November 13, 2009).

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<sup>40</sup> Melissa Roy, Detroit Regional Chamber of Commerce, telephone conversation with authors, October 20, 2009.

<sup>41</sup> StateUniversity.com, Truck Terminal Manager Job Description, <http://careers.sta-teuniversity.com/pages/812/Truck-Terminal-Manager.html>.

<sup>42</sup> Michigan.gov, Facts about Teacher Certification in Michigan, [http://www.michigan.gov/documents/mde/Facts\\_About\\_Teacher\\_Certification\\_In\\_Michigan\\_230612\\_7.pdf](http://www.michigan.gov/documents/mde/Facts_About_Teacher_Certification_In_Michigan_230612_7.pdf).

<sup>43</sup> Investopedia, Financial Certifications, <http://www.investopedia.com/articles/01/101001.asp>.

<sup>44</sup> U.S. Customs and Border Protection, Customs and Border Protection Officer, [http://www.cbp.gov/linkhandler/cgov/careers/customs\\_careers/officer/officer\\_fact\\_sheet.ctt/officer\\_fact\\_sheet.pdf](http://www.cbp.gov/linkhandler/cgov/careers/customs_careers/officer/officer_fact_sheet.ctt/officer_fact_sheet.pdf).

PAVING THE WAY

**CHAPTER 6**

NEGOTIATING FOR PERMANENT JOBS





Negotiating for permanent jobs is an important strategy that could help connect residents of Southwest Detroit to permanent jobs related to the Detroit River International Crossing (DRIC) and the Detroit Intermodal Freight Terminal (DIFT). Negotiation can occur in multiple ways. This chapter will address Community Benefits Agreements (CBAs) and other opportunities for negotiation to ensure long-term jobs for Southwest Detroiters. Both approaches can establish post-construction local employment standards that can remain in place once the new facilities become operational. This chapter will address one of the plan's four goals by identifying the opportunity to establish a CBA and the ability to leverage opportunities that could ensure Southwest Detroiters receive permanent jobs:

[Ensure that residents of Southwest Detroit receive jobs associated with the operations of the Detroit River International Crossing and the Detroit Intermodal Freight Terminal.](#)

While similar negotiating points exist for both the DRIC and DIFT, each requires a different approach. The following section describes CBAs and explains how a CBA could connect Southwest Detroit residents to permanent jobs, especially those resulting from the DIFT.

## COMMUNITY BENEFITS AGREEMENT

Community Benefits Agreements are legally binding contracts negotiated among developers, companies, governments, and community residents that describe “benefits” targeted to a specific area or population in exchange for support of a development project.<sup>1</sup> Though the DRIC and the DIFT will benefit Southwest Detroit, they could also negatively affect area neighborhoods. Measures in a CBA could reduce the harmful effects of these projects and deliver jobs to Southwest Detroit.

Since 2001, when the first CBA was negotiated in Los Angeles, CBAs have become increasingly popular. Over 100 CBAs have been negotiated nationwide, making them successful mechanisms for ensuring benefits for residents in areas affected by large scale development. Despite their increasing use, community coalitions often have difficulty negotiating CBAs. CBAs can cover many different types of benefits, ranging from environmental health to economic development, and thus can attract many interest groups. While participation from different interest groups can make the process more difficult, it can also help to produce a more equitable outcome.<sup>2</sup>

Southwest Detroit organizations, such as the Community Benefits Coalition (CBC) currently and the Communities for a Better Rail Alternative (CBRA) in the past, have experience negotiating with the Michigan Department of

Transportation (MDOT) for the DRIC and DIFT, respectively. MDOT has not been willing to negotiate a CBA for the DRIC, yet their previous negotiations with SDBA and others resulted in significant modifications to the DIFT expansion plan which could mitigate many damaging aspects of the project. However, these results did not address potential DIFT jobs for Southwest Detroiters. New CBA negotiations could further the previous negotiation success by specifically addressing employment issues.

## RECOMMENDATIONS

The following recommendations describe ways to connect Southwest Detroit residents to permanent jobs by negotiating for a CBA and by forming a committee to lead political negotiations.

### NEGOTIATE A DIFT CBA WITH RAILROAD COMPANIES

Negotiate a Community Benefits Agreement with the railroad companies to guarantee the employment of local residents for permanent jobs resulting from the expansion of the DIFT.

A CBA could have the most effect if negotiated between Southwest Detroit organizations and the railroad companies that operate at the DIFT: Canadian Pacific, CSX, and Norfolk Southern. These railroad companies will finance 60% of the estimated \$650 million DIFT expansion and serve as developers for the interior of the facility. They will operate the facility and serve as the principal long-term employers. Given the amount of individual investment by these private companies, agreements with them could guarantee jobs for Southwest Detroit residents. Southwest Detroit organizations can focus on negotiating a

**Figure 6.1. A CBC meeting at the Delray Community Center in Southwest Detroit**



Source: Community Benefits Coalition

single CBA with all three railroads, or separate CBAs with each of the railroads. Since the CBC gained valuable negotiation experience through its work on the DRIC, the CBC could seek help from other organizations that represent Southwest Detroit interests and take the lead in negotiating a DIFT CBA with the railroads. As shown in Figure 6.2, CBA efforts in Milwaukee, Wisconsin, required multiple negotiations and benefited from the involvement of 35 to 40 organizations that encouraged the inclusion of a CBA-style agreement in a large redevelopment project.<sup>3</sup>

**Figure 6.2. Case Study: Port East redevelopment compact, Milwaukee<sup>4</sup>**

**Project:** Park East Redevelopment – the removal of the Park East Freeway and redevelopment of roughly 64 acres of the city’s road network that included a new bridge and rescaled roads and streetscapes.

**Years of CBA Negotiations:** 2003 – 2004

**Affected Neighborhoods:** Primarily the Harambee neighborhood, a lower-income neighborhood north of Park East Freeway.

**Negotiating Groups:** A coalition of approximately 35 to 40 community organizations; The City of Milwaukee, represented by the City of Milwaukee Common Council and Mayor; supervisors representing Milwaukee County, the county that includes the City of Milwaukee.

**CBA Details:** Framed by the community coalition as wanting fair community returns on large-scale public investment, CBA negotiations with the City of Milwaukee began in 2003 when a local union council president received news of the pending redevelopment and successfully delayed the Common Council’s decision on the project. This allowed time for local organizations to assemble and discuss negotiating a CBA-style agreement. A list of benefits, inspired by the Staples Center CBA in Los Angeles, was prepared by the community coalition and submitted to the City of Milwaukee Common Council and Mayor. The requests included good jobs, affordable housing, local hiring and training, environmental protections, community involvement and accountability, and community services.

Eighteen months of deliberation at the city level, and six drafts of a CBA, were unsuccessful in obtaining the community benefits and investment the coalition requested. The community coalition then took their concerns to the County of Milwaukee Supervisors and requested that they negotiate a CBA for their portion of the project (roughly 16 acres). Several County Supervisors were sympathetic and eventually agreed to the Park East Redevelopment Compact (PERC), which contained two required elements and several recommended ones. The required elements mandated prevailing wages and affordable housing while the recommended elements suggested green and open space features, workforce hiring representative of the city’s racial makeup, and apprenticeship training. The PERC also recommended that money received from the sale of land go to housing, neighborhood and economic development, environmental and brownfield cleanup, and workforce training. A newly created ten-member body called the Community Advisory Board oversaw these elements.

In Denver, community advocates negotiated a CBA with a private developer, which resulted in an agreement that excluded a big-box development as part of the project (see Figure 6.3). While the eventual CBA concessions did not

completely respond to community demands, the negotiations helped convince the developer to include extra measures in a separate non-CBA agreement with the City of Denver.

**Figure 6.3. Case Study: Gates Rubber Redevelopment, Denver<sup>5</sup>**

**Project:** Gates Rubber Redevelopment Project – The \$1 billion (estimated) redevelopment of the Gates Rubber Factory by Cherokee Denver, a private corporation that cleans and readies Brownfield sites for future development.

**Years of CBA Negotiations:** 2003-2006

**Affected Communities:** Athmar Park, roughly 64% Hispanic, to the west; and the Baker neighborhood, a recently gentrified predominantly white (88%) community to the east.

**Negotiating Groups:** Cherokee Denver, various community advocate groups

**CBA Details:** CBA negotiations lasted from 2003 to 2006 and were initiated between a small group of community organizations and the Gates Cherokee corporation. Eventually, fifty-five groups, including several labor unions, affordable housing advocates, faith-based associations, environmental justice groups, and other community-based organizations, backed the community benefits that would accompany the redevelopment project. The diversity of the community organizations brought strength to the negotiation process and communicated how a CBA would work in the best interests of residents and local workers.

Ultimately, only one of the coalitions' desired benefits became part of the CBA negotiation with the Cherokee company: no big-box developments would come as a result of the redevelopment project. A separate developer's agreement negotiated with the city included other mitigations that primarily linked lower- and moderate-income residents to affordable housing, training, and prevailing-wage employment opportunities. The developer also agreed to a process of selecting subcontractors, similar to the process for selecting general contractors, which used "best value contracting." Subcontractors were selected based on their record of how well they treated their employees and their histories of providing good wages, health care, day care, and other employee benefits.

The Milwaukee and Denver case studies both show how strong community coalitions can lead to community benefits and future investment. The Denver case study also shows that the CBA process can affect how private developers proceed with their redevelopment efforts. In Southwest Detroit, strong community

coalitions and persistent negotiation efforts may convince railroad companies to enter into agreements that produce positive outcomes for Southwest Detroit, whether a formal CBA exists or not.

Local unions, churches, schools, and community-based organizations have roles to play in supporting jobs and investment in Southwest Detroit. Unions hold influence due to their number of members and political connections (both institutional and personal). Churches and schools reach large numbers of individuals, and community-based groups can organize and galvanize residents. A coalition of people with a common goal can greatly influence the negotiation process and eventually bring more benefits to Southwest Detroit residents seeking employment. Including groups who closely associate with the railroad companies, such as railroad unions or local organizations that provide training in railroad operations, may also help in convincing the railroad companies to participate.

When negotiating for a DIFT CBA, the CBC and other involved organizations could take several steps.

#### SEEK PRO BONO LEGAL ASSISTANCE TO HELP DRAFT A CBA

Successful negotiation and implementation of a CBA needs sound legal advice. Before negotiations begin, the CBC and other organizations could seek pro bono legal assistance through Community Legal Resources or the University of Michigan Legal Assistance for Urban Communities Law Clinic to help draft a CBA. Legal counsel can ensure that the CBA text accurately reflects the interests of the CBC and therefore Southwest Detroit residents.

#### NEGOTIATE DIFT STIPULATIONS

The individuals signing the final agreement agree upon the specific benefits included in the CBA. A CBA could include the following benefits:

- Local Hiring

Local hiring agreements are “designed to increase a particular population’s access to timely information about job openings and to expand real opportunities for the economically disadvantaged to achieve more gainful employment.”<sup>6</sup> Local hiring agreements could guarantee jobs, both in the private and public sectors, for Southwest Detroit residents.<sup>7</sup> See Chapter 3 for more details on ways to address local hiring agreements.

- Wage Requirements

Under a wage requirement provision, the employers would provide workers a defined living wage or prevailing wage. The Milwaukee CBA (Figure 6.2) defined a prevailing wage and required the employer to provide that wage to workers. Other provisions could address benefits such as health insurance, paid and/or unpaid days off, and limitations on hours worked.<sup>8</sup>

- Construction Material Supplies

A material procurement provision would require the developers to give preference to materials manufactured and/or purchased in Southwest Detroit.

## NEGOTIATE A CBA AS SOON AS POSSIBLE

The CBC or others could begin drafting negotiation principles immediately. Once a Record of Decision follows the Final Environmental Impact Statement and finalizes the DIFT project details, the CBC could begin discussions about its priority benefits with the railroad companies. Strong community organizing will serve as a first step in negotiating a CBA. The railroad companies may avoid negotiating until other dominant organizations, such as unions, become involved. In order to optimize employment opportunities for Southwest Detroiters, the CBC, community-based organizations, railroad companies, and others will need to reach an agreement before job solicitation begins.

The Milwaukee and Denver case studies show that CBAs require a process of many drafts, revisions, and negotiations, but can ultimately achieve equitable community and economic development. The next recommendation focuses on forming a committee to lead other efforts at negotiating benefits for Southwest Detroit residents.

## FORM A COMMITTEE TO LEAD POLITICAL NEGOTIATIONS

Form a committee to identify and intervene in opportunities to negotiate for benefits for Southwest Detroit residents.

