

Neighborhood Partnerships for Community Research

...a program of the Center for Urban and Regional Affairs (CURA)

Business and Employment Assessment: Understanding Employment Practices in the Harrison Neighborhood

Prepared in partnership with
Harrison Neighborhood Association

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EXECUTIVE SUMMARY

The Harrison Neighborhood Association (HNA), an advocacy and community organizing group, supports both employers in Harrison and residents of Harrison in building economic development opportunities as well as social and economical equity. The HNA is involved in advocating for the community on current topics such as redevelopment planning, light rail transportation planning, and economic development such as advocacy for establishment of businesses in the neighborhood that offer equitable opportunities for residents to obtain products and services as well as potential employment.

The research presented in this report offers descriptions of employment patterns and practices of employers in the Harrison Neighborhood. Several main themes regarding Harrison's employment practices have been identified to include that jobs available in Harrison have steadily decreased by 41% between 2002-2009 according to Census data. Most residents work outside of the Harrison neighborhood in locations such as Minneapolis and first-ring suburbs and most employees that work in Harrison do not live in Harrison. Employers generally run small businesses, hire few people per year and locate employees through social networking and free online job posting. Most employers rate Harrison as a good place to conduct business because it is located in a convenient location close to downtown and freeways. In addition, many businesses have been located in Harrison for a long period of time and do not have plans to relocate or close. Health care, retail trade or wholesale trade represents the largest percentage of jobs by industry. However, a unique aspect of Harrison is that 66% of the employers are located in the International Market Square building and offer interior design services and products. By contrast, the employer offering the highest number of jobs at 200 total jobs and 25 new hires per year is a commercial laundry.

A theme that emerged regarding environmental concern for employers in Harrison is that an inflated perception exists that Harrison is unsafe and prone to crime. Although some employers report having been victims of vandalism, property damage, and theft from autos, most consider Harrison safe. Employers see a need for more communication to the community about what Harrison has to offer and more opportunities for community networking with the goal of developing higher levels of community awareness and social cohesion.

Understanding the employment practices of Harrison businesses informs the HNA about opportunities that Harrison residents and non-residents have with regard to working, whether inside or outside of the Harrison Neighborhood.

INTRODUCTION

HARRISON NEIGHBORHOOD

“The Harrison neighborhood, located in near north Minneapolis, has a population of 4,100 people and approximately 1200 households. The demographics of residents include 38% African American, 28% Southeast Asian (Hmong and then Lao), 23% European decent, a growing Latino population and a small Somali population. The Bassett Creek Valley rests in the Harrison and Bryn Mawr neighborhoods.” (Harrison Neighborhood Association, 2007)

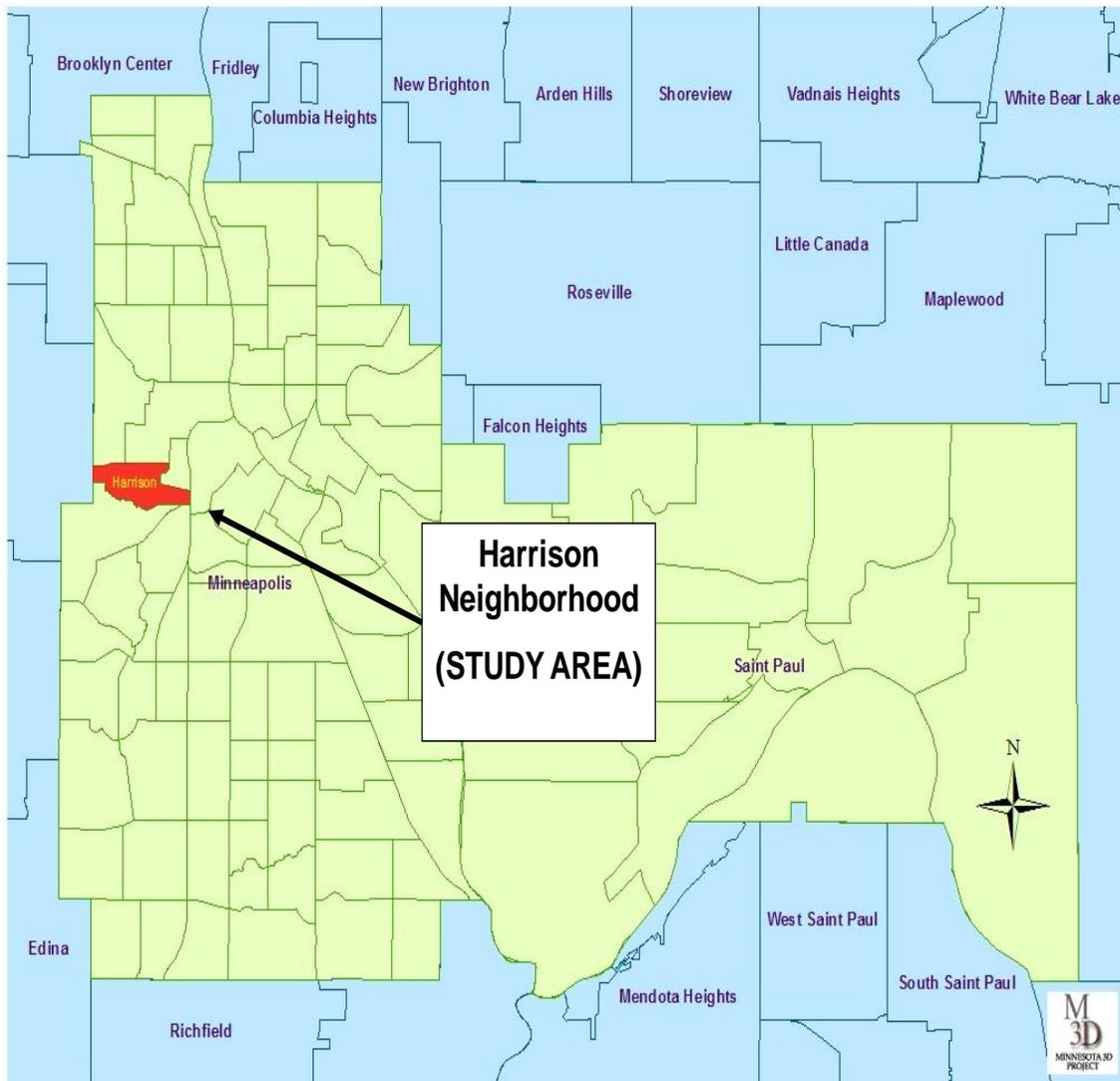


Fig.1. Harrison Neighborhood located in Minneapolis, Minnesota.

HARRISON NEIGHBORHOOD ASSOCIATION

“The Harrison Neighborhood Association (HNA) is a geographically-based, resident-driven, multi-cultural, multi-constituent, multi-issue organization. Community members formed the organization in 1984 to address their hopes and concerns.” For about two decades HNA (<http://www.hnampls.org/>) organized block clubs, youth activities, advocated police resources and participated in planning efforts to promote commercial revitalization along Glenwood Avenue and Basset Creek Valley. “About 6 years ago HNA made a structural commitment to promote racial and economic equity. The organization’s commitment to racial and economic justice is reflected in the community-developed vision that was approved by over 160 people; nearly 70% were people of color, about half were immigrants and refugees (Lao, Hmong and Somali):”

We are creating a prosperous and peaceful community that equitably benefits all of Harrison neighborhood’s diverse racial, cultural and economic groups. We will combat racism and other forms of oppression by establishing an environment of stewardship where all individuals can participate through shared power and mutual accountability.
(Harrison Neighborhood Association, 2007)



Fig. 2. African Americans in art, Glenwood Avenue.



Fig. 3. Asian Americans in art.

