

# DJA Alignment & Coordination Stakeholder Group

## May 29, 2012 Meeting Summary

### Attending

- Rogelio Landin, Detroit Michigan Works!
- Tricia Llewellyn, Henry Ford Community College
- Kylee Mitchell, Detroit Regional Workforce Fund
- Judith Brantley, Focus: Hope
- Linda West, Southwest Solutions
- Robert Shimkoski, Detroit Workforce Development Department
- Richard Carson, Renaissance Consulting Group
- Loris Thomas, Michigan Economic Development Corporation/Workforce Intelligence Network
- Joe Evans, The Guidance Center
- Chris Wingert, Vanguard CDC
- Minsu Longiaru, Restaurant Opportunities Center of Michigan
- James Robinson, Wayne County Community College
- Devon Buskin, Greening of Detroit
- Naheed Huq, Southeast Michigan Council of Governments
- Susie Schechter, Reading Works
- Alana White, Midtown Detroit
- Kimberly Faison, Midtown Detroit
- Michael DiRamio & Jeannine La Prad, Corporation for a Skilled Workforce

### Introduction & Timeline

The Feb 9, 2012 event held at United Way kicked off the effort to build a Detroit jobs alliance focused on a collective action plan and policy agenda for creating pathways to employment and careers for Detroit residents. The effort focuses on community engagement, capacity building, and policy advocacy and is principally focused on city- and region-wide systems change. The Detroit Regional Workforce Fund is incubating the Detroit jobs alliance effort, and Corporation for a Skilled Workforce is managing the effort.

The Alignment & Coordination stakeholder group is one of five groups that emerged from the Feb 9<sup>th</sup> event. The rough timeline is to have 2-3 sessions for each of the five groups leading up to a series of coordinated action planning meetings in the late summer/early Fall and formation of a governance structure. In addition to identifying areas for coordinated action, the five stakeholder groups are also meant to be a forum for peer-to-peer learning and exchange of ideas and identification of areas for capacity building that would be helpful to participating organizations.

The Alignment & Coordination stakeholder work group met to discuss the opportunities for better aligning economic, community, education and workforce efforts toward jobs and career pathways for Detroit residents. The group briefly discussed the concept of collective impact and the role of "backbone" organizations in coordinating data, metrics, and demonstration efforts toward systems change. The group heard examples from organizations that are coordinating efforts with partners and/or networks of organizations to improve outcomes and impact of programs and initiatives in the metro area. Based on these examples, the group identified specific opportunities for more coordinated action and collaboration to better engage and serve Detroit residents.

## Summary of Discussion

### Why are people interested in alignment & coordination?

As attendees introduced themselves, they were asked to identify why alignment & coordination matters to them. They mentioned the following:

- Reducing fragmented & disjointed programs and services
- Looking for placement opportunities for participants
- Seeing connections will enable to do our work better
- Better aligning, combining local and regional resources
- Creating more opportunities for residents
- Building partnerships, leveraging resources across community development
- Connecting place- and neighborhood based initiatives to other efforts
- Helping form more collaboratives; supporting organizations in coming together
- Aligning community college and workforce development efforts
- Expanding the work of organizations by ironing out a lot of the disconnects between them
- Learning how to better work with a diverse set of vulnerable populations;
- Creating a more seamless pipeline of workers would be really helpful to employers
- Connecting regional strategies for increasing jobs & prosperity with local programs
- Connecting around adult literacy; helping adult learners see the carrot at the end of the tunnel

### Aligning & Coordinating Development Efforts *Toward Collective Impact*

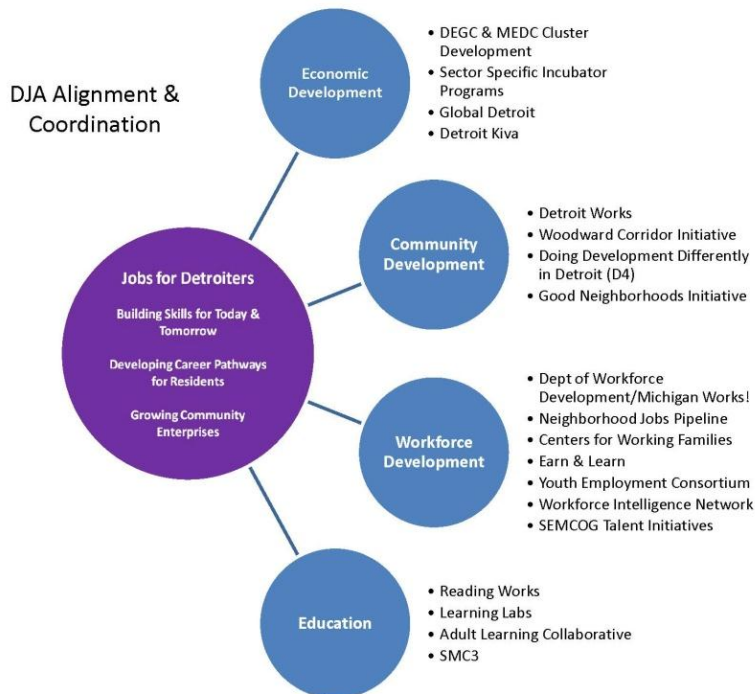
The group briefly discussed the concept of collective impact and the role of "backbone" organizations in coordinating data, metrics, and demonstration efforts toward systems change. See Appendix A for a description of the 5 conditions for collective impact.