In order to gain benefits for Southwest Detroiters, local organizations could take advantage of other opportunities for negotiation to advocate for local hiring agreements, prevailing wage requirements, and/or local procurement

provisions. Negotiating a CBA, as outlined above, will have the most effect in securing local investment. However, other opportunities for negotiation will likely arise through legislation, regulations, appropriations, and local approvals.

Representatives from Southwest Detroit stakeholder groups (non-profits, residents, churches, unions) could form a committee to identify possible negotiation opportunities. To take advantage of these opportunities, the committee could organize a group of local organizations and residents to take immediate action. When an opportunity arises, this group could attend public meetings, organize demonstrations, and voice opinions about the benefits that residents should receive. The committee could prepare by:

**Figure 6.4. Representative Tlaib's office in Southwest Detroit**



Source: Ryan Michael

- Building relationships with influential organizations (e.g. churches, unions, city-wide organizations);
- Teaching Southwest Detroit residents about the process of public input; and
- Notifying residents of public input opportunities.

An example of one such possibility is the legislation that will precede DRIC construction. In order for the DRIC construction to commence, the state legislature must pass legislation that:<sup>9</sup>

- Allows for tolling;
- Approves for international co-management; and
- Enables a public-private partnership.

MDOT will oversee the drafting of this legislation and will choose a legislative sponsor to introduce the required bills. These bills will contain the legal language MDOT prefers. An opportunity might exist to amend the legislation to secure benefits for Southwest Detroiters. For instance, with the support of Southwest Detroit representative Rashida Tlaib, the organizing committee could lead an effort to amend the legislation guaranteeing jobs for local residents. As with any opportunity for negotiation, amending legislation would take community organizing and political pressure, which necessitate timely action to form a committee and begin negotiations.

## CONCLUSION

The DIFT and DRIC projects will contribute to the economic vitality of Southwest Detroit. Negotiating to guarantee that permanent jobs become available to local residents will allow Southwest Detroiters to benefit from the two infrastructure projects. In addition to negotiation for permanent jobs, preparation of the workforce will affect how Southwest Detroiters gain new jobs. The following chapter will discuss job training programs.

## NOTES

<sup>1</sup> Patricia Salkin and Amy Levine. *Understanding Community Benefits Agreements: Equitable Development, Social Justice and Other Considerations for Developers, Municipalities and Community Organizations*. 26 *UCLA Journal of Environmental Law and Policy* 291 (2008), 293.

<sup>2</sup> Larissa Larsen, Urban and Regional Planning Program, University of Michigan, personal interview with authors, January 8, 2010.

<sup>3</sup> Larissa Larsen. *A New Era of Negotiated Mitigation and Community Investment in U.S. Megaproject Development (2009)*, 11, unpublished.

<sup>4</sup> Larissa Larsen. *A New Era of Negotiated Mitigation and Community Investment in U.S. Megaproject Development (2009)*, 10, unpublished.

<sup>5</sup> Larissa Larsen. *A New Era of Negotiated Mitigation and Community Investment in U.S. Megaproject Development (2009)*, 8-9, unpublished.

<sup>6</sup> William Schweke. *Linking Incentives and Employment Programs*. Corporation for Enterprise Development. Volume 1, No. 3, March 1999, 3.

<sup>7</sup> *Ibid.*, 1.

<sup>8</sup> Julian Gross. Greg Leroy, Madeline Janis Aparicio. *Community Benefits Agreements-Making Development Projects Accountable*. Good Jobs First and the California Partnership for Working Families, (2005), 10.

<sup>9</sup> Simone Sagovac, Southwest Detroit Environmental Vision, personal interviewed with authors, October 21, 2009.



PAVING THE WAY

**CHAPTER 7**

TRAINING FOR POTENTIAL JOBS



Training programs can help local residents overcome some of the barriers to employment discussed in earlier chapters: education limitations, language barriers, and lack of experience. Southwest Detroit Business Association (SDBA), other community organizations and city departments could leverage existing training programs to connect local residents with jobs, act as an intermediary between employers and training institutions to facilitate new training programs for unmet demands, and explore various sources to obtain funding for these training programs, especially for basic skills training. In addressing these issues, this chapter relates to the following goal:

Ensure that residents of Southwest Detroit receive jobs associated with the operations of the Detroit River International Crossing (DRIC) and the Detroit Intermodal Freight Terminal (DIFT).

The recommendations in this chapter suggest ways to prepare local residents for jobs associated with the DRIC and DIFT by enhancing existing training programs and creating new training programs. Each recommendation outlines the steps necessary for implementation, and describes some of the potential partners and funding sources available.

RECOMMENDATIONS

The following recommendations suggest ways to link Southwest Detroit residents to training resources to prepare residents for potential DRIC and

DIFT jobs. Since job training is not part of SDBA’s mission, SDBA could coordinate efforts with other organizations or agencies in implementation of these recommendations.

LEVERAGE EXISTING TRAINING PROGRAMS AND RESOURCES

Develop an outreach program to enable more Southwest Detroit residents to take advantage of current training programs.

A variety of job training programs and career counseling services serve Southwest Detroit residents. Possible reasons that job seekers do not take advantage of these programs could be lack of information about the programs, lack of a career development plan, or insufficient financial resources or time for training. SDBA could work with job service organizations and training institutions to address these issues by developing an outreach program. This program could include the following two activities to inform local job seekers about training programs and resources.

PROVIDE INFORMATION ABOUT TRAINING PROGRAMS AND FINANCIAL AID TO JOB SEEKERS

SDBA could partner with job service organizations, such as Detroit Workforce Development Department and SER Metro, to compile and disseminate a brochure for Southwest Detroit job seekers that provides information about local training programs and possible financial aid. Some organizations

have compiled such lists of training programs in the past, but these lists are not comprehensive and lack information such as how training leads to specific kinds of jobs. The brochure could include information about job qualifications, training to meet the requirements of jobs that the DRIC and DIFT will create, and the names of nearby training institutions, as well as tuition, financial aid, program duration and class time information. Therefore, if a job seeker decides what kind of job he/she wants, he/she would know how to get the training for the position. Existing types of programs available to Southwest Detroit residents and the organizations that offer them include:

- Basic skills training programs (see Appendix B for more details)
  - Detroit Hispanic Development Corporation
  - SER Metro-Detroit, Jobs for Progress, Inc. (SER Metro)
  - Detroit Workforce Development Department Adult Education Center
  - Latin Americans for Social & Economic Development, Inc. (LA SED)
  - Southwest Solutions
- Pre-apprenticeship training programs (Detroit)
  - Skills trade and pre-apprenticeship program of Henry Ford Community College
  - Road Construction Apprenticeship Readiness Program (part of No Worker Left Behind initiative)
  - A. Philip Randolph Career & Technical Training Center
- Apprenticeship programs (Southeast Michigan)

Almost all official apprenticeship programs in Southeast Michigan are located outside of Southwest Detroit.<sup>1</sup> In order to improve residents' access to these programs, the employers and community organizations could:

- Arrange shuttle bus for Southwest Detroit residents or
  - Provide classroom in Southwest Detroit.
- Moderate and advanced skills training programs (Wayne County)

Local community colleges offer moderate and advanced skills training programs. Currently seven community colleges in Wayne County provide educational and training programs, including Wayne County Community College and Henry Ford Community College. The scope of programs is broad, ranging from small business management and building construction trades to basic office skills. The Career Education Consumer Report provides information about these training institutions.<sup>2</sup>

Many programs accept Individual Training Accounts (ITAs) payment, which are comparable to vouchers. Participants could use the accounts to pay for the tuition in any program on the eligible program/provider list.<sup>3</sup> All adults are eligible for this program, but certain groups receive priority:

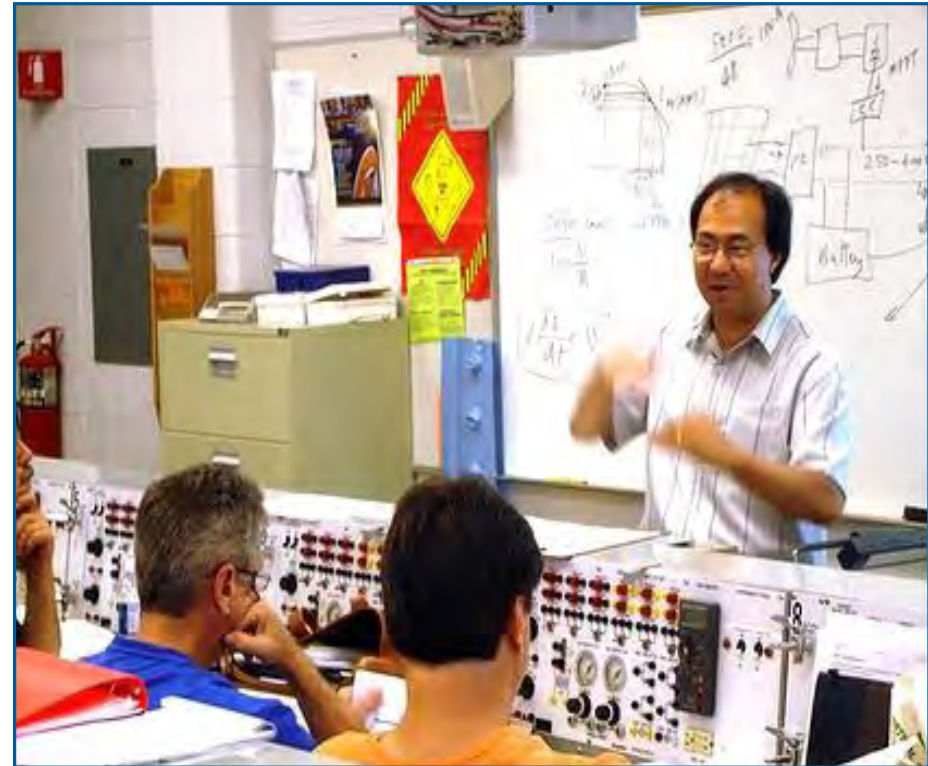
- Unemployed individuals;
- Underemployed individuals with family income below \$40,000 a year ; Public assistance recipients; and
- Veterans.

Eligible people can meet with career coaches in any of the four one-stop service centers of the Detroit Workforce Development Department and select a training provider together, which depends on the training objectives, past provider performance, scheduling, accessibility and cost efficiency. ITA cash values vary according to the type of training involved. The maximum amount is \$5,000 per year for two years, or a total of \$10,000 per person.<sup>4</sup>

#### CONDUCT ORIENTATION MEETINGS TO ASSIST JOB SEEKERS IN GETTING TRAINING-RELATED INFORMATION

The Michigan Department of Transportation (MDOT) could work with organizations and city departments such as LA SED or the Detroit Workforce Development Department to provide job training orientations on a regular basis for Southwest Detroit residents. SDBA could participate in the orientation meetings and provide information about employers' expectations. On July 1, 2009, MDOT collaborated with the Detroit Workforce Development Department to provide a job training orientation in Southwest Detroit as part of the commitment to provide local residents with job training opportunities in order to advance DRIC mitigations. The orientation provided information about English as a Second Language, No Worker Left Behind, job search training, job placement training, and interview skills/resume development; and the meeting flyer was available in English, Spanish and Arabic.<sup>5</sup> This kind of orientation could happen on a regular basis in the future.

**Figure 7.1 Dr. Anil Tuladhar teaches laid-off auto workers how to install and manage solar panels at Henry Ford Community College**



Source: "Laid Off US Car Workers Learn to Install Solar Panels," Sydney Morning Herald, August 3, 2009, <http://www.smh.com.au/environment/energy-smart/laid-off-us-car-workers-learn-to-install-solar-panels-20090803-e725.html>.

## ESTABLISH NEW TRAINING PROGRAMS

Facilitate the establishment of new training programs by providing input about employers' needs

When no training program is available to meet specific demands, it might be necessary to set up new training programs. SDBA could fulfill a valuable role in the process of establishing new training programs for unmet training demand by acting as an intermediary between training service providers and employers. SDBA could help articulate employers' needs, identify possible common interests among different employers, and make the use of resources more efficient.

Unmet training needs such as diesel truck retrofitting or technical English as a Second Language (ESL) may require establishment of customized training programs. SDBA could communicate with organizations like SER Metro about these unmet training needs and urge them to set up appropriate programs. Two other potential training partners could be Wayne County Community College and Henry Ford Community College. Wayne County Community College provides customized contract training services for business, industry and government agencies.<sup>6</sup> Henry Ford Community College (HFCC) has an Office of Corporate Training that responds to business and industry requests through customer-specific education offerings. These work-based programs are financed by contract with the employer or through private or public

sources. HFCC also hosts a Skilled Trades and Apprenticeship Program for industrial occupations<sup>7</sup> and an English Language Institute, whose director has expressed willingness to provide technical ESL classes if demand exists.<sup>8</sup>

In general, financial resources are a critical factor in new program establishment and current program continuation and expansion. To address the funding issue, SDBA and other involved organizations could obtain funding for training programs through various means.