DEMOGRAPHIC DESCRIPTION OF HARRISON EMPLOYMENT PATTERNS

The Center for Urban and Regional Affairs provided the following information regarding employment patterns for the Harrison Neighborhood. The data was taken from census data generated between 2005-2009.

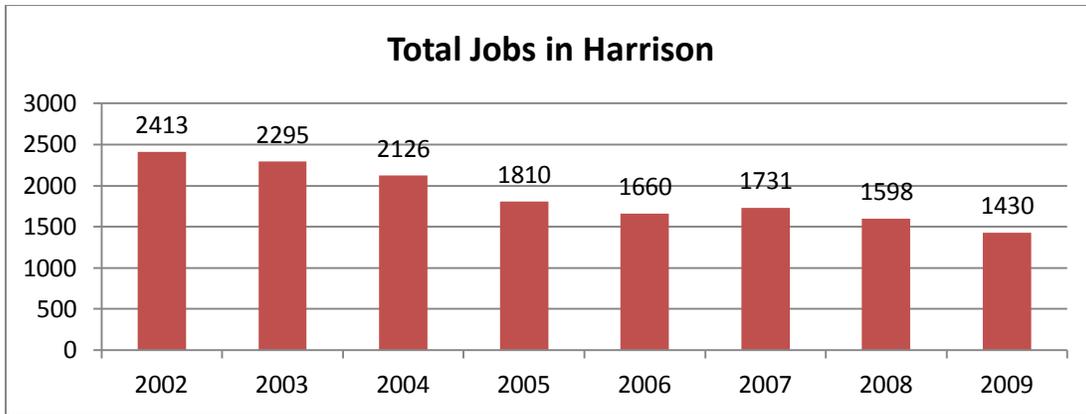


Fig. 4. Chart of the Total Jobs in Harrison.

The trend in total number of jobs available in Harrison has steadily decreased over 7 years between 2002-2009. The graph above demonstrates that the total number of jobs in Harrison has decreased steadily by a total of 41% from 2413 jobs in 2002 to 1430 jobs in 2009. The steepest percentages of jobs reduction occurred between 2004-2005 where jobs available were reduced by 15% and between 2008-2009 where jobs available were reduced by 11%. The implication of the reduction of numbers of jobs available in Harrison is that fewer employment opportunities for Harrison residents and non-residents exist and fewer products and services are available for consumption by residents or non-residents.

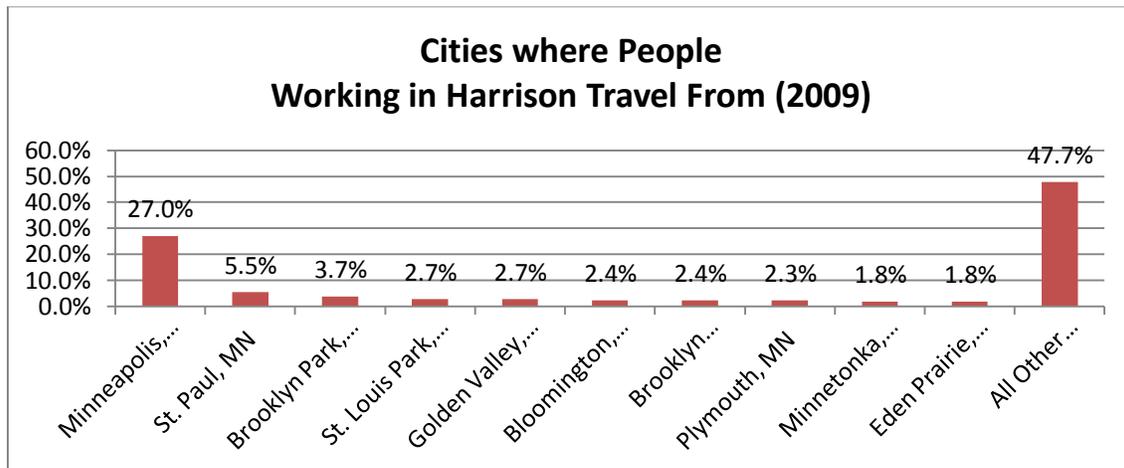


Fig. 5. Chart of Cities where People Working in Harrison Travel From (2009).

Interestingly, although in 2009 1430 jobs were available in Harrison, 73% of people working in Harrison traveled from outside of Minneapolis to work in Harrison. The results of the Harrison Neighborhood business and employment survey reported in this paper identify some of the businesses in Harrison that employ workers from outside of Minneapolis. The high

percentage of employees working in Harrison that do not live in Harrison raises questions regarding transportation that may be important in supporting laborshed employment patterns. In addition, it raises questions regarding why a higher percentage of residents is not employed by local businesses.

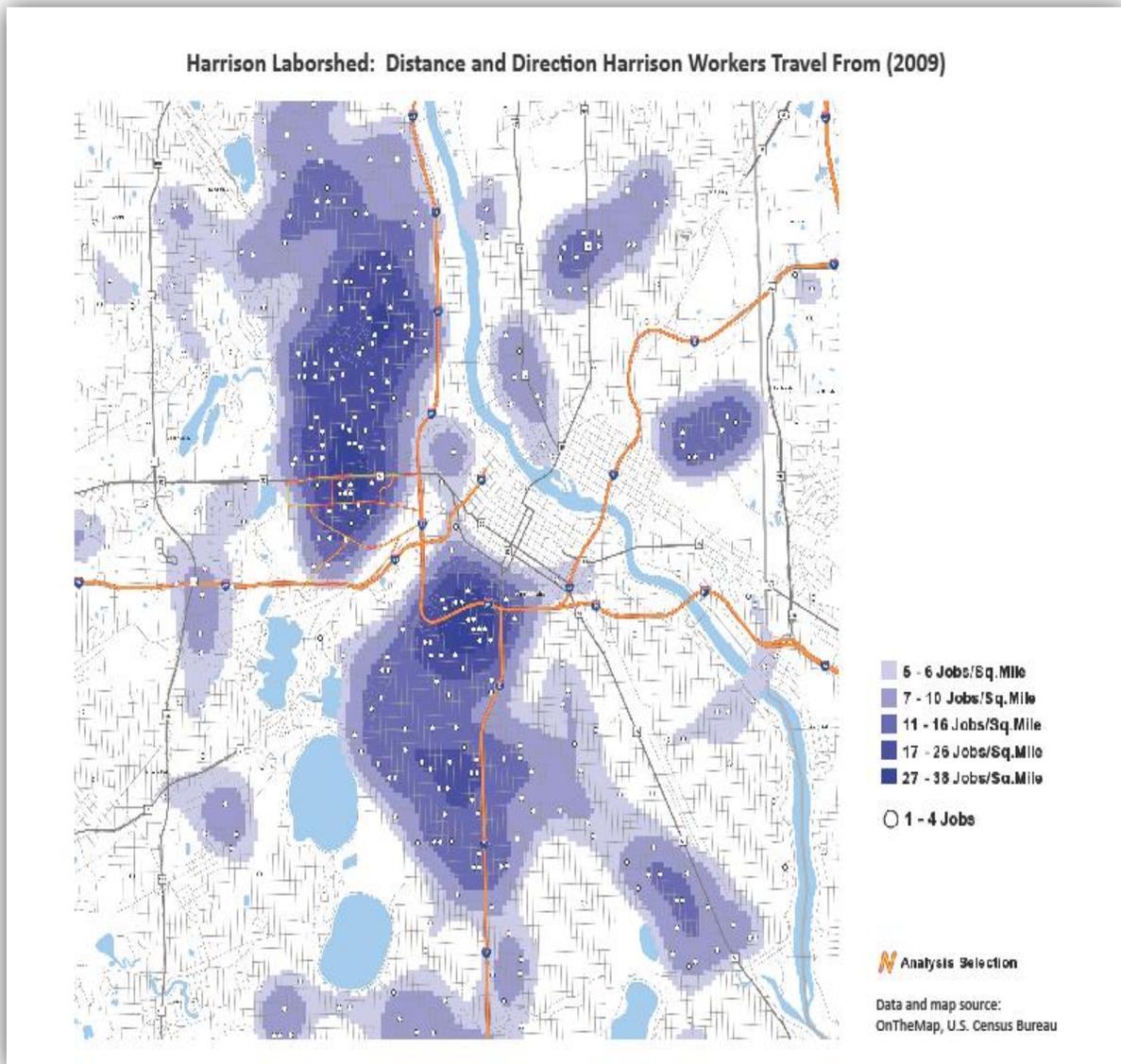


Fig. 6. Distance and direction Harrison workers travel from (2009).