Isolated Impact	Collective Impact
◆ Funders select individual grantees that offer the most promising solutions.	◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
◆ Nonprofits work separately and compete to produce the greatest independent impact.	◆ Progress depends on working toward the same goal and measuring the same things.
◆ Evaluation attempts to isolate a particular organization's impact.	◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
◆ Large scale change is assumed to depend on scaling a single organization.	◆ Corporate and government sectors are essential partners.
◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.	◆ Organizations actively coordinate their action and share lessons learned.

Source: Hanleybrown, F., Kania, J. & Kramer, M. (2012) Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review, January 26.

## Mapping Initiatives and Investments Influencing Pathways to Employment

The group reviewed a graphic that starts to outline the different education, economic, community, and workforce development initiatives in play in Metro Detroit with some focus on working with the private and public sector to create jobs and opportunities for employment.



The group heard examples from organizations that are coordinating efforts with partners and/or networks of organizations to improve outcomes and impact of programs and initiatives in the metro area. For example:

- **Reading Works** is partnering with a number of adult literacy organizations to improve their programs and outcomes and to identify shared issues and opportunities for programmatic, organizational, and system level changes.
  - Through collective action, this network of nine providers is focused on helping move people with low literacy levels to further education and employment opportunities.
  - Reading Works has established a partnership with United Way's 2-1-1 referral line.
  - In discussion with the Region 17 Adult Learning Collaborative about forming a partnership; also trying to align and partner with Detroit Public Schools.

For more information see, <http://www.readingworksdetroit.org/>.

- Southwest Solutions described their work with Focus: HOPE, ACCESS, DWDD, SEMCA, and MEDC on the **Earn & Learn** initiative, a public- and private-partnership to help at-risk, young minority males gain work skills and experience while advancing their educational goals. Through this partnership, they are facilitating and seeing (as a result of their efforts):

- More conversations with employer groups like DEGC regarding the existing and emerging job opportunities;
- The development of a good example of program alignment & collaboration across organizations;
- Increased communication and coordination about program and systems level issues; and
- The need to figure out how to move their efforts to scale.

For more information see, [http://www.swsol.org/earn\\_and\\_learn](http://www.swsol.org/earn_and_learn).

- The **Woodward Corridor Initiative** shared their experiences with trying to create a people-development strategy that aligns with their place-based, community- and business-development strategy. Through their partnerships they are:
  - Aligning & collaborating to develop community assets;
  - Leveraging each organizations' investments;
  - Working on system level interventions (i.e., making it easier to do business with the city of Detroit); and
  - Determining how best to address education & workforce issues from a place-based angle.

For more information see, <http://woodwardcorridorinitiative.org/>.

- **Vanguard** Community Development Corporation also described the mix of community, economic, and education development programs and services they're offering and what role they play in forming partnerships and collaborative with other organizations.

### Opportunities for Further Alignment & Coordination

Based on these examples, the group identified specific opportunities for more coordinated action and collaboration to better engage and serve Detroit residents including:

- Aligning local strategies and action with regional efforts such as the Workforce Intelligence Network employer engagement and SEMCOG's community economic development strategies;
- Improving business service connections and results through a more collaborative approach within and among community-based organizations;
- Working together to clarify and prepare people with the basic skills required for entry level jobs and educational programs and pathways;
- Creating stronger pathways for residents to the jobs being created through local community- and economic development efforts;
- Aligning public investments and services with philanthropic and private-sector investments toward common goals; and
- Bringing to scale what works within and across organizations so that we can move the needle on having more highly skilled and employed Detroit residents.

### Next Steps

- Group will meet again to further refine opportunities for alignment & coordination/action.
- Next meeting date and location to be determined.

# Appendix A: Collective Impact Framework

A DETROIT WORKFORCE UNITED

## The Five Conditions of Collective Impact

<b>Common Agenda</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>Shared Measurement</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>Mutually Reinforcing Activities</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>Continuous Communication</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>Backbone Support</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Source: Hanleybrown, F., Kania, J. & Kramer, M. (2012) Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review, January 26.