### OBTAIN TRAINING FUNDS FROM MDOT, CONTRACTORS, OR OTHER PRIVATE PARTIES

SDBA and other community-based organizations could form a coalition of Southwest Detroit stakeholders to negotiate for a training fund either from MDOT, its contractors, or other private parties like the railroad companies. In some community benefit negotiation cases (see Figure 7.2), a developer has agreed to pay several million dollars for training local residents. As described in Chapters 3 and 6, a coalition of Southwest Detroit stakeholders can negotiate for training funds through Community Benefits Agreements, Project Labor Agreements, or changes to local legislation.

Negotiated training funds could primarily implement basic skills training and pre-apprenticeship training. Mastering basic skills such as speaking and reading English, basic math, reasoning and computer skills are common

**Figure 7.2 Case Study: Training funds secured by community-based organizations in Los Angeles and New Haven**

In 1998, Alameda Corridor Jobs Coalition (ACJC) in Los Angeles entered a hiring agreement with Alameda Corridor Transportation Authority (ACTA) on the federally funded Alameda Corridor Project. ACTA agreed to provide funding for a total of 1,000 local residents to receive pre-apprentice construction training (650 residents) and non-construction management training (350 residents). ACJC Training and Employment Corporation, a separate corporation spun off by ACJC, received funding of \$7.5 million (about \$7,500 per participant) to do the outreach, hiring and training work. The funding came from the primary contractor for the project, as required by ACTA.<sup>9</sup>

In 2004, a labor-community coalition in New Haven, Connecticut, won a CBA with Yale-New Haven Hospital. To insure that local people did not get stuck in the lowest paying jobs, the CBA established a comprehensive training program that included at least 50 career ladder opportunities and \$300,000 in funding per year for five years.<sup>10</sup>

prerequisites for entering moderate and advanced skills training programs. Most jobs require at least basic skills training. Private employers are often

willing to organize and pay for on-the-job training programs that will benefit their businesses directly but are less interested in providing basic skills training. Moderate and advanced skills training would be a secondary funding priority.

USE EXISTING FUNDING SOURCES

When referring job seekers in Southwest Detroit to appropriate training programs, community-based organizations can also help them identify possible funding sources. For example, they may be eligible to use ITAs to pay for training costs. Local organizations such as Detroit Workforce Development Department, LA SED and SER Metro could make efforts to ensure new training programs such as engine retrofitting technologies are eligible for this funding and provide assistance in obtaining the proper certification. In order to apply for ITAs eligibility, training providers need to enter performance data into the Career Education Consumer Report system and thus trigger a Michigan Works! review of the submission.<sup>11</sup>

EXPLORE NEW FUNDING SOURCES

In addition to the existing funding for training, community organizations such as LA SED, SER Metro and the Detroit Hispanic Development Corporation could also explore other possible funding sources. On the following page are

some government-funded programs that might assist residents in Southwest Detroit.

- Community-based job training grants from the Department of Labor

These grants are employer-focused and the purpose is to build the capacity of community colleges to train workers for skills in high growth and high demand industries. Applicants must be a community or technical college, a community college district, a state community college system, or a one-stop career center in partnership with its local Workforce Investment Board. Applicants should apply to the Employment and Training Administration of the United States Department of Labor.<sup>12</sup>

- Career Transition Program (CTP)

The Michigan Credit Union industry partnered with the State of Michigan to offer an affordable educational loan program for credit union members recently displaced or in the process of being displaced from the workforce. The maximum assistance per member is \$10,000.<sup>13</sup>

- “Pathways Out of Poverty” Training Grants for Green Jobs

In January 2010, Southwest Solutions received \$4 million in federal grant money to prepare unemployed individuals, high school dropouts, individuals with a criminal record, and veterans in Southwest Detroit for green jobs. Southwest Solutions will partner with companies, training institutions and unions to lead the Southwest Detroit Consortium to apply the funds (see Chapter 9 for more details).<sup>14</sup>

Collaboration among various stakeholders is critical for successful implementation of these recommendations. Table 7.1 clarifies the roles that each stakeholder could play in order to prepare local residents for DRIC and DIFT jobs.

## CONCLUSION

Close cooperation among SDBA, other community organizations and training service providers is important to prepare Southwest Detroit residents for jobs through training. Community organizations and training service providers can then refer qualified trainees to SDBA as part of an employee referral system, which Chapter 8 will discuss.



**Table 7.1. Program partner roles in training Southwest Detroit residents**

Program Partner	Roles
Employers	Staffing needs identification Training curriculum review Paid internships for qualified students Jobs for graduates
Community colleges	Curriculum development Learning tools development Program evaluation Instruction Job placement assistance Instructor training Student recruitment
The proposed employee referral system (see Chapter 8)	Staffing needs identification Program marketing and promotion Potential candidates screening and interview Qualified trainees referral
SDBA, Detroit Workforce Development Department, SER Metro, LA SED, Focus: HOPE, and Detroit Hispanic Development Corporation	Student recruitment and screening Assessment and counseling Case management Referral to social services Community sites for instruction Job and training placement assistance

Source: Adapted from *Beyond Welfare-to-Work: Bridging the Low-Wage – Livable – Wage Employment Gap*, Davis Jenkins, Great Cities Institute, University of Illinois at Chicago, 1999.

## NOTES

<sup>1</sup> Michigan Department of Transportation. Disadvantaged Business Enterprise Program Procedures. July 10, 2009. [http://www.michigan.gov/documents/mdot/Program\\_Procedures\\_275690\\_7.pdf](http://www.michigan.gov/documents/mdot/Program_Procedures_275690_7.pdf).

<sup>2</sup> Career Education Consumer Report. 2008, <http://www.mycareereducation.org/index.asp>.

<sup>3</sup> United States Department of Labor. What is an Individual Training Account, [http://www.dol.gov/dol/allcfr/ETA/Title\\_20/Part\\_663/20CFR663.410.htm](http://www.dol.gov/dol/allcfr/ETA/Title_20/Part_663/20CFR663.410.htm).

<sup>4</sup> City of Detroit Revised Comprehensive Five-Year Local Plan July 1, 2000 – June 30, 2005 with an Extension from July 1, 2005 – June 30, 2010, [http://www.detroitmi.gov/Portals/0/docs/workforcedev/pdfs/RFP/July\\_09/5yr%20Comp%20Plan%202009.pdf](http://www.detroitmi.gov/Portals/0/docs/workforcedev/pdfs/RFP/July_09/5yr%20Comp%20Plan%202009.pdf).

<sup>5</sup> Detroit River International Crossing Project. [http://www.partnershipborderstudy.com/meetings\\_us.asp](http://www.partnershipborderstudy.com/meetings_us.asp).

<sup>6</sup> Wayne County Community College, Community Services, [http://www.wcccd.edu/dept/workforce\\_development.htm](http://www.wcccd.edu/dept/workforce_development.htm).

<sup>7</sup> Henry Ford Community College, Office of Corporate Training, <http://www.hfcc.edu/programs/CorporateTraining.asp>.

<sup>8</sup> Henry Ford Community College, English Language Institute, [http://www.hfcc.edu/programs/english\\_language\\_institute/](http://www.hfcc.edu/programs/english_language_institute/).

<sup>9</sup> Alameda Corridor Project, <http://www.sjcite.info/acp.html#acj>.

<sup>10</sup> Louise Simmons and Stephanie Luce. Community Benefits Agreements: Lessons from New Haven. *Working USA: The Journal of Labor and Society*. Volume 12, Issue 1. Pp 97-111.

<sup>11</sup> This website provides more information about ITA eligibility application: <http://www.publicpolicy.com/newcecr/KeyTerms.asp#init>.

<sup>12</sup>U.S. Department of Labor. Community-Based Job Training Grants, <http://www.doleta.gov/Business/Community-BasedJobTrainingGrants.cfm>.

<sup>13</sup>Career Transition Program, <http://www.ctpforcumembers.org/>.

<sup>14</sup>Southwest Solutions website. Southwest Housing Solutions gets \$4 Million Federal Grant to Prepare Detroit Residents for Green Jobs, [http://www.swsol.org/pages/assets/Pathways\\_grant.html](http://www.swsol.org/pages/assets/Pathways_grant.html).

PAVING THE WAY

**CHAPTER 8**

ENCOURAGING EMPLOYERS TO HIRE LOCAL  
RESIDENTS



As demonstrated in the previous two chapters, local residents may obtain direct jobs through negotiated hiring, and both direct and indirect jobs through training programs. Negotiations, however, may result in only a small percentage of jobs dedicated to local residents, and completion of training programs does not guarantee job placement for local residents. In order to get a greater number of jobs allocated to local residents, employers must choose to hire locally. This issue relates to the following goal (see Chapter 1):

Ensure that residents of Southwest Detroit receive jobs associated with the operations of the Detroit River International Crossing (DRIC) and the Detroit Intermodal Freight Terminal (DIFT).

Businesses benefit by hiring local staff. First, employees will be more reliable because they live close to the work location. Additionally, businesses may save on recruiting costs by hiring locally, especially if they receive referrals from a trusted local source.<sup>1</sup> Finally, by hiring locally, employers can potentially reduce the time required for recruiting and hiring efforts. Even with these benefits, employers often need an additional incentive to hire locally. This chapter describes a way in which businesses may be encouraged to hire local residents for jobs resulting from the DRIC and the expansion of the DIFT.

## WORD OF MOUTH HIRING

Word of mouth referrals are an important way to connect entry-level job seekers with employers.<sup>2</sup> A word of mouth referral system can encourage local hiring by using a trusted source to make worker recommendations to employers upon their request.

A strong word of mouth referral system can benefit local residents as well, by offering a free service that allows them the opportunity to connect with employers. Residents will receive more local jobs and, in turn, spur economic growth in the local region. The following list highlights some of the services a word of mouth referral system could offer to local residents:<sup>3</sup>

- Employment Referral Services
  - Interview and pre-screen candidates for vacant positions.
  - Refer candidates to local employers.
- Training Referral Services
  - Direct unemployed workers to appropriate training programs.
  - Refer applicant to employers upon successful completion of training programs.

## RECOMMENDATIONS

Employers generally hire by word of mouth for entry-level positions. Since many of the jobs resulting from the DRIC and DIFT will be entry-level positions, Southwest Detroit residents could benefit greatly from a word of mouth referral system. The following recommendation offers an approach for encouraging employers to hire local residents for jobs resulting from the DRIC and DIFT.

## CREATE AN EMPLOYEE REFERRAL SYSTEM

Create an employee referral system in Southwest Detroit to encourage businesses to hire local residents for jobs resulting from the DRIC and the expansion of the DIFT.

Since the Southwest Detroit Business Association (SDBA) is known as a longtime advocate for Southwest Detroit businesses, SDBA could serve as the primary source for employee referrals and lead the effort to implement an employee referral system. By partnering with local training agencies to seek out the best candidates, SDBA could refer the most qualified

**Figure 8.1. SDBA's office in Southwest Detroit**



Source: Ryan Michael

candidates to local employers upon their request. The key to success for an employee referral system is the trust in the organization making referrals to employers. Similar programs that have put an unfamiliar organization in charge of making referrals have not succeeded in increasing local hiring.<sup>4</sup> SDBA could serve as the trusted “mouth” in the word of mouth hiring process.

While the existing businesses in Southwest Detroit may have a solid relationship with SDBA, most businesses hiring workers for the DRIC and the DIFT will be from outside of Southwest Detroit, and may not know the organization. Various resources exist to assist SDBA in identifying these employers. The Michigan Department of Transportation (MDOT) could provide SDBA with a list of companies contracted for the DRIC and the DIFT. In addition, SDBA could work with the Detroit Regional Chamber of Commerce and the Detroit Economic Growth Corporation to identify companies seeking to locate in Southwest Detroit as a result of the DRIC and the DIFT projects.

Once SDBA identifies the employers, SDBA will need to focus on building relationships with these employers and promoting its ability to deliver quality workers. Building personal relationships with non-local businesses could require a significant amount of time and effort. SDBA may use a variety of techniques to build relationships, such as scheduling one-on-one meetings and telephone calls with the employers, as well as sending e-mails and informational brochures. Once the relationships are established, an employee referral system could be a key to securing local jobs for Southwest Detroit residents. The following steps demonstrate how an employee referral system may be implemented in Southwest Detroit.

### IDENTIFY STAFFING NEEDS

The employee referral process begins with employers identifying their staffing needs and then contacting SDBA to request potential candidates to fill vacant positions. Employers should provide SDBA with a description of the job to be filled and its required and desired qualifications. In addition, the employer should indicate the number of positions to be filled and the number of candidates they would like to interview for each position. SDBA can then give the employer an estimated turnaround time for providing the referrals.