Most Harrison workers travel from Minneapolis and suburbs near Minneapolis. Of the 231 employers identified in this study, more than half provide interior design products and services. Many businesses are small and employ less than 10 employees who are most often located by referral from other employees. Many employees who work in the interior design industry are located and commute from Minneapolis and the near suburbs to work in Harrison.

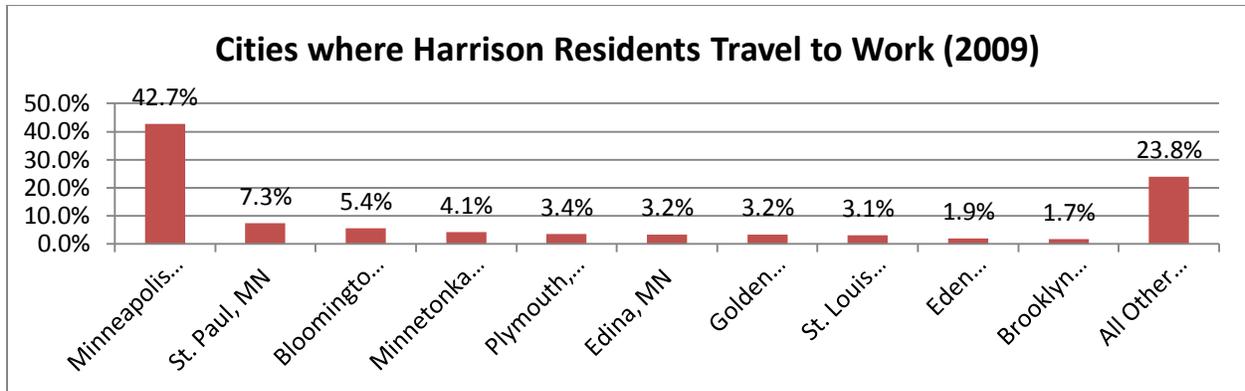


Fig. 7. Chart of Cities where Harrison Residents Travel to Work (2009).

Census data from 2009 demonstrates that significant numbers of Harrison residents commute to jobs outside of Harrison. Most residents commute to another area in Minneapolis while about 34% commute to nearby suburbs and another 24% commute to other locations outside of Minneapolis. These commutershed patterns raise questions regarding the types of employability skills that Harrison residents offer and what types of employers draw Harrison residents to commute to fill their jobs.

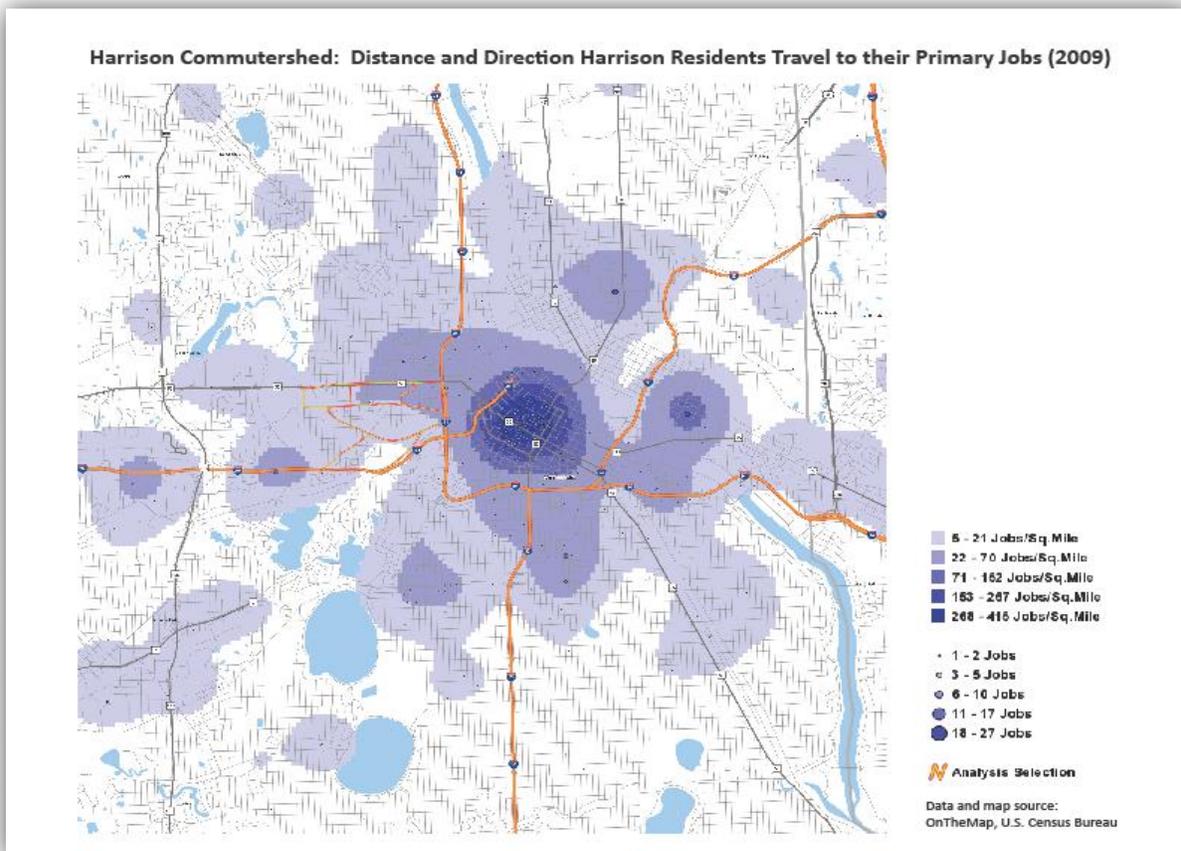


Fig. 8. Map of distance and direction Harrison residents travel to their primary jobs (2009).

The density of job opportunities and the number of jobs that Harrison residents travel to are mostly concentrated in Minneapolis. Highway 55, highway 94 and highway 35E are main thoroughfares that connect Harrison to commuter job opportunities. The information about where Harrison residents travel for work can be used to inform public transportation planners.