### CONNECT LOCAL WORKERS TO THE EMPLOYEE REFERRAL SYSTEM

Local training agencies, such as SER Metro, can partner with SDBA to identify the best candidates to fill employment vacancies. Several local training programs should be available to the residents who require training to qualify for jobs resulting from the DRIC and DIFT (see Chapter 7). If good relationships are maintained between SDBA and the training agencies in Southwest Detroit, then the training agencies could refer the top candidates coming out of their training programs to SDBA. If an untrained worker comes directly to SDBA looking to be matched with an employer, SDBA can refer the worker to the appropriate training agency for assistance.

Some unemployed workers in Southwest Detroit are already trained for the jobs that may result from the DRIC and DIFT and would not need to enroll in training programs. In order to inform these trained workers about the employee referral system, SDBA could implement an outreach program. Outreach programs can be time-consuming and costly. The following list

suggests some less-costly ways to inform residents about an employee referral system.

- Post information on SDBA's website
- Put an article in SDBA's newsletters
- Post flyers at other local non-profits, businesses and restaurants
- Hold a community meeting and make announcements at other groups' meetings

Since an outreach program of this nature could overwhelm SDBA with applicants, the minimum skills and qualifications required of applicants should be specified in all communications to residents.

### SCREEN AND INTERVIEW POTENTIAL CANDIDATES

Once potential candidates are connected with SDBA, SDBA will need to screen and interview the candidates before referrals are made to the employer. A standard application form could be developed for all potential candidates to complete upon arrival at SDBA. The form can include the applicant's personal and contact information, level of education completed, training programs and/or certifications completed, and work history, among other information. Upon completion of the form, SDBA could check the references provided by the applicant. SDBA could then conduct a one-on-one interview with a few candidates, focusing on the qualifications requested by the employer.

## MAKE RECOMMENDATIONS TO EMPLOYERS

Once the screening and interviewing process is completed, SDBA can choose the candidates most qualified for the vacant positions. SDBA will compare the candidates' skills and qualifications to the employer's desired qualifications in order to make the decision. SDBA could then contact the employer and offer their final recommendations.

## MAINTAIN A DATABASE OF POTENTIAL CANDIDATES

SDBA is not likely to refer all pre-screened candidates to employers requesting referrals. At the same time, other candidates may be referred by SDBA for a job opening but not hired by the employer. SDBA could maintain a database of these pre-screened candidates for future employee referrals. A candidate who does not qualify for one position could be better suited for positions that open in the future. By keeping pre-screened candidates in the database, SDBA could improve the turnaround time for referring potential candidates to employers.

## APPLY FOR FUNDING

Implementing an employee referral system in Southwest Detroit could require considerable funding and additional staff at SDBA. While a system of this nature may require slightly more capacity during program start-up, ongoing capacity will be required to handle candidate intake and screening, recommend potential candidates to employers, and maintain a database of pre-screened candidates. Since the application process for funding often takes

a significant amount of time, applying for funding could be an important step towards implementation. Funding can come from various foundations and government programs.

Local Initiatives Support Corporation (LISC) and the Community Foundation for Southeast Michigan may provide funding for an employee referral system in Southwest Detroit. Detroit LISC invested \$1.5 million in 2009 toward strengthening Detroit neighborhoods. Detroit LISC focuses on supporting neighborhood economic development and preserving community assets and jobs, and often provides grants to community development corporations, helping to support their community programs.<sup>5</sup>

The Community Foundation focuses on economic and workforce development in Southeast Michigan, and works to identify projects promising the greatest long-term impact on the region. It accepts grant requests from non-profit organizations serving Southeast Michigan. By filling out the Foundation's Pre-Application Questionnaire, SDBA can determine their eligibility for the program and call a program officer to discuss the proposal.<sup>6</sup>

As a nonprofit organization with 501(c)(3) status, SDBA is also eligible to apply for the federal funding sources listed in Table 8.1. Although these grants are not precisely tailored to a community-based employee referral system, they all support job growth and job retention within local communities. The one exception is the Economic Development Assistance Program, which supports capacity-building in non-profit organizations. This grant could be useful for SDBA if the organization chooses to hire new staff to operate an employee referral system. Two grants listed in Table 8.1 are closed for application for the year 2009, but these or similar grants may be available in 2010. Refer to Appendix C for detailed descriptions of these funding opportunities.



**Table 8.1. Potential federal funding sources for nonprofit job placement agencies**

Name	Source	Application Deadline	Award Ceiling	Brief Description	Organizations Eligible to Apply
Nonprofit Capacity Building Program	Administration for Children and Families/ Office of Community Services	July 07, 2009	\$1,000,000	This grant supports a cooperative agreement to build the capacity of funded projects' nonprofit partners in order to address the broad economic recovery issues present in their communities. This includes helping low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs, and gain greater access to tax credits.	Nonprofits with 501(3)c status State/County/City governments Private institutions of higher education
Economic Development Assistance Programs	Economic Development Administration	Sep 30, 2010	Unknown	This program helps get a wide range of technical, planning and infrastructure assistance to regions experiencing adverse economic changes that may occur suddenly or over time.	County/City governments Nonprofits w/ or w/out 501(c)3 status
Recovery Act - Pathways Out of Poverty	Department of Labor	Sep 29, 2009	\$8,000,000	This grant is for projects that provide training and placement services to provide pathways out of poverty and into employment within certain industries.	National entities Local entities
Recovery Act Funding	Economic Development Administration	Jun 30, 2010	\$8,000,000	This grant helps restore, replace and expand economic activity in regions that have experienced sudden and severe economic dislocation and job loss due to corporate restructuring, and prioritizes projects that will diversify the economic base and lead to a stronger, more globally competitive and resilient economy.	Nonprofits with 501(3)c status State/County/City governments Private institutions of higher education

Source: Grants.gov, *Find Grant Opportunities*, <http://www.grants.gov/search/search.do;jsessionid=2mfqLxHrtGHx2vrmYNm5fKJP2yzpRJTQGn3YtYftvqKpGnDBVfJ!-1299818899?mode=PAGECHANGE&pageNum=2>, Accessed on December 22, 2009.

While government grants are useful for starting a non-profit program such as an employee referral system, charging a fee for service could help maintain the program over time. After an employee referral system builds its reputation among employers and local residents, it can gradually try to adopt a fee-for-service strategy by charging a fee to employers on a per-employee-hired basis. However, the fee would have to be much lower than the cost of internal recruiting or a for-profit employment agency. Consequently, an employee referral system may need ongoing subsidy to remain active in Southwest Detroit.

## CONCLUSION

This chapter recommends implementing an employee referral system in Southwest Detroit as a way to encourage businesses to hire local residents. Prior chapters identified other ways to connect residents to long-term jobs resulting from the DRIC and DIFT. Now the focus of the plan shifts to the ways that residents can connect to green jobs resulting from initiatives to improve environmental conditions in Southwest Detroit.

## NOTES

<sup>1</sup> Auxillium West, Employment Staffing (Jobs), <http://www.auxillium.com/staffing.shtml>.

<sup>2</sup> Studies in Detroit have shown that 83% of employers in industrial districts and 90% of employers in retail districts found entry-level employees by word of mouth. Margaret Dewar, "Paying Employers to Hire Local Workers: Not a Way to Revitalize Distressed Communities," Urban and Regional Planning Program, University of Michigan, December 2008, unpublished.

<sup>3</sup> Odawa Native Friendship Centre, Employment Referral and Training Program, <http://www.odawa.on.ca/programs/ertp.htm>.

<sup>4</sup> Larissa Larsen, Urban and Regional Planning Program, University of Michigan, personal interview with authors, December 18, 2009.

<sup>5</sup> LISC Detroit: Neighborhoods Now, Detroit LISC Invests over \$1.5M in 2009 Grants, July 2009, <http://www.detroit-lisc.org/display.aspx?pointer=8657>.

<sup>6</sup> The Community Foundation for Southeast Michigan, Apply for a Grant, <http://www.cfsem.org/apply-grant>, Accessed on Dec 16, 2009.

PAVING THE WAY

**CHAPTER 9**

JOBS AND THE ENVIRONMENT



One goal of this plan is to connect residents to new green jobs. This chapter focuses on the construction-related and permanent jobs that also to improve environmental conditions in Southwest Detroit. For the purpose of this plan, these jobs will be referred to as “green jobs.” This chapter outlines ways that Southwest Detroit can take advantage of jobs related to the Detroit River International Crossing, Detroit Intermodal Freight Terminal, and the natural environment. Green jobs in Detroit may exist in “industries that provide products or services related to... clean transportation and fuels, ... and pollution prevention or environmental cleanup.”<sup>1</sup>

The State of Michigan emphasizes a long-term goal of “increasing diversification of the state economy and investing in jobs of the future.”<sup>2</sup> New policies and state actions support environmental protection and green jobs as a way of the future. The green economy can create new industries but it will also allow current companies the opportunity to provide products, parts, and services to this growing sector of Michigan’s economy.

Of the four goals (see Chapter 1), one relates to the environment:

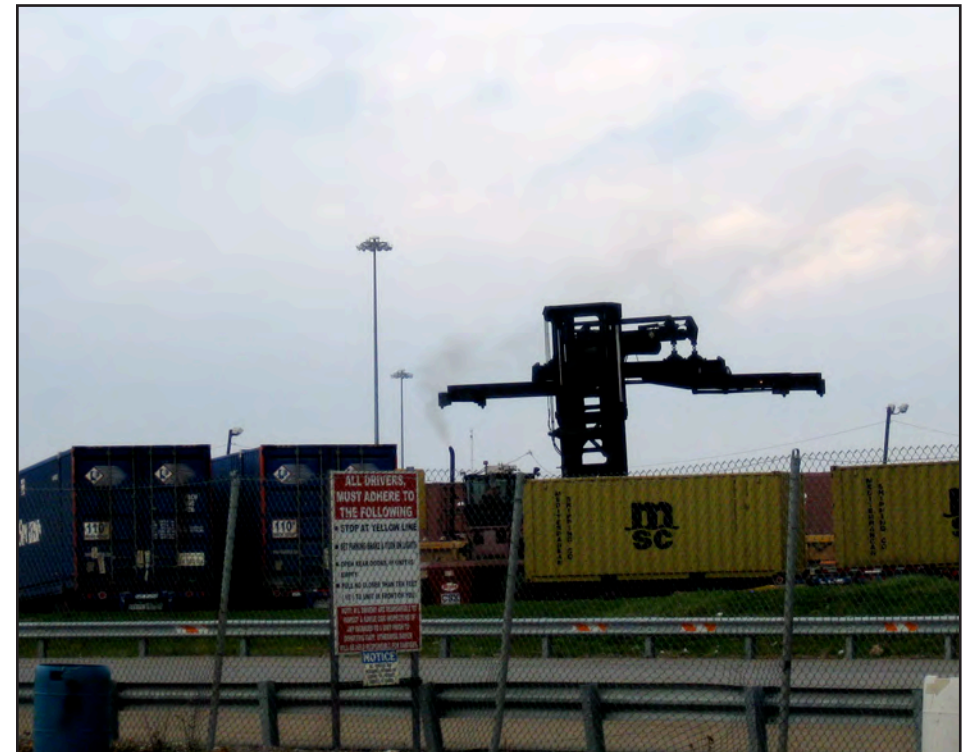
[Link Southwest Detroit residents to DRIC and DIFT-related jobs that improve the local environment.](#)

This goal addresses the relationship between the DRIC and DIFT and the green jobs they could create in Southwest Detroit. This chapter will cover construction-related and permanent job creation that could improve the environment in Southwest Detroit. In addition, it will provide recommendations on how to connect local residents to these jobs, in part by using existing training programs and funding sources for green job creation.

## CONSTRUCTION-RELATED “GREEN” JOB CREATION

The following section discusses 1) diesel retrofitting on construction equipment, 2) greening and streetscapes and 3) green building. These jobs will exist during the construction period for the DRIC and the DIFT.

**Figure 9.1. Container lift in the DIFT**



Source: Nicholas Cilluffo

## RETROFITTING CONSTRUCTION EQUIPMENT

Large infrastructure projects like the DRIC and DIFT bring with them many construction vehicles. “Construction equipment engines typically produce more particulate matter (PM) in a year than on-road trucks and buses because their diesel engines are larger and are not regulated as strictly.”<sup>3</sup> Particulate matter is a mixture of small particles and liquid droplets.<sup>4</sup> It has been linked to the following health concerns:<sup>5</sup>

- Increased respiratory symptoms, such as coughing, or difficulty breathing
- Decreased lung function
- Aggravated asthma
- Development of chronic bronchitis
- Irregular heartbeat
- Premature death in people with heart or lung disease

Poor air quality is already an issue, with Southwest Detroit not meeting EPA air quality standards for PM. Installing diesel engine retrofits in construction equipment reduces pollution because the typical construction engine emits 50% more particulate matter for every gallon of fuel burned than the same size engine in a truck. The DRIC and DIFT projects have the potential to worsen the poor air quality in Southwest Detroit during construction. Retrofitting diesel engines with emission reduction technology can improve air quality and reduce health risks. The jobs associated with this work can both provide economic opportunities for residents of Southwest Detroit and allow them to work towards a better environment for themselves and their families. The jobs related to this installation will be available in the short-term because equipment requires retrofitting prior to construction.