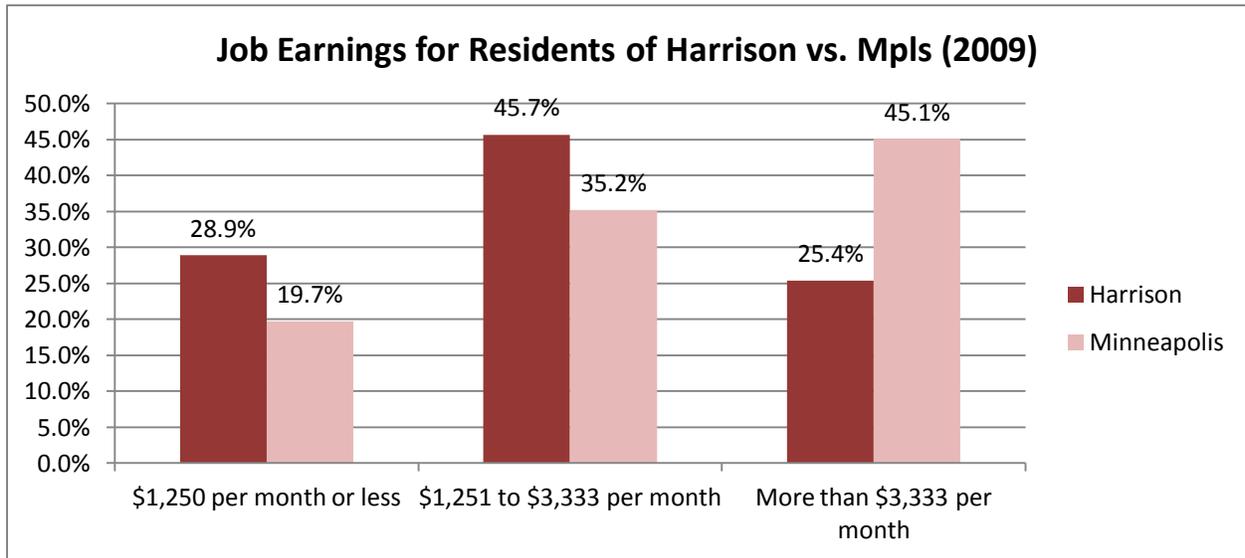


Fig. 9. Job earnings for residents of Harrison vs. Minneapolis (2009).

Harrison residents earn on average less money per month than Minneapolis residents. About 46% of Harrison residents earn between \$1,251-\$3,333 per month and about 29% earn \$1,250 per month or less. Harrison residents earning low average wages generally fill entry level jobs that do not require advanced employability skills. Harrison residents, regardless of where they work, would benefit from vocational, academic and employability skills training as well as job and career coaching with the goal of developing residents so they could be employed in higher paying jobs. A resource for residents is the Minnesota Workforce Center which is discussed in more detail in the Recommendations section of this report under Opportunities for Community Action.

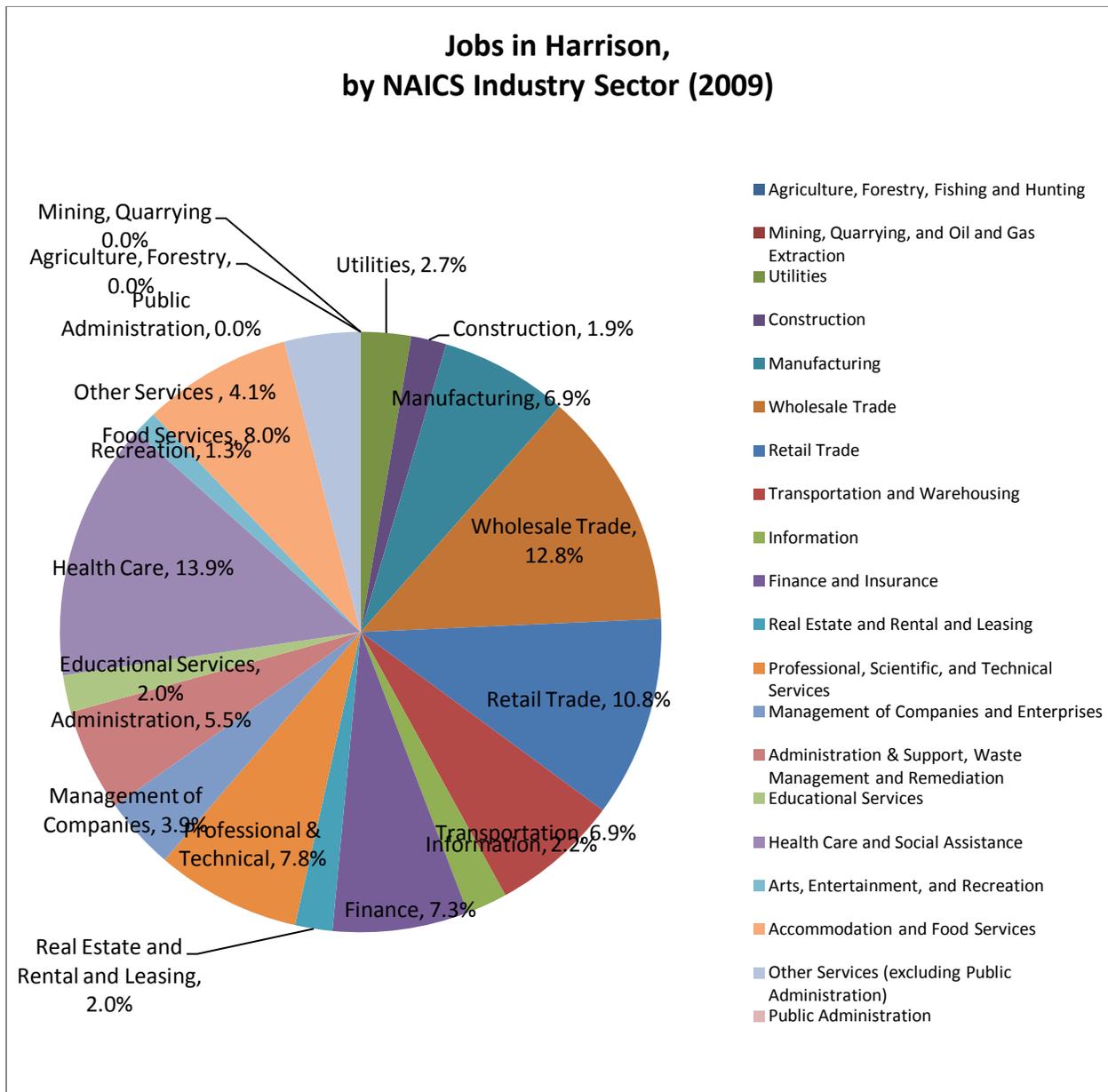


Fig. 10. Jobs in Harrison by NAICS industry sector (2009).

Most of the jobs in Harrison fall into the NAICS categories of health care, wholesale trade, retail trade, and food service. Considering where jobs are located within Harrison, three areas emerge: Bryn Mawr near Penn Avenue, Central Harrison along Glenwood Avenue and the Bassett Creek Valley. The Bassett Creek Valley section comprises 143 businesses while the remaining sections of Central Harrison and Bryn Mawr comprise 71 businesses. The Bassett Creek Valley businesses consist of a dense concentration of wholesale and retail interior design products and services. The Bryn Mawr section consists mainly of food service and retail while

the Central Harrison section consists of a mix of small and medium sized businesses that offer a variety of industries.

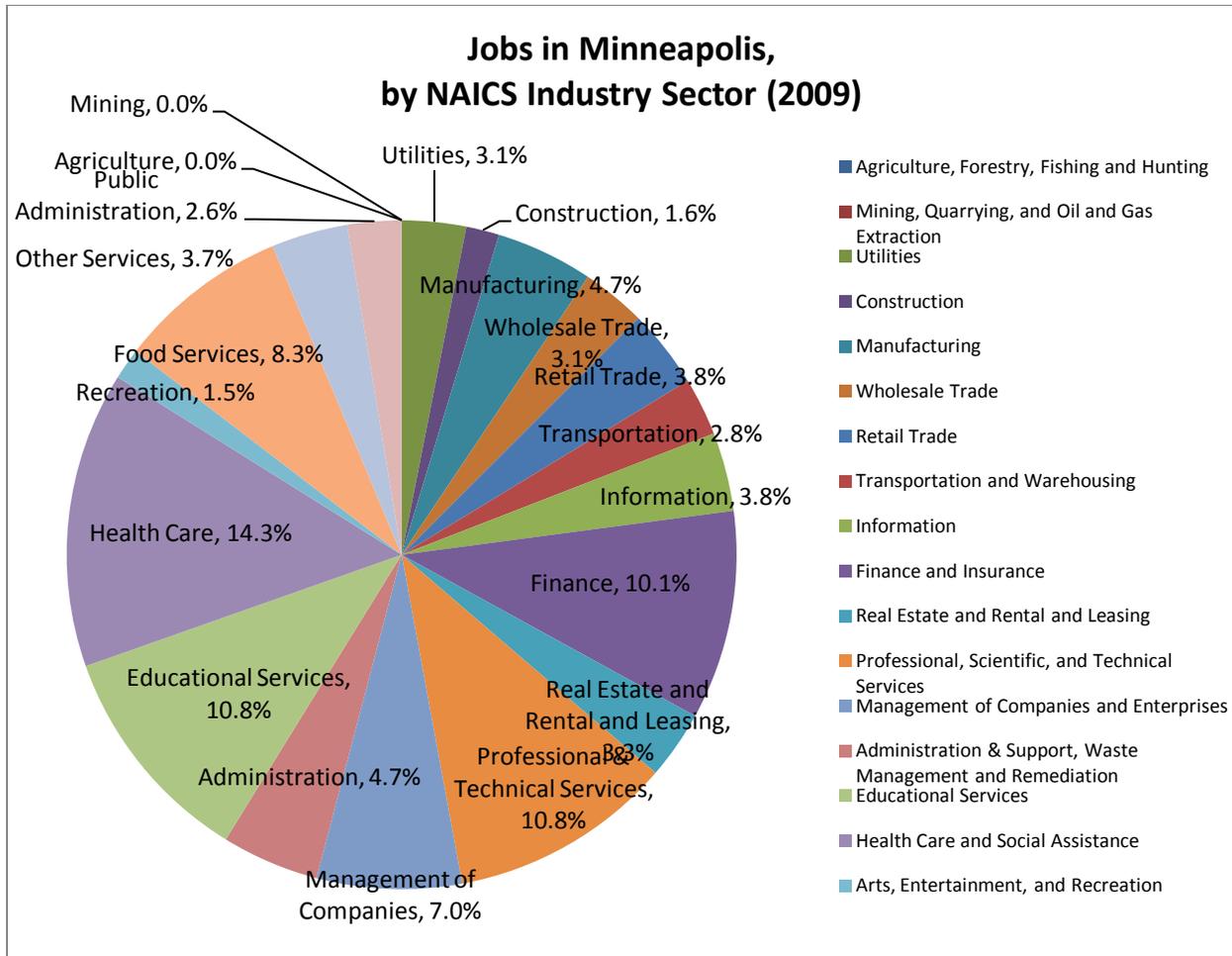


Fig. 11. Jobs in Minneapolis by NAICS industry sector (2009).

Most of the jobs in Minneapolis fall into the healthcare, educational services, professional, scientific and technical services, and finance and insurance industries. Sectors such as food services, manufacturing, and retail trade comprise smaller percentages of Minneapolis industries, however, offer employment in entry-level positions that may draw Harrison commuters to jobs.

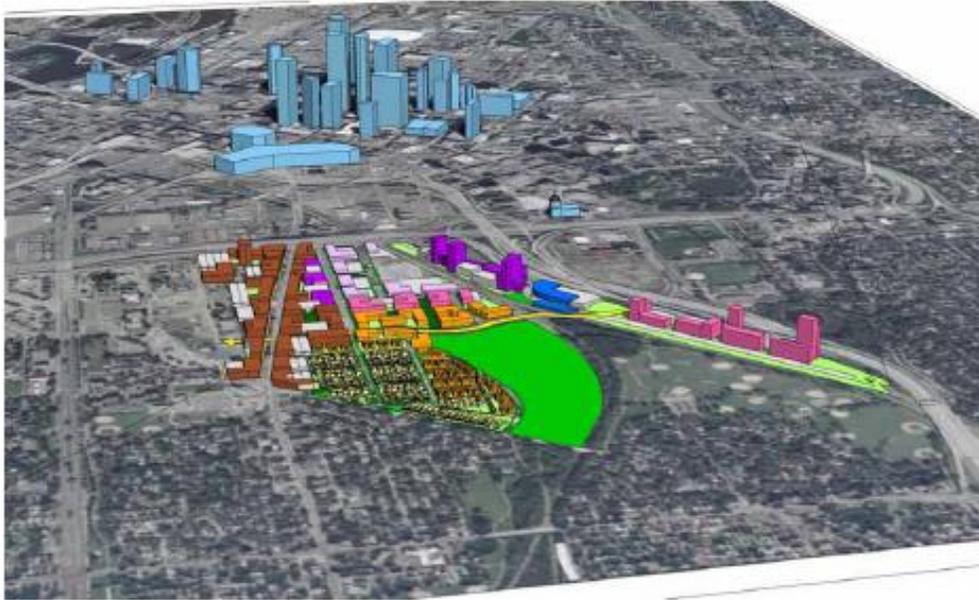
BUSINESS AND EMPLOYMENT RESEARCH NEEDS AND IMPLICATIONS

The Harrison Neighborhood Association identified a need to assess community businesses and employers to develop a deeper understanding of employment practices and to identify employer perspectives related to what influences the success of their business. The

research is needed to inform HNA advocates as they work to improve the employability of residents and success of neighborhood businesses and the community.

Bassett Creek Valley Redevelopment Plan
Redevelopment Oversight Committee (ROC)

View Analysis - Relationship to Downtown



Heisington Kogler Group Inc. -- SRF Consulting Group -- Braun Intertec

Fig. 12. Harrison Neighborhood and proposed Bassett Creek Valley Redevelopment Plan relationship to downtown Minneapolis.

The community-based research conducted in this project contributes important community and economic information that can be used to influence decisions regarding redevelopment planning and light rail transit planning. For example, the Bassett Creek Valley Redevelopment Plan is currently being considered. The image above demonstrates the relationship of the Harrison neighborhood to downtown Minneapolis and what a redevelopment could look like. In this scenario, 3,000-5,000 new homes with 600+ at affordable levels could be created and 8,000-10,000 jobs. (Redevelopment Oversight Committee, 2007).

The research in this project was designed to survey businesses located in Harrison for to learn about their hiring practices and neighborhood issues that affect their business.



Fig. 13. Proposed Bottineau Light Rail Transit Line.

The Hennepin County Regional Railroad Authority (HCRRA) has developed a draft environmental impact statement and a Bottineau transitway website (<http://www.bottransit.org>) to facilitate development of plans regarding Light Rail Transit (LRT) and community engagement. The map above is characterized as the most promising map. The impact this plan has on Harrison is to connect LRT from downtown Minneapolis west along Olson Memorial Highway and north along Penn avenue. A question related to business economy for Harrison businesses and employability for Harrison residents is, “Will LRT bring more customers and more employees to Harrison?” Given that available jobs are dwindling in Harrison, “Will the LRT give residents more opportunity to become mobile and thus have access to commuting to a broader range of jobs?”

METHODOLOGY

GIS ANALYSIS: HARRISON NEIGHBORHOOD BOUNDARIES & BUSINESSES IDENTIFICATION

Mapping Harrison Neighborhood Boundaries

A broad scope of the Harrison neighborhood is considered in this study in order to include the Bassett Creek Valley where redevelopment planning may occur and where light rail transit may be introduced. A broad scope of the Harrison neighborhood includes the area

bounded on the south by highway 394, to the west by Penn Avenue, to the north by highway 55 and to the east the area just east of highway 94.