### **Figure 9.2. Case Study: Albuquerque, New Mexico - diesel retrofit**

One model/example of reducing diesel emissions and at the same time creating and sustaining jobs is in Albuquerque, New Mexico. The EPA awarded the State of New Mexico \$1.73 million in 2009 through the State Clean Diesel Grant Program (discussed in the recommendations section). The goals of the program in Albuquerque are to retrofit diesel engines to improve air quality and to promote the creation and/or preservation of jobs. The program asserts that job creation in Albuquerque will come about in three ways:<sup>6</sup>

- Increasing demand for the products required to retrofit construction equipment on a local and national scale
- Using vendors in the areas where the projects will be implemented
- Using local technical staff trained in the installation and maintenance of the retrofit equipment

Southwest Detroit has accessed funding through the State Clean Diesel Grant Program (referenced in the Albuquerque case study and discussed in the recommendations section). This could ensure that construction equipment used for the DRIC and DIFT is retrofitted, improving air quality for surrounding residents, and creating jobs as well. “A diesel particulate filter can reduce

particulate matter emissions by 60 to 90% and carbon monoxide emissions by 50 to 90%.”<sup>7</sup> Diesel retrofitting of construction equipment is already a possibility in Southwest Detroit with the funds the EPA awarded to Southwest Detroit Environmental Vision for the retrofitting of non-road construction equipment, discussed in the section on possible funding sources for diesel mechanics and retrofitting.

## GREENING AND STREETSCAPES

The DRIC and DIFT will create new opportunities for landscaping, streetscape improvements, and general “greening” practices. Plantings and vegetation remove particulate matter from the air and improve air quality. “Tree canopies act as filters and bulk collectors, collecting both the particulate matter and the gaseous vapors. The type of vegetation, leaf type, length of in-leaf season, stickiness, and canopy are all important factors in designing vegetated areas for pollution remediation.”<sup>8</sup> Air quality and quality of life in Southwest Detroit will benefit from increased green spaces.

The footprint of the proposed DRIC will eliminate South Rademacher Park and the Post-Jefferson Playlot.<sup>9</sup> In the Record of Decision (ROD), MDOT has promised streetscape improvements and compensation for loss of green space. The ROD for the DRIC states that it will provide “compensation for property, facilities, and recreational function.”<sup>10</sup> However, the ROD does not mandate that a park will replace another park; simply that MDOT will provide compensation. Nevertheless, any construction of new parks and/or green space would create short-term jobs, listed to the right.

The ROD for the DRIC also pledges to complete some landscaping and streetscape improvements. As a result of construction “buffers/barrier walls are planned for the plaza perimeter. Buffer/barrier wall construction materials and aesthetic concepts were discussed with the DRIC study team during a series of Context Sensitive Solution (CSS) workshops held in the community.”<sup>11</sup>

As mitigation for the DIFT, MDOT will provide beautification and improvements to roadways, sidewalks and greenways near the DIFT. Furthermore, they will provide \$17 million for buffering on the perimeter to reduce visual and noise impacts. These projects will require short-term hiring for labor and the acquisition of supplies. Green space and streetscaping construction provide jobs for laborers; suppliers who provide construction materials will also hire additional workers.

- Physical Labor Jobs<sup>12</sup>
  - Planting trees, shrubs, etc.
  - Inspecting and repairing trucks and diesel engines
  - Laying sod
  - Removing litter
  - Hauling/spreading topsoil
  - Installing irrigation systems
  - Building forms; mixing and pouring concrete
  - Installing drainage systems, retaining walls, fences, planters, playground equipment

- Material Supplier Jobs

Any landscaping or streetscape improvement project will require supplies. Local businesses that can supply the products for landscaping and streetscape improvements could hire additional workers. The types of businesses include:

- Horticultural suppliers
- Construction equipment and material suppliers

A list of local horticultural, and construction equipment and material suppliers can be found in Appendix D.

## GREEN BUILDING

Part of the ROD for the DRIC states that, “adequate replacement housing and industrial/commercial space is available in Southwest Detroit to replace the 257 dwelling units, 43 businesses, and 9 non-profit organizations (community facilities and churches) that would be relocated” as a result of the bridge development.<sup>13</sup> To improve efficiency and reduce energy costs, new or renovated buildings could incorporate green technologies, such as low-flow faucets, energy-star appliances, and high-efficiency windows and furnaces. This creates an opportunity for short-term “green” jobs in housing and new commercial space construction and/or remodeling.

## PERMANENT “GREEN” JOB CREATION

The following section discusses 1) diesel retrofitting on trucks and locomotives, and 2) greening and streetscapes. These jobs will be available after the DRIC and DIFT construction periods.

### RETROFITTING TRUCKS AND LOCOMOTIVES

After the DRIC and DIFT begin operation, demand will exist for retrofitting diesel engines on both trucks and locomotives. The 2008 Locomotive and Marine Diesel Rule mandates that all new locomotive manufacturers upgrade new engines to meet current emissions standards. In addition, the 2008 regulations require that manufacturers equip all newly manufactured and nearly all remanufactured locomotives with idle reduction technology that will automatically shut down locomotives if they idle unnecessarily. Together, these regulations should reduce nitrogen oxide (NOx), hydrocarbon (HC), and particulate matter (PM) emissions by about 90 percent. These standards will also significantly reduce smoke emissions and exhaust odors.<sup>14</sup>

The 2007 Heavy-Duty Highway Engine Rule results in similar emissions reductions for trucks, initially estimated to reduce NOx and HC emissions by 50%.<sup>15</sup> However, these standards only apply to new engines and do not require the remanufacturing of existing engines. This means that the current fleet of tractor-trailers need not retrofit their engines to adhere to new emissions standards.<sup>16</sup> The EPA has, however, implemented extensive voluntary programs, such as the SmartWay program, discussed in the recommendations section. Furthermore, as mitigation for the DIFT, MDOT is promising to provide



funding to develop and implement a plan to improve air quality by reducing particulate matter from diesel truck exhaust.

These regulations and initiatives increase demand for retrofitting, though more for locomotives than for trucks, due to the mandatory locomotive regulations. However, no companies exist in Detroit that produce anti-idling technology for locomotives.<sup>17</sup> Additionally no manufacturers of locomotives exist near Detroit. Furthermore, rail companies will not retrofit locomotives in the DIFT, but would instead do so at regional maintenance hubs not located in the area. Therefore, little chance exists of job creation due to locomotive retrofits. As for trucks, however, three companies near Southwest Detroit--Cummins, Detroit Diesel, and Tri-County International Trucks--install diesel retrofits. This means that, though the demand is small for retrofitting diesel truck engines, local job opportunities exist, especially with DIFT mitigations and organizations such as SDEV pursuing funding for these types of projects.

### MAINTENANCE OF GREENING AND STREETSCAPES

Although the mitigation of South Rademacher Park and Post-Jefferson Playlot will produce short-term jobs during DRIC construction, they will produce no new permanent jobs, as any maintenance jobs associated with these parks already exist. MDOT will create landscaping around the plaza of the bridge and will likely contract with a lawn service company for maintenance. A local company could perform this maintenance. This is the same approach taken by the Blue Water Bridge; MDOT employs no permanent landscape maintenance staff there.<sup>18</sup> However, because the DRIC has a much larger area for landscaping than does the Blue Water Bridge, a few permanent maintenance jobs may exist.

## RECOMMENDATIONS

Connecting local residents to green jobs can involve several steps. The recommendations, listed below, can achieve the goal of linking Southwest Detroit residents to DRIC and DIFT-related jobs that improve the local environment. The following recommendations are the first steps in preparing residents for jobs related to diesel mechanics, retrofitting, greening and streetscaping, and green building that will occur during and after construction of the projects.

### CREATE A DIESEL MECHANIC PROGRAM

*SDEV could facilitate a partnership between local businesses and community colleges to increase the availability of diesel mechanic training near Southwest Detroit.*

#### DIESEL MECHANICS AND RETROFITTING OF CONSTRUCTION EQUIPMENT, TRUCKS AND LOCOMOTIVES

- Qualifications

The installation of construction equipment, truck, and locomotive retrofits for emission control is a straightforward process that requires commonly available tools.<sup>19</sup> Diesel mechanics would install diesel retrofit technology. Manufacturers provide training to mechanics on how to install and maintain the specific technology, making basic diesel mechanic skills the main requirement to do this work. A person who wants to become a mechanic should have the following characteristics:

- Mechanical aptitude
- Problem-solving skills
- Good physical condition
- 18 years of age or older with a valid driver's license
- Ability to pass a drug test

Practical experience in automobile repair at an automotive service station or as a hobby is valuable as well.<sup>20</sup> Although employment is not contingent on this or national certification, many diesel engine technicians and mechanics find that certification increases opportunities for advancement. Certification by the National Institute for Automotive Service Excellence (ASE) is the recognized industry credential for diesel and other automotive service technicians and mechanics. For certification in each area, a technician must pass one or more of the ASE-administered exams and present proof of 2 years of relevant work experience. Henry Ford Community College offers ASE certification classes.

#### Diesel Mechanic Training

Formal training provides a foundation in the latest diesel technology and instruction in the service and repair of the equipment that technicians will encounter on the job. Training programs also teach technicians to interpret technical manuals and to communicate well with coworkers and customers.

Three schools in the Detroit area offer Automotive Technology programs (Henry Ford Community College, Wayne County Community

College, and William D. Ford Career-Technical Center), though none of them offer programs specifically for diesel mechanics. Wayne County Community College offers a program in diesel mechanics at their west campus, but most of the diesel programs in the metropolitan area are farther away, and therefore, not easily accessible.

Given the proximity of Cummins, Detroit Diesel, and Tri-County International Trucks to the schools listed above, potential exists to create a partnership and increase the availability of diesel mechanic courses. Wayne County Community College and Henry Ford Community College currently have workforce development programs where they collaborate with local businesses to meet their training and education needs.

To accomplish this, SDEV could do the following:

- 1) Contact Wayne County and Henry Ford Community Colleges about their workforce development program and the possibility of establishing new programs in diesel mechanics.
- 2) Contact Cummins, Detroit Diesel, and Tri-County International Trucks to discuss collaboration with the community colleges as part of the workforce development program.
- 3) Inform local businesses about the potential funding sources that exist for diesel retrofitting technologies and programs, discussed below.

### Funding

Table 9.1 shows several funding resources that exist for programs to improve air quality and retrofit diesel engines. Diesel retrofits can be expensive for business owners. However, using these resources would reduce the cost of diesel retrofits and provide incentive for companies to improve the environmental quality of Southwest Detroit.

The Recovery and Reinvestment Act has already provided two Southwest Detroit organizations with funding for green jobs and environmental improvement programs. SDEV received \$370,376 for air quality improvement programs, and Southwest Solutions received \$4 million (discussed in Figure 9.3).

The Southwest Detroit Consortium for Green Jobs is an example of a collaboration of diverse organizations working together to achieve benefits for Southwest Detroiters. This example could be replicated in raising money to fund the green jobs recommendations listed in this chapter.

### **Figure 9.3. Case Study: Southwest Detroit Consortium for Green Jobs**

Southwest Solutions created a collaborative called the Southwest Detroit Consortium for Green Jobs. The ten partners include:

- Ampro Construction
- Detroit Workforce Development
- DTE Energy Company
- The Greening of Detroit
- Henry Ford Community College
- Michigan Laborers Training And Apprenticeship Institute
- O'Brien Construction
- WARM Training Center
- UAW Local 600
- Urban Farming

The federal government awarded Southwest Solutions and its partners with a \$4 million grant to train 360 disadvantaged Southwest Detroit residents for green jobs. The award is part of the \$150 million “Pathways Out of Poverty” program authorized by the American Recovery and Reinvestment Act of 2009. Individuals enrolled in the program will receive training in many areas including, green construction, retrofit, energy efficiency and renewable energy technologies, and landscaping. The project will be implemented through the Center for Working Families.<sup>21</sup>

**Table 9.1. Potential funding sources**

Program	Description	Who Can Apply	For More Information
National Clean Diesel Funding Assistance Program	EPA's National Clean Diesel Funding Assistance Program issues competitive grants to fund implementation of EPA verified and certified diesel emission reduction technologies.	<ul style="list-style-type: none"> <li>- U.S. regional, state, local or tribal agencies/consortia or port authorities</li> <li>- Nonprofit organizations or institutions that represent or provide pollution reduction or educational services to people or organizations that own or operate diesel fleets; or have, as their principal purpose, the promotion of transportation or air quality</li> <li>- School districts, municipalities, and/or metropolitan planning organizations</li> </ul>	<a href="http://www.epa.gov/otaq/diesel/prgnational.htm">http://www.epa.gov/otaq/diesel/prgnational.htm</a>
State Clean Diesel Grant Program	EPA's State Grant Program allocates funds to participating states to implement grant and loan programs for clean diesel projects. The State then reallocates the funding to eligible programs.	<ul style="list-style-type: none"> <li>- States may use their allocation to fund grant and loan programs for clean diesel projects that use: Retrofit technologies, idle reduction technologies, technologies from EPA's Emerging Technologies List and early replacement and repower with certified engine configurations</li> <li>- Funds cannot be used to support federal, state and/or local mandates.</li> </ul>	<a href="http://www.epa.gov/otaq/diesel/prgstate.htm">http://www.epa.gov/otaq/diesel/prgstate.htm</a>
SmartWay Transport	EPA's SmartWay Clean Diesel Finance program aims to accelerate the deployment of energy efficient and emission control technologies by helping vehicle/equipment owners overcome financial obstacles.	<ul style="list-style-type: none"> <li>- U.S. regional, state, local or tribal agencies/consortia or port authorities</li> <li>- Nonprofit organizations or institutions that represent or provide pollution reduction or educational services to people or organizations that own or operate diesel fleets; or have, as their principal purpose, the promotion of transportation or air quality</li> <li>- School districts, municipalities, and/or metropolitan planning organizations</li> </ul>	<a href="http://www.epa.gov/otaq/diesel/prgfinance.htm">http://www.epa.gov/otaq/diesel/prgfinance.htm</a>
Congestion Mitigation and Air Quality (CMAQ) Improvement Program	Funding is available from the Federal Highway Administration for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas).	<ul style="list-style-type: none"> <li>- States apply for funding and eligibility is expanded to include projects and programs that:                             <ul style="list-style-type: none"> <li>- Establish or operate advanced truck stop electrification systems</li> <li>- Improve transportation systems management and operations that mitigate congestion and improve air quality                                     <ul style="list-style-type: none"> <li>- Involve the purchase of integrated, interoperable emergency communications equipment</li> </ul> </li> <li>- Involve the purchase of diesel retrofits that are for motor vehicles or non-road vehicles and non-road engines used in construction projects located in ozone or particulate matter non-attainment or maintenance areas</li> </ul> </li> <li>- Conduct outreach activities that provide assistance to diesel equipment and vehicle owners and operators regarding the purchase and installation of diesel retrofits</li> </ul>	<a href="http://www.fhwa.dot.gov/environment/cmaqpgs">http://www.fhwa.dot.gov/environment/cmaqpgs</a>

## USE LOCAL SUPPLIERS FOR GREENING AND STREETSCAPING MATERIALS

### GREENING AND STREETSCAPING MAINTENANCE

Businesses hired for landscaping and streetscape improvements will likely hire laborers to complete their projects, followed by a general maintenance staff. Streetscaping in particular will require maintenance by city staff. The additional streetscaping will likely not be enough to require the city to hire additional maintenance staff. Many greening and streetscaping jobs require little education, training, and/or advanced preparation, but could require relationships with construction and/or landscape architecture firms who may have union affiliation (see Chapter 3 for recommendations on connecting Southwest Detroit residents with unions). The promised greening and streetscaping improvement will require construction materials and therefore,

[SDEV, or other organizations could emphasize and lobby for using local suppliers for the greening and streetscaping materials.](#)

SDEV, or other organizations could provide MDOT with a list of local suppliers (see list in Appendix D) and lobby for their use because acquiring supplies locally is more cost efficient. In addition, some of this work may be part of major construction projects, meaning that certain local landscaping suppliers that qualify as DBEs could be used. DBEs are discussed further in Chapter 3.

## HIRE LOCAL RESIDENTS FOR GREEN BUILDING

### GREEN BUILDING

Bridging Communities plans to build “green” houses for Delray residents who lose their homes to the DRIC construction. Bridging Communities is committed to keeping jobs local, and they plan to collaborate with WARM to train the construction crews for green housing development.

[Bridging Communities can ensure that the housing construction workers are Southwest Detroit residents and that they are trained for green building.](#)

The training and resources for local residents to receive green building jobs already exist. Bridging Communities has used local labor in their previous residential construction projects. This training will qualify residents for the possible green building jobs that arise from DRIC construction relocations. Bridging Communities plans to collaborate with the WARM Training Center, a nonprofit that educates local workers in energy conservation, green building and sustainable development, to train the construction crews for the green housing development.

[The WARM Training Center](#) partners with Focus: HOPE, SER Metro, Voices for Earth Justice, and Henry Ford Community College for the programs shown in Table 9.2.

**Table 9.2. WARM Training Center programs**

Program	Description	For more Information
Weatherization Specialist Training	Develops knowledge of energy use and the skills to address the imperfections in the building’s envelope - including: adding insulation, repairing and installing windows, and sealing buildings.	<a href="http://www.warmtraining.org/services/green-jobs/">http://www.warmtraining.org/services/green-jobs/</a>
Detroit Youth Energy Squad (D-YES)	D-YES trains and employs youth, ages 16 – 24, to install energy saving kits that help low-income households conserve energy.	

## USING THE EMPLOYEE REFERRAL SYSTEM

After residents receive training that qualifies them for green jobs , SDEV and the WARM training center can recommend appropriate people to SDBA as part of the employee referral system.

SDBA could build relationships with the employers who will be responsible for the hiring of local residents into green jobs

These could be the companies hired by MDOT for the promised greening and streetscaping or local construction material and horticultural suppliers (see Appendix D). The employee referral system is discussed in Chapter 8.

## CONCLUSION

The first step for connecting local residents to jobs related to the environment is providing them with access to appropriate training programs. If residents qualify for available jobs, they will be more likely to receive them. Establishing training programs and connecting businesses to the employee referral system will equip residents with the qualifications and skills for any potential DRIC and DIFT related green jobs and help them to make connections to employers.

Chapters 3 through 9 have laid out many recommendations for connecting residents of Southwest Detroit with jobs that the DRIC and the DIFT will create. The following chapter will discuss the timing of implementation and choices about prioritizing recommendations.

## NOTES

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- <sup>10</sup> Detroit River International Crossing Study. Final Environmental Impact Statement. (Record of Decision, November 2008), 57, <http://www.partnershipborderstudy.com/pdf/FEIS/Green%20Sheet.pdf> (Accessed November 23, 2009).
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PAVING THE WAY

**CHAPTER 10**

IMPLEMENTATION



The recommendations in the preceding chapters advance four goals:

Ensure Southwest Detroit residents receive construction-related jobs resulting from the Detroit River International Crossing (DRIC) and the Detroit Intermodal Freight Terminal (DIFT) expansion.

Ensure residents receive permanent jobs resulting from the DRIC and the DIFT expansion.

Protect existing businesses and jobs from the adverse effects of construction.

Link residents to DRIC and DIFT-related jobs that improve the local environment.

These goals reflect commonly-held priorities among area nonprofit and business leaders and others aspiring to assure that Southwest Detroit residents and businesses benefit from the employment in major infrastructure projects.

Implementing the recommendations will involve collaboration among many parties. The following list identifies some of the potential partners:

- Bridging Communities
- City of Detroit Planning & Development Department and Department of Transportation
- Community Benefits Coalition (CBC)
- Communities for a Better Rail Alternative (CBRA)
- Community Legal Resources (CLR)
- Detroit Hispanic Development Corporation
- Detroit Workforce Development Department
- Focus: HOPE
- La Sed
- LivingArts
- Local business owners
- Local employers
- Local nonprofit organizations
- Local unions
- Michigan Department of Transportation (MDOT)
- Michigan Minority Business Development Council (MMBDC)
- Peoples Community Services/Delray Community House
- Railroad Companies (CSX, Norfolk Southern, and Canadian Pacific)
- SER Metro
- Southwest Detroit Business Association (SDBA)
- Southwest Detroit Environmental Vision (SDEV)
- Southwest Detroit residents and leaders
- Southwest Solutions
- Trucking companies (Cummins, Detroit Diesel, Tri-County Trucks)
- University of Michigan Legal Assistance for Urban Communities Clinic
- Young Detroit Builders
- WARM Training Center
- Wayne County and Henry Ford Community Colleges

The following implementation tables summarize the recommendations discussed throughout the plan and provide details to assist with implementation. The table offer suggestions as to the anticipated level of impact, ease of implementation and timeline for each recommendation.

In order to implement the recommendations, certain steps need to happen right away (in bold in the tables). When securing construction-related jobs, organizing residents and building relationships with unions are the first steps in negotiating a local hiring agreement and creating a pre-apprenticeship program. If working to increase the number of certified Disadvantaged Business Enterprises (DBEs), SDBA could create an updated inventory of existing Southwest Detroit DBEs and identify potential new DBEs. Building relationships is a first step in securing permanent jobs as well. In order to create an employee referral system and expand job-training opportunities, organizations could start identifying and building relationships with businesses soon. Organizations could also work with existing training programs to publicize their services and recruit Southwest Detroit residents. In order to protect and promote local businesses, SDBA could start to form an advisory committee on marketing Southwest Detroit businesses to visitors and construction workers immediately. Finally, the first step in connecting residents to environment-related jobs is working with Wayne County and Henry Ford Community Colleges to create a diesel mechanic program.

Certain recommendations have a greater probability of securing jobs for Southwest Detroit residents. To secure construction-related jobs, negotiating a local hiring agreement has the potential to guarantee the most jobs for Southwest Detroit. Creating an employee referral system is moderate in difficulty, but it can potentially connect many Southwest Detroiters with permanent jobs resulting from the DRIC and the DIFT. While more difficult to achieve, negotiating a CBA with the railroads could also secure permanent jobs for local residents. Engaging MDOT in the creation of a detour plan for both the DRIC and the DIFT could be relatively easy and have a high level of impact on

**Figure 10.1. Organizations and institutions that provide job training**



protecting and preserving local businesses during construction. Finally, working with local institutions to create a diesel mechanic program could be highly effective in preparing residents to retrofit diesel engines.

Certain recommendations may not secure as many jobs for residents, but may be easier to implement, acting as easy wins to motivate residents and organizations. Certifying more Southwest Detroit businesses as DBEs, enabling more residents to take advantage of existing training programs, creating a construction detour plan, marketing Southwest Detroit businesses, and hiring Southwest Detroiters to build green housing for relocated residents are all examples of easier wins for Southwest Detroit.

Consider the following example of how to make decisions using Tables 10.1-10.4. Different partners may want to focus on different goals. For example, a potential partner who wishes to work on improving air quality has several options. More than one recommendation could potentially affect the air quality in Southwest Detroit (diesel retrofitting, landscaping, and green building). Therefore, the potential partner is faced with a choice. Implementing diesel retrofits is not as difficult as lobbying for the use/purchase of landscaping materials from local businesses. A training program for retrofitting diesel engines may lead to the highest number of green jobs for residents. As a result, the partner working to improve air quality may want to focus on diesel retrofitting because of its level of impact and ease of implementation. Decisions on how and when to implement each

recommendation may involve agency leaders' re-prioritizing their activities to focus on the tasks needed for implementation.

The large number of recommendations and the varying nature of the two infrastructure projects make a single implementation timeline virtually impossible to assemble. Regardless, an essential first step is connecting with fellow Southwest Detroit organizations and residents to determine who could undertake the steps. Different organizations will wish to begin in different places. While SDEV may choose to focus on the environmental recommendations for diesel retrofits, SDBA and others may choose to focus on creating detour and marketing plans preserving businesses in their business district.

Although the DRIC and the DIFT have different timelines, connecting with local organizations and politically influential groups (such as public officials and unions) will be pertinent throughout the entire process and could help create a solid base to provide benefits to Southwest Detroiters.

## THE IMPLEMENTATION TABLES

The following list describes the organization and elements of the implementation tables.