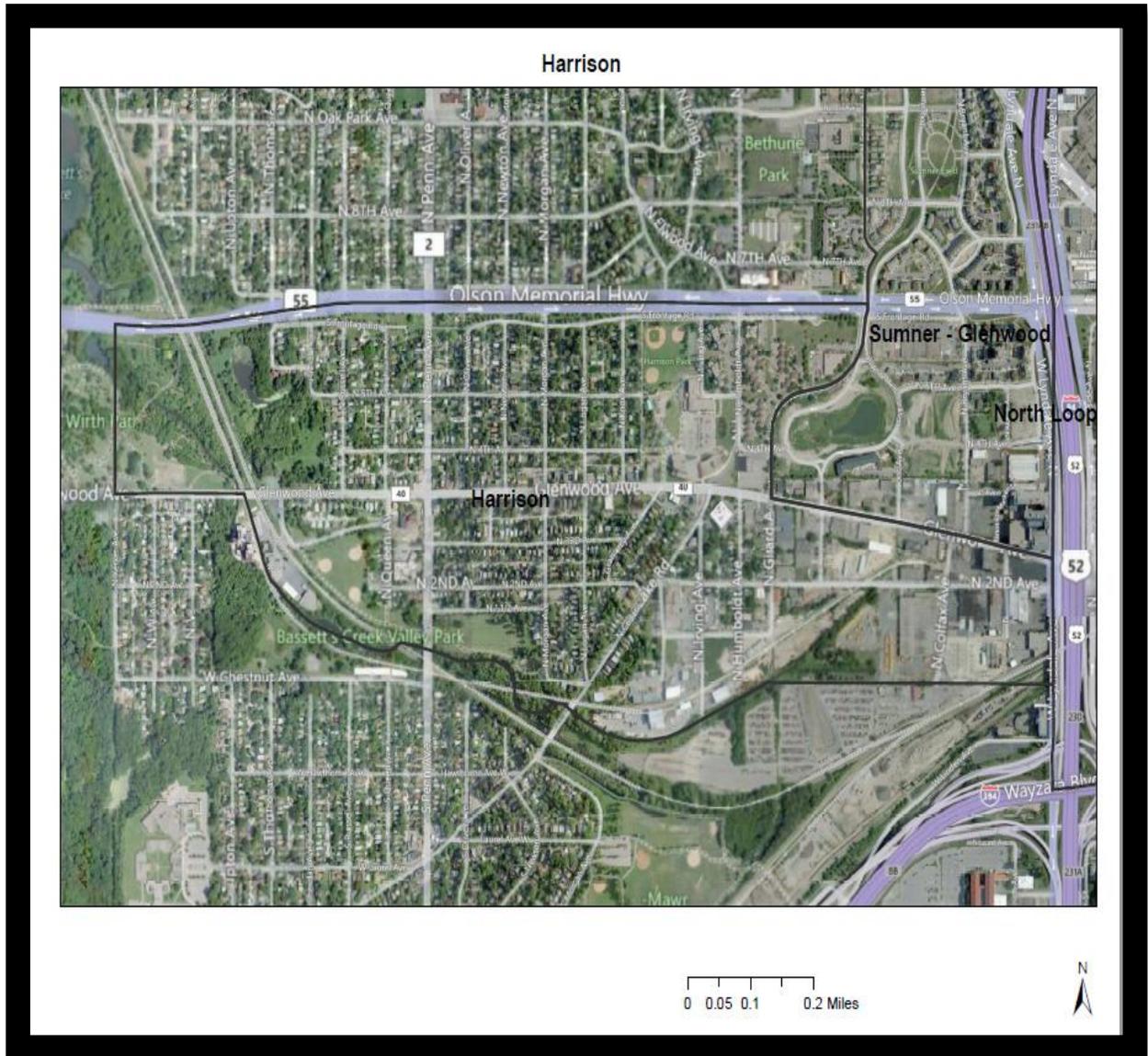


Fig. 14. Map of the Harrison Neighborhood Boundaries.

Mapping Types of Harrison Businesses

The neighborhood boundaries were identified using support from CURA GIS staff. The map below was generated by CURA GIS staff and highlights the location and type of business as: commercial, industrial, or nursing home.

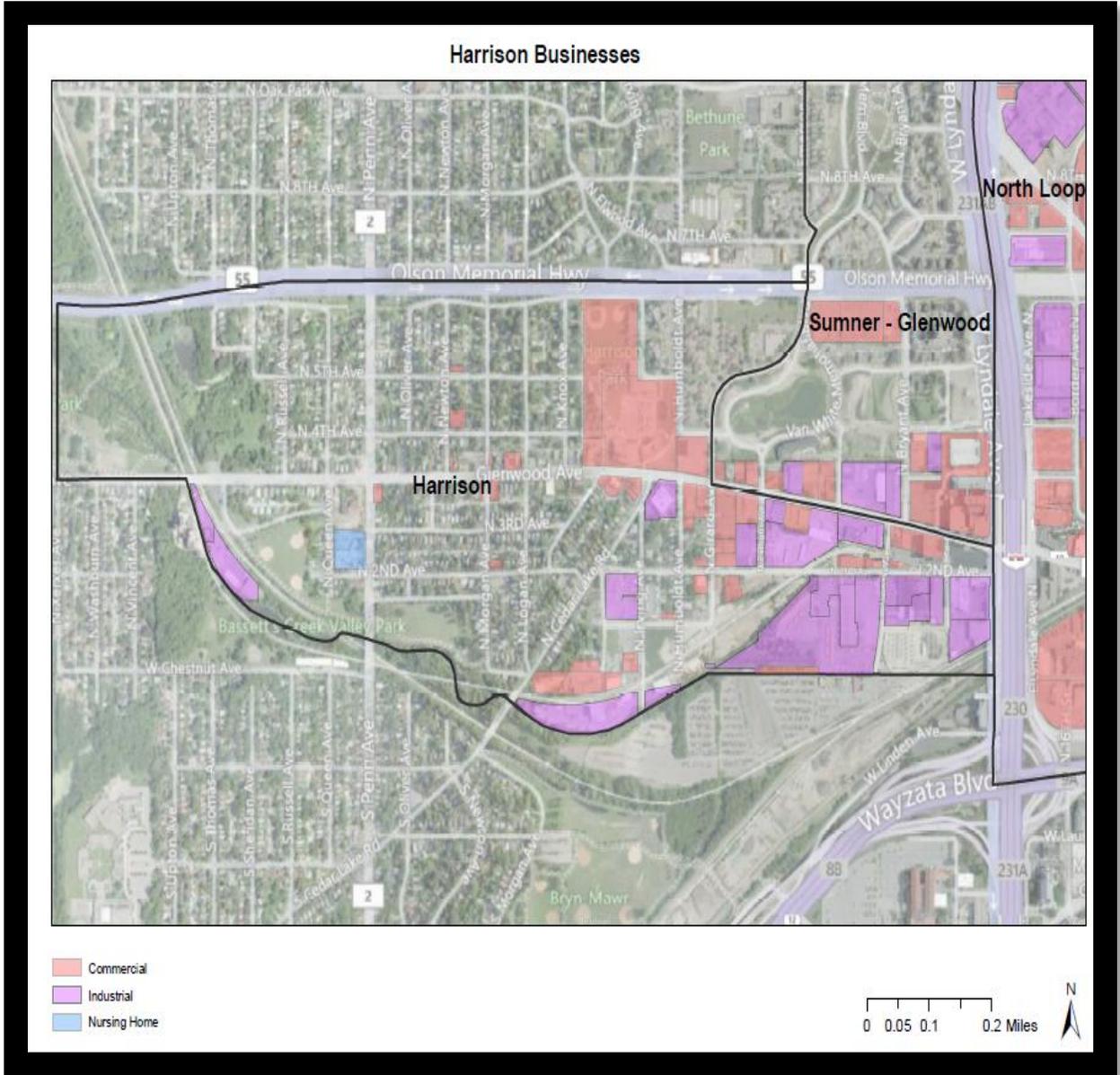


Fig. 15. Map of Types of Harrison Neighborhood Businesses.

IDENTIFYING HARRISON BUSINESSES AND CONTACT INFORMATION

All businesses located within this Harrison boundary were eligible for the study. The process for locating businesses within the neighborhood occurred in two steps. First, property tax information from the GIS specialist at CURA was obtained and indicated the names of property owners and addresses. For the purposes of this study, however, this information did not identify the business owners because many rent space from a property owner.

In order to determine the number, names, addresses and websites of businesses in the Harrison neighborhood, Google maps website was used (<http://maps.google.com/>). Locating the neighborhood and clicking until streets are viewed results in business names popping up. When the name of a business is clicked on, a profile of the business to include address, telephone and website address pop up. This information was collected for 71 businesses. The International Market Square Directory was used to identify 143 businesses in the Bassett Creek Valley area of Harrison.

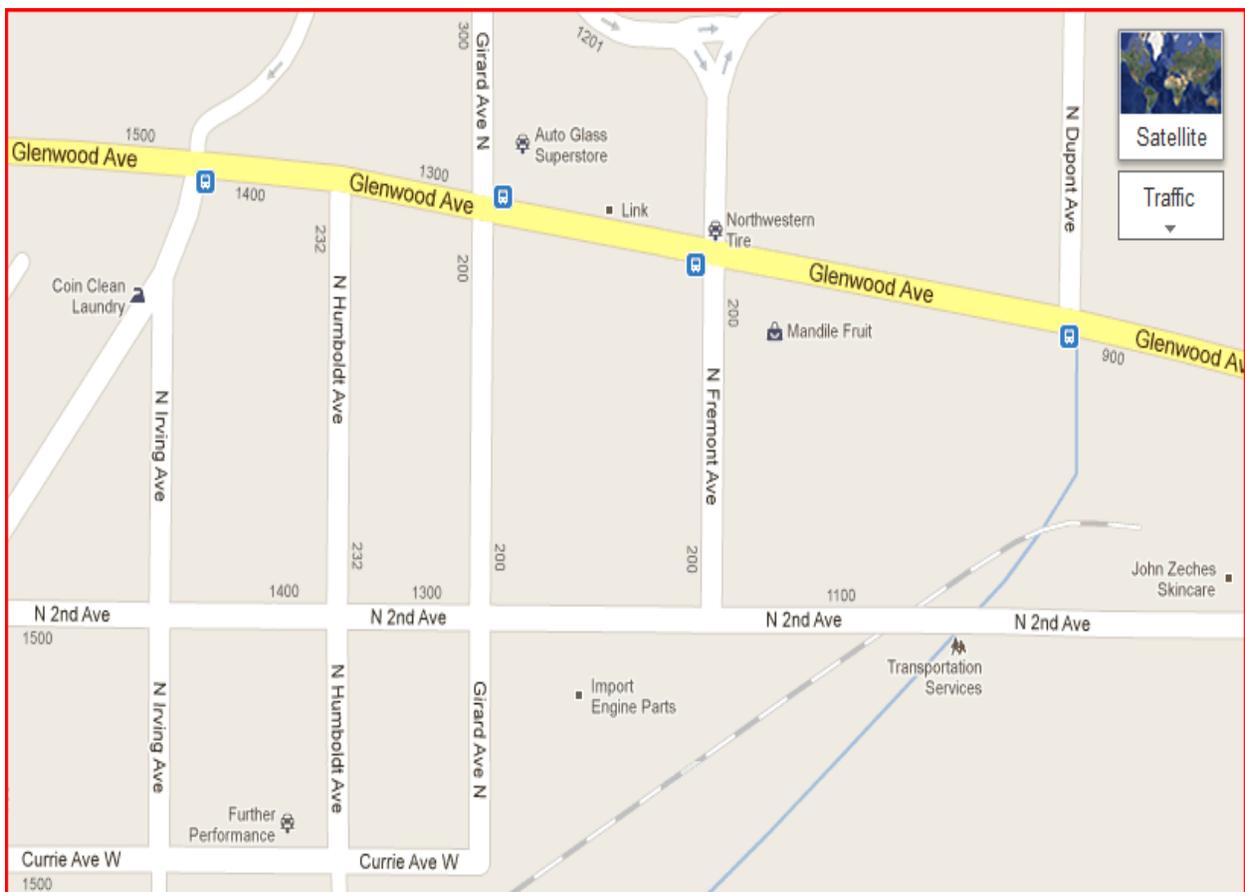


Fig. 16. Screen capture of Google Maps of Harrison Neighborhood Businesses.

SURVEY DEVELOPMENT AND ADMINISTRATION

SURVEY DEVELOPMENT

The development of the HNA Business and Employment survey involved three steps: 1) stakeholder meeting, 2) literature review, 3) CURA expert consultation.

A stakeholder meeting that included HNA staff occurred to further understand what HNA was interested in learning from the community of businesses and employers. Three research questions were defined:

1. What are the employment practices of Harrison businesses?
2. What is the employer's opinion about conducting business in Harrison?
3. What environmental concerns exist that affect employers and their businesses?

A literature review of standard survey practices implemented in community-based research was conducted. Also, literature produced about the Harrison neighborhood was reviewed. The Upper Mississippi River Industrial Corridor Report conducted by the Hawthorne Area Community Council Business Committee and CURA was used as a model.

University of Minnesota and CURA survey and community-based research experts were consulted regarding survey methodology and administration.

The survey can be reviewed in Appendix C of this report.



Fig. 17. Venture North bike shop and student internship and training site

SURVEY ADMINISTRATION

From this initial list of businesses, the following were eliminated: neighborhood associations, churches and businesses that were not actually located in Harrison although they mistakenly showed up on the Google map. The final list included 214 businesses.

Surveys were not mailed due to cost involved for printing and postage combined with a low likelihood of response. A test sampling of businesses received the survey via email and the response was 0 so effort to email the surveys was not considered worthwhile.

Finally, it was determined that each business would receive one or more phone calls. Most surveys were administered by the researcher through a phone call. Each business was contacted by phone and if phones were disconnected, a business was assumed no longer to be in the Harrison neighborhood and was eliminated from the study. Businesses answered the survey over the phone, declined to take the survey or were left a message to call back and participate in the survey. A significant number of surveys were also administered in person.

An incidental effect of administering the surveys via phone or in-person was a personal invitation to employers to become involved with the Harrison Neighborhood Association.

SURVEY RESPONSE

Initially, the survey was planned to be administered via email to the 208 businesses located in Harrison. Since locating email addresses for all businesses was difficult, a test administration that included sending 10 businesses a survey by email was conducted. Response to this method of administration was zero.

Phone numbers for the businesses were easily located on Google Maps so the survey administration approach shifted to making phone calls and making in-person visits. All businesses received at least one call and data responses were manually entered into an online Survey Monkey collector. Businesses that were difficult to contact because phone numbers to their location in Harrison were not located were visited or sent the survey by email. Interestingly, many businesses in Harrison are small, privately owned with fewer than 5 employees. These employers were generally hesitant to participate because they thought their business was too small to make a difference in the survey data. Many employers located in the International Market Square building fit this profile and many declined the survey.

SNAPSHOTS OF
HARRISON
NEIGHBORHOOD
BUSINESSES



RESULTS

GRAPHIC DATA REPORTING BY SURVEY QUESTION

Following are graphic representations of survey results by question.

Question 1. Harrison Neighborhood Survey Confidentiality Statement.

The Harrison Neighborhood Association is conducting a study of the businesses. The goal of this survey is to describe the demographics of businesses, opportunities for work, and needs of employers in the areas of hiring and training.

As a participant, your private information will not be shared, however your feedback will contribute to a report about the needs of many Harrison Neighborhood employers. Your feedback is very important and your time in completing this survey is greatly appreciated. Please call Melissa Malen, research assistant, with any questions or concerns.

Thank you,
Melissa Malen 651-442-6082

All responses: Yes

Question 2. Harrison Neighborhood Association Business Survey Consent Statement.