- 1) Each table addresses one of the plan's four goals.
- 2) The first column in each table states the recommendations. The recommendations are listed according to their anticipated level of impact, from highest to lowest number of jobs promised to and filled by local residents.
- 3) Each recommendation has an ease of implementation ranking in the second column of each table: easy, moderate, or difficult. The ease of implementation considers political feasibility, time and monetary requirements, and the number of potential partners involved in implementation.
- 4) Each recommendation involves one or more tasks, listed in the third column of each table. The tasks are steps to take to implement recommendations. The tasks for each recommendation are numbered in the suggested order for implementation. Tasks in bold font can begin as soon as possible, in order to lay the foundation for future activity.
- 5) The timeline in the fourth column suggests when to implement each task: before construction, during construction, or after construction. Since the construction timelines for the DRIC and the DIFT expansion are not certain, before construction indicates a task that could begin now, or at some point prior to construction. Tasks that involve implementation during construction could begin once the construction phase for the project begins. No tasks are solely after construction and some tasks entail implementation throughout the pre-construction, construction, and post-construction periods.
- 6) The final column in each table identifies potential partners for each task. Some tasks suggest a collaboration of several partners, while others require only one actor.

**Table 10.1 Recommendations and strategies to ensure that residents of Southwest Detroit receive construction-related jobs associated with the Detroit River International Crossing and the Detroit Intermodal Freight Terminal**

Recommendation	Ease of Implementation	Tasks	Timeline Based on Construction Period			Potential Partners
			Before	During	After	
Negotiate a local hiring agreement	Difficult	<b>1. Organize residents, organizations, and businesses</b>	x			CBC, SDBA, SDEV, local residents, unions
		<b>2. Build relationships with unions</b>	x			
		3. Determine the appropriate method for a local hiring agreement	x			CBC
		4. Negotiate local hiring agreement	x			
Create a pre-apprenticeship program	Moderate	<b>1. Determine which union members will be employed in DRIC and DIFT construction</b>	x			SER Metro, unions
		2. Work with unions to create pre-apprenticeship curriculum	x			
		3. Market pre-apprenticeship program to Southwest Detroit residents	x	x		
		4. Continue relationships with unions to ensure that graduates of the pre-apprenticeship program become apprentices	x	x	x	
Increase the number of Southwest Detroit businesses certified as Disadvantaged Business Enterprises (DBE)	Easy	<b>1. Create an updated inventory of existing DBEs</b>	x			SDBA, MDOT
		<b>2. Determine which additional local businesses could potentially become DBEs</b>	x	x		SDBA, MMBDC
		3. Establish an outreach strategy to notify business owners of their potential DBE status, as well as the benefits of DBE participation	x	x		
		4. Assist business owners seeking DBE status with the application procedure either through individual meetings or group training sessions	x	x		

\*Tasks in **bold font** are actions that can begin as soon as possible to lay the foundation for future activity.

**Table 10.2 Recommendations and strategies to ensure that residents of Southwest Detroit receive permanent jobs associated with the operations of the Detroit River International Crossing and the Detroit Intermodal Freight Terminal**

Recommendation	Ease of Implementation	Tasks	Timeline Based on Construction Period			Potential Partners
			Before	During	After	
Start an employee referral system	Moderate	<b>1. Build personal relationships with businesses</b>	x	x	x	SDBA, businesses
		2. Develop a partnership between training agencies and SDBA	x			SER Metro, other training agencies, SDBA
		3. Create an initial outreach program to inform unemployed workers		x		SDBA
		4. Develop a standard intake process		x		
		5. Create and maintain a database of pre-screened candidates	x	x	x	
		6. Apply for funding to expand the program	x	x	x	
Negotiate a DIFT Community Benefits Agreement (CBA) with the railroads	Difficult	<b>1. Solicit legal assistance</b>	x			CLR, UM Law Clinic, pro bono attorneys
		2. Set up a potential CBA scale and priority list of stipulations	x			CBC, SDBA, CBRA, MDOT, other local community organizations, CSX, Norfolk Southern RR, Canadian Pacific RR, trucking companies and other potential private companies
		3. Select capable representatives and organize negotiation team	x			
		4. Negotiate to obtain funding from MDOT, contractors or other private parties	x	x	x	
		5. Negotiate with MDOT, railroads and other potential companies	x	x	x	
Form a committee to identify and intervene in opportunities for negotiations	Moderate	<b>1. Organize a committee and build relationships with influential organizations</b>	x	x	x	CBC, SDBA, other local community organizations, private companies, Rashida Tlaib and other political leaders, residents, churches, the unions
		2. Attend public meetings, organize demonstrations, and inform residents about public input opportunities	x	x	x	
		3. Lead the effort to add amendments to the legislation guaranteeing jobs for local residents	x	x	x	
Enable more Southwest Detroit residents to take advantage of current training programs	Easy	<b>1. Publicize programs among Southwest Detroit residents</b>	x			SDBA, Detroit Workforce Development Department, LA SED, SER Metro, Focus:HOPE, community colleges and other training institutions
		2. Identify funding to improve and expand current training programs.	x	x	x	
		3. Conduct orientation meetings regularly	x	x	x	Detroit Workforce Development Department, community organizations, training institutions and SDBA
Facilitate the establishment of new training programs for unmet training demand	Moderate	<b>1. Contact businesses to determine training needs</b>	x	x	x	SDBA, SDEV, Cummins, new and expanding businesses
		2. Contact community colleges and training organizations to determine available resources and programs	x	x	x	Wayne County Community College, Henry Ford Community College, Focus:HOPE, SER Metro, Detroit Workforce Development Department
		3. Act as an intermediary between employers and training institutions	x	x	x	Detroit Workforce Development Department, SER Metro, LA SED, Detroit Hispanic Development Corporation

\*Tasks in **bold font** are actions that can begin as soon as possible to lay the foundation for future activity.



**Table 10.3 Recommendations and strategies to protect local businesses from adverse effects of construction and promote patronage of local businesses**

Recommendation	Ease of Implementation	Tasks	Timeline Based on Construction Period			Potential Partners
			Before	During	After	
Create a detour plan	Easy	1. Survey businesses to determine desired approach to road closures	x			MDOT, SDBA
		2. Hold a community input meeting on which road closures	x			
		3. Devise a plan for construction detours	x			
		4. Clearly mark detour route, to guide visitors towards Southwest Detroit business corridors		x		MDOT
		5. Publish detour maps that include Southwest Detroit business corridors		x		
			<b>Before</b>	<b>During</b>	<b>After</b>	
Create a business relocation plan	Moderate	1. Incorporate business relocation plan into Economic Development Study	x			MDOT
			<b>Before</b>	<b>During</b>	<b>After</b>	
Market Southwest Detroit businesses to visitors and construction workers	Easy	<b>1. Form an advisory committee</b>	x			MDOT, SDBA
		2. Survey local businesses about their needs and opportunities	x			
		3. Determine businesses that face greatest impact	x			Advisory Committee, Latino Press, local residents, local businesses
		4. Devise a marketing strategy	x			
		5. Work with Latino Press to create a special "Construction Edition" of their annual Southwest Detroit Business Directory		x		
		6. Market local businesses to local and regional shoppers, tourists, and construction workers	x	x		
		7. Focus special attention on relocated businesses	x	x		
			<b>Before</b>	<b>During</b>	<b>After</b>	
Install permanent wayfinding signage	Moderate	1. Distribute RFQ to sign companies and select one company to do the design	x	x		SDBA, City of Detroit, LivingArts
		2. Gather community input on locations, content, and design of signs	x			
		3. Identify wayfinding issues and opportunities	x			
		4. Solicit feedback from key stakeholders	x			
		5. Fabricate and install prototypes to elicit further feedback		x		
		6. Vote to approve the new wayfinding plan as well as a project budget		x		
		7. Distribute RFQ and select a company to fabricate and install the signs		x		

\*Tasks in **bold font** are actions that can begin as soon as possible to lay the foundation for future activity.

**Table 10.4 Recommendations and strategies to link Southwest Detroit residents to DRIC and DIFT-related jobs that improve the local environment**

Recommendation	Ease of Implementation	Tasks	Timeline Based on Construction Period			Potential Partners
			Before	During	After	
Work with local institutions to establish training programs	Moderate	<b>1. Contact offices at Wayne County Community College, and Henry Ford Community College about creating diesel mechanic courses</b>	x			SDEV, Wayne County Community College, Henry Ford Community College, Southwest Solutions, Cummins, Detroit Diesel, and Tri-County International Trucks
		<b>2. Contact Cummins, Detroit Diesel, and Tri-County International Trucks to discuss potential partnership</b>		x		
		<b>3. Inform local businesses about the potential funding sources</b>		x		
Lobby for the use of local material suppliers	Difficult	<b>1. Compile a list of local material suppliers and inform MDOT of their cost effectiveness</b>	x			MDOT, SDEV, local businesses
		<b>2. Register any qualified businesses as DBEs (See Table 10.1)</b>	x			
Ensure housing construction workers are trained SW Detroit residents	Easy	<b>1. Hire locally</b>		x		Bridging Communities, WARM Training Center, Southwest Solutions

\*Tasks in **bold font** are actions that can begin as soon as possible to lay the foundation for future activity.

The purpose of this plan is to help guide Southwest Detroit leaders and organizations such as SDBA in assuring an equitable outcome for residents and businesses bearing the negative consequences of major infrastructure projects in the area. The strategies and recommendations in this plan encourage capitalizing on the assets of Southwest Detroit workers,

organizations, and leadership by strengthening existing partnerships and building new partnerships and coalitions. If Southwest Detroit coalitions can implement recommendations, then Southwest Detroiters can enjoy the benefit of new jobs resulting from the infrastructure projects and a strengthened local economy.

PAVING THE WAY

**APPENDIX**



## APPENDIX A: WAGE POTENTIAL FOR INDIRECT JOBS

**Table A.1. Warehousing and transportation occupations and average hourly wages, 2008**

Occupation	Average Hourly Wage
Bus and truck mechanics and diesel engine specialists	\$18
Cargo and freight agents	\$18
Dispatchers (except police, fire, and ambulance)	\$16
First-line transportation and material-moving supervisors	\$26
Industrial truck and tractor operators	\$14
Laborers and freight, stock, and material movers	\$13
Rail-track laying and maintenance equipment operators	\$21
Shipping, receiving, and traffic clerks	\$14
Stock clerks and order fillers	\$14
Transportation, storage, and distribution managers	\$38
Truck drivers, heavy and tractor-trailer	\$19
Truck drivers, light or delivery services	\$16

Source: U.S. Department of Labor, Bureau of Labor Statistics, Industries at a Glance: Transportation and Warehousing, <http://www.bls.gov/iag/tgs/iag48-49.htm>.

**Table A.2. Warehousing and transportation job openings in Metro Detroit, October 2009**

Occupation	Location	Wage/Salary
Warehouse Manager	Livonia	\$30-50,000 per year
Part-Time Warehouse Worker	Sylvan Lake	\$9.50 per hour
Warehouse Worker	Metro Airport (Romulus)	\$8.50-\$9.50 per hour
Forklift Operator	Pontiac	\$13-\$14 per hour
Logistics Coordinator	Novi	\$13 per hour + benefits

Source: Michigan Talent Bank, [https://www.michworks.org/mtb/user/MTB\\_EMPL.EntryMainPage](https://www.michworks.org/mtb/user/MTB_EMPL.EntryMainPage) (accessed October 28, 2009).

**Table A.3. U.S. service industry occupations and average wages, 2008**

<b>Sales and Related Occupations</b>	<b>Average hourly wage</b>
Cashiers	\$10.00
Salespersons (Parts)	\$14.83
Salespersons (Retail)	\$12.04
Demonstrators and Product Promoters	\$13.05
<b>Food Preparation and Serving Related Occupations</b>	<b>Average hourly wage</b>
Chefs and Head Cooks	\$20.39
Cooks (depending on restaurant type)	\$8.50 - \$12.00
Food Preparation Workers, Bartenders, Counter Attendants, Waiters and Waitresses	\$9.00 - \$10.00
Dishwashers	\$8.54
<b>Building Grounds and Maintenance Occupations</b>	<b>Average hourly wage</b>
Janitors and Cleaners (Except Maids and Housekeeping Cleaners)	\$11.30
Maids and Housekeeping Cleaners	\$9.76
Building Cleaning Workers, All Other	\$13.78
Landscaping and Groundskeeping Workers	\$11.95
Tree Trimmers and Pruners	\$15.12
<b>Installation, Maintenance, and Repair Occupations</b>	<b>Average hourly wage</b>
Automotive Body and Related Repairers	\$19.21
Automotive Service Technicians and Mechanics	\$18.05
Bus and Truck Mechanics and Diesel Engine Specialists	\$19.57
Tire Repairers and Changers	\$11.46

Source: U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment and Wages, May 2008, <http://www.bls.gov/oes/2008/may/oes490000.htm>.

## APPENDIX B: BASIC SKILLS TRAINING PROGRAMS

### A. Philip Randolph Career & Technical Training Center

The A. Philip Randolph Career and Technical Center is a career curriculum focused school in Detroit. It specializes in construction trades and has a 98% job placement rate for students. Programs include AgriScience classes, construction trade classes, GED classes and other adult education classes.<sup>1</sup>

### Detroit Workforce Development Department, City of Detroit

The Detroit Workforce Development Department is responsible for administration of the No Worker Left Behind Initiative. This comprehensive program coordinates all the workforce development efforts within the state. The ITAs provide up to two years tuition assistance at any qualified Michigan community college, university or other approved training program. Tuition assistance is capped at \$5,000 per year for two years, or a total of \$10,000 per person. Unemployed individuals or those who have a family income lower than \$40,000 are primary targets of this program. The participants must pursue a degree or occupational certificate in a high-demand occupation or emerging industry, or in an entrepreneurship program. Examples of high-demand occupations include auto service technicians and mechanics.<sup>2</sup> In October 2009, Michigan Governor Granholm announced that this program

would continue as Michigan's permanent workforce policy.<sup>3</sup>

The Road Construction Apprenticeship Readiness Program (RCAR) is a program under the No Worker Left Behind initiative. The RCAR program prepares women, minorities and low-income individuals with a high school diploma or GED certificate for a road construction apprenticeship program. Apprenticeships open doors that lead to road construction careers as carpenters, cement masons, iron workers, laborers, operating engineers, and others. This program provides 240 hours of training in job readiness skills, applied math, computers, blueprint reading, workplace safety and overview of construction trades. Service providers include community colleges, trade unions and other approved institutions. Participants receive help with placement into road construction apprenticeships throughout the state. In 2008-2009, 30 people in metropolitan Detroit participated in this program.<sup>4</sup> This program provides a good opportunity to connect disadvantaged job seekers with unionized construction jobs.

Detroit Workforce Development Department also houses an Adult Education Center. This center helps individuals further their academic skills and prepare for the GED exam. All appropriate tools, equipment and supplies are provided to students free of charge. Participants must be low income legal residents of Detroit.<sup>5</sup>

## Detroit Hispanic Development Corporation

Detroit Hispanic Development Corporation provides bilingual information and direct services to individuals through programs targeting local residents. Although the organization mainly serves youth and their families, it also provides adult education classes such as English as a Second Language.<sup>6</sup>

### Focus: HOPE

Focus: HOPE provides technical training programs, such as its Machinist Training Institute, which aim to meet the training needs of area machine shop owners and recently expanded to include more Computer Numerical Control (CNC) training. The Center for Advanced Technologies (CAT) partners with universities and industries to provide candidates with hands-on experience while they work toward associate's and bachelor's degrees in manufacturing engineering and technology. The Information Technologies Center (ITC) provides education and training in the growing field of computer and information technology. These training programs could connect local residents with long-term indirect jobs created by DRIC and DIFT.

Admission requirements include a high school diploma or GED. Focus: HOPE also provides Fast Track and First Step programs to improve candidates' reading and/or math skills so they can enter more advanced programs.<sup>7</sup>

## Goodwill Industries of Greater Detroit

Goodwill's job placement services cover fields including clerical, food service, general labor, hospitality, janitorial, manufacturing, medical, retail and security. The organization partners with Detroit Workforce Development Department in many training and employment services. Admission requirements vary according to different programs. For example, participants in its Adult Education Center must be low-income legal residents of the City of Detroit.<sup>8</sup>

## Latin Americans for Social & Economic Development, Inc. (LA SED)

LA SED's services include employment assistance, information and referral assistance, translation and interpretation, ESL and citizenship classes. Most of its clients are low-income Latino immigrants and have limited English proficiency.<sup>9</sup>

## Local Unions

Local unions usually provide training through apprenticeship programs. Management and Unions Serving Together (MUST) is a non-profit organization with participants from Southeast Michigan's unionized construction industry. It supports an extensive network of apprenticeship programs that provide



qualified and job ready candidates for the building trades. Candidates gain experience in programs that combine classroom training with on-the-job training. These programs also provide pre-determined rates of training pay, with regular wage increases.<sup>10</sup>

Some unions also provide technical ESL classes. Ordinary ESL classes often do not address the technical language skills needed for construction and transportation jobs.

SER Metro-Detroit, Jobs for Progress, Inc.

SER Metro is a multi-service, Michigan corporation committed to the development and use of the nation's workforce. It offers a wide range of services, including career exploration, job search/job club, job matching and job placement assistance, on-the-job training (OJT), vocational ESL, basic skills learning, GED, and vocational education leading to career path opportunities that promote long-term success.<sup>11</sup>

Southwest Solutions

Southwest Solutions trains low-income, Spanish-speaking individuals to become literate in English.<sup>12</sup>

Young Detroit Builders

This full-time, 8 month educational and training program is free and provides a small stipend to participants who want to learn about the construction trades. Detroit residents who are between the ages of 18 and 24, economically disadvantaged and want to complete the GED examination are eligible. In addition to preparing enrollees for construction careers, it also prepares them for college and other post-secondary educational opportunities.<sup>13</sup>

This program also provides on-the-job training in residential construction and vocational education classes leading to certification by the National Center for Construction Education and Research (NCCER) and the National Homebuilders Institute.<sup>14</sup>

## NOTES

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<sup>3</sup> Office of the Governor, Governor Granholm Says No Worker Left Behind to Continue as State's Permanent Workforce Policy, October 28 2009, <http://mi.gov/gov/0,1607,7-168-23442-225162--,00.html>.

<sup>4</sup> The Official State of Michigan website, Road Construction Apprenticeship Readiness Program, <http://www.michigan.gov/nwlb/0,1607,7-242-52874-210085--,00.html>.

<sup>5</sup> Goodwill Industries of Greater Detroit, Adult Education Center, <http://www.goodwilldetroit.org/programs/adult-education-center.aspx>.

<sup>6</sup> Detroit Hispanic Development Corporation, <http://www.dhdc1.org/>.

<sup>7</sup> Focus: HOPE, Education and Training, <http://www.focushope.edu/education/>.

<sup>8</sup> Goodwill Industries of Greater Detroit, Programs, <http://www.goodwilldetroit.org/programs>.

<sup>9</sup> Latin Americans for Social & Economic Development, Inc., [http://www.lasedinc.org/obsportal/index.php?option=com\\_content&task=blogcategory&id=0&Itemid=27](http://www.lasedinc.org/obsportal/index.php?option=com_content&task=blogcategory&id=0&Itemid=27).

<sup>10</sup> Management & Unions Serving Together, <http://www.mustonline.org>.

<sup>11</sup> SER Metro-Detroit, Jobs for Progress, Inc., Jobs, Education and Training, <http://www.sermetro.org/jet.html>.

<sup>12</sup> Southwest Solutions, <http://www.swsol.org/index.php>.

<sup>13</sup> Young Detroit Builders, Program, [http://www.youngdetroitbuilders.com/?page\\_id=19](http://www.youngdetroitbuilders.com/?page_id=19).

<sup>14</sup> Ibid.

## APPENDIX C: FUNDING OPPORTUNITES FOR EMPLOYEE REFERRAL SYSTEM

### American Recovery and Reinvestment Act (ARRA) of 2009 - Strengthening Communities Fund - Nonprofit Capacity Building Program

Funding Resource: Administration for Children and Families (ACF) / Office of Community Services (OCS)

Application Deadline: July 07, 2009

Award Ceiling: \$1,000,000

Description: Applications will be accepted for new cooperative agreements to provide nonprofit organizations with capacity building training, technical assistance, and competitive financial assistance. The focus of this program is to build the capacity of funded projects' nonprofit partners to address the broad economic recovery issues present in their communities. These issues include helping low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs, and gain greater access to state and Federal benefits and tax credits. Lead organizations will assist nonprofit organizations working in distressed communities with capacity building activities that support economic recovery. Specifically, lead organizations will assist grassroots organizations working in distressed communities with capacity building activities in five critical areas: 1) organizational development, 2) program development, 3) collaboration and community engagement, 4) leadership development, and 5) evaluation of effectiveness. Capacity

building activities are designed to increase an organization's sustainability and effectiveness, enhance its ability to provide social services, and create collaborations to better serve those in need.

For more information visit: <http://www.grants.gov/search/search.do;jsessionid=8PMsLV1JLBGtpRph8DVSJPDP4KvSI3FL5fdgFfCv4TJ1kwXFTLcK!-1179711943?oppld=47301&mode=VIEW>

### Economic Development Assistance Programs

Funding Resource: Economic Development Administration (EDA)

Application Deadline: Sep 30, 2010

Description: The Economic Development Assistance Programs include funding opportunities for Local Technical Assistance and Economic Adjustment Assistance, which Southwest Detroit can consider. The Local Technical Assistance Program helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in economically distressed regions from making optimal decisions on local economic development issues. The Economic Adjustment Assistance Program provides a wide range of technical, planning and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well suited to help address challenges faced by U.S. communities and regions, and these two opportunities are for community organizations searching for funding and technical assistance

For more information visit: <http://www.grants.gov/search/search.do;jsessionid=2F3JLVKXQJcm1IG0DRn2LLXzgS8fLw82cTRVm6hJXHxGTTHhLLjC!-1179711943?oppld=48106&mode=VIEW>.

## Recovery Act - Pathways Out of Poverty

Funding Resource: Department of Labor (DOL)

Application Deadline: Sep 29, 2009

Award Ceiling: \$8,000,000

Description: The Department of Labor (DOL, or the Department) announced the availability of approximately \$150 million in grant funds authorized by the American Recovery and Reinvestment Act of 2009 (the Recovery Act) for projects that provide training and placement services providing pathways out of poverty and into employment within certain industries . Grantees selected from two separate types of applicants will be funded through this solicitation: (1) national nonprofit entities with networks of local affiliates, coalition members, or other established partners; and (2) local entities. Southwest Detroit Business Association will be eligible as a local entity. Employment & Training Administration (ETA) intends to fund grants ranging from approximately \$3 to \$8 million for national grantees, and grants ranging from approximately \$2 to \$4 million for local grantees.

For more information visit: <http://www07.grants.gov/search/search.do;jsessionid=GIPQLVbHM1v0MGfcCBXD9xmT2VpG7YL7PXZqwLhB1DlG87172xz2!-1179711943?oppld=48073&mode=VIEW>.

## Recovery Act Funding

Funding Resource: Economic Development Administration (EDA)

Application Deadline: June 30, 2010

Award Ceiling: \$8,000,000

Description: Under this federal funding opportunity announcement, EDA is soliciting applications for the EDA American Recovery Program under the auspices of Public Works and Economic Adjustment Assistance programs only. Under this FFO, EDA will give priority consideration to applications that will significantly benefit regions “that have experienced sudden and severe economic dislocation and job loss due to corporate restructuring,” as stipulated under the Recovery Act. EDA provides financial assistance to distressed communities in both urban and rural regions. Such distress may exist in a variety of forms including high levels of unemployment, low income levels, large concentrations of low-income families, significant declines in per capita income, large numbers (or high rates) of business failures, sudden major layoffs or plant closures, trade impacts, military base closures, natural or other major disasters, depletion of natural resources, reduced tax bases, or substantial loss of population because of the lack of employment opportunities. EDA’s experience has shown that regional economic development to help alleviate these conditions effected primarily through investments and decisions made by the private sector. Under the EDA American Recovery Program, EDA will help restore, replace and expand economic activity in regions that have experienced sudden and severe economic dislocation and job loss due to corporate restructuring, and

prioritize projects that will diversify the economic base and lead to a stronger, more globally competitive and resilient regional economy. EDA's economic development activities help create jobs by encouraging business inception and growth.

For more information visit: <http://www.grants.gov/search/search.do;jsessionid=1vVgLWrBPrwFsWV5nc7MynvX3vYFZpHDIhnBLJHghZZmQv3vQGYL!-1179711943?oppld=45786&mode=VIEW>.



# APPENDIX D: LOCAL GREENING AND STREETSCLAPING SUPPLIERS

## Construction Equipment and Supplies

Edward C. Levy Company  
8800 Dix Street  
Detroit, MI 48209  
313.843.7200

## DCR Services and Construction

741 S Oakwood  
Detroit, MI 48217  
313.297.6544

## NES Rentals

910 S Dix Street  
Detroit, MI 48217  
313.842.8600

## Hayes Excavating

7191 Edward Street  
Detroit, MI 48210  
313.841.1180

## A.G. Housey Company Inc.

1400 Howard Street  
Detroit, MI 48216  
313.963.0101

## Horticultural Suppliers

Vios Tree Service  
698 S Colonial St  
Detroit, MI 48217  
248.767.1272

## Chris Engel’s Greenhouse

1238 Woodmere St  
Detroit, MI 48209  
313.841.0478







**PAVING THE WAY**

**Linking Southwest Detroit to Infrastructure Jobs**

2010

Urban and Regional Planning Program  
Taubman College of Architecture & Urban Planning  
University of Michigan