Please read this information below before agreeing to participate in the survey. This study is being conducted by the Harrison Neighborhood Association and the University of Minnesota Center for Urban and Regional Affairs. The purpose of this study is to describe the businesses in the Harrison Neighborhood. By completing and returning this survey, you are agreeing to participate in this study. Unreturned surveys will be followed up by a researcher. The information you provide will be used to develop a report of the results of all surveys. Your identifying information (name, business name, address) will be confidential between you and the researcher. Your identifying information will not be made public or shared.

Your decision to participate in this survey will not affect your relationship with the Harrison Neighborhood Association or the University of Minnesota. You are free to withdraw your participation at any time before or during the survey.

The researcher conducting this survey is Melissa Malen. You are welcome to ask her any questions now or later. You may contact Melissa via email at melissamalen@yahoo.com or by phone at 651-442-6082. In addition to or instead of talking to the researcher, you are welcome to contact Larry Hiscock, Executive Director of the Harrison Neighborhood Association, at 612-374-4849. Thank You!

All responses: Yes

Question 3: Please tell us how to contact your business. Your information is confidential. Thank you.

Businesses from the following three sections of Harrison responded:

Area	Number of Responses	Percentage of Total
Bryn Mawr	3	8%
Central Harrison	29	81%
Bassett Creek Valley	4	11%
Total	36	100%

Fig. 18. Table of responses.

Question 4: What are the major products or services your business offers?

Products or services offered	Location
Coffee shop.	Bryn Mawr
Organic foods market.	Bryn Mawr
Tai Chi meditation instructor for groups and individuals. Also provide teacher training.	Bryn Mawr
Convenience store.	Central Harrison
Fruit Distribution.	Central Harrison
Paper product production plant.	Central Harrison
Retail paper products and custom card design.	Central Harrison
Printing company, blueprints, color banners.	Central Harrison
Sign manufacturer onsite.	Central Harrison
European auto repair and maintenance.	Central Harrison
Import engine parts and import auto service.	Central Harrison
Sandblasting services.	Central Harrison
Tires and services.	Central Harrison
Glass products.	Central Harrison
Party goods and catering supplies.	Central Harrison
Retail Store accent fixtures.	Central Harrison
Retail furniture sales.	Central Harrison
Homegoods and design products and Finnish furniture.	Central Harrison
Breakfast and lunch café.	Central Harrison
Graphic design, marketing, photography services.	Central Harrison
Video and photo productions.	Central Harrison
Real estate sales, property renovation.	Central Harrison
Rental office space in our building.	

Rehabbed bikes, Education re Bike maintenance and sales. Internships for 6 mechanic interns and 4 retail interns. Community organized bike rides.	Central Harrison
Skin care.	Central Harrison
Hair and beauty services.	Central Harrison
Commercial laundry.	Central Harrison
Public education for middle school age students.	Central Harrison
Minneapolis Fire Department provides rescue services for personal injury and fires.	Central Harrison
Employment, health and housing assistance for the Asian community.	Central Harrison
Designer furniture sales.	Bassett Creek Valley
Membership driven non-profit that provides services to building industry companies. Plan information for construction projects.	Bassett Creek Valley
High-end designer furniture.	Bassett Creek Valley
Nonprofit Society for Interior Designers.	Bassett Creek Valley

Fig.19. Table of qualitative responses.

Question 5: In the next 3 years, does your business expect to increase, decrease or maintain the number of employees?

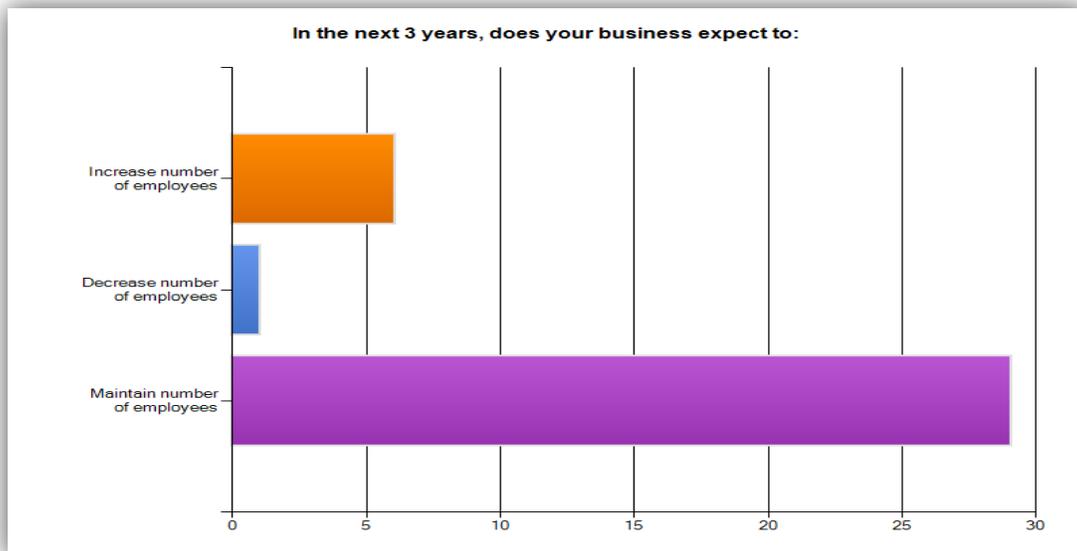


Fig. 20. Results for Question 5.

Question 6: Does your business expect to remain in the same location, close or move?

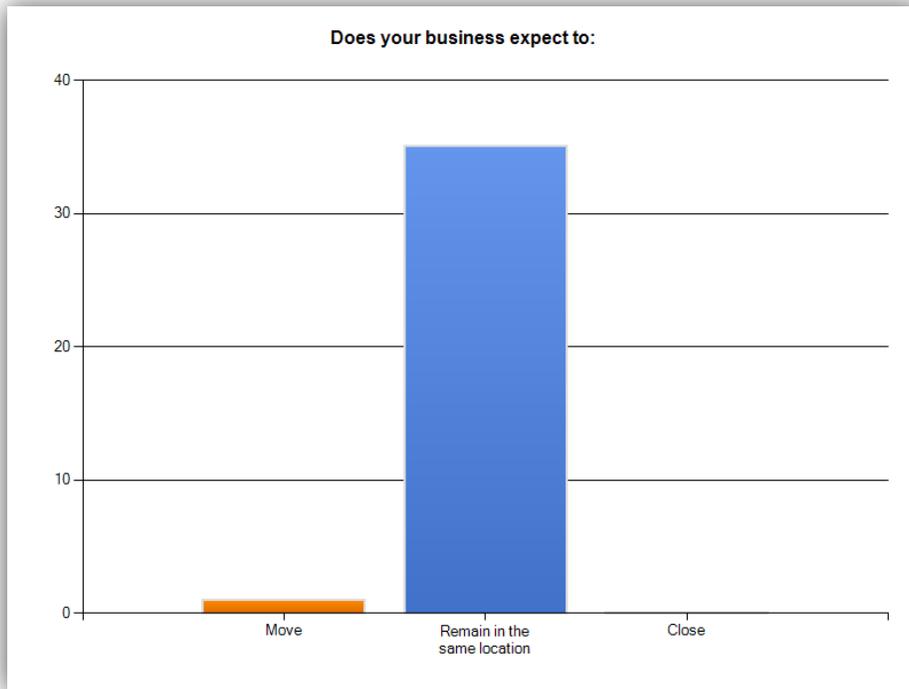


Fig. 21. Results for Question 6.

Question 7: What factors have influenced your decision to retain your business in the current location, move to another location, or close your business? Please check all that apply:

Reason	Percentage
No change in operations	94%
Increase for business output	3%
Decrease for business output	3%
No opportunity for expansion	3%
Facility not update to meet tech needs	3%

Fig. 22. Results for Question 7.

Question 8: How do you rate the Harrison Neighborhood as a place to conduct business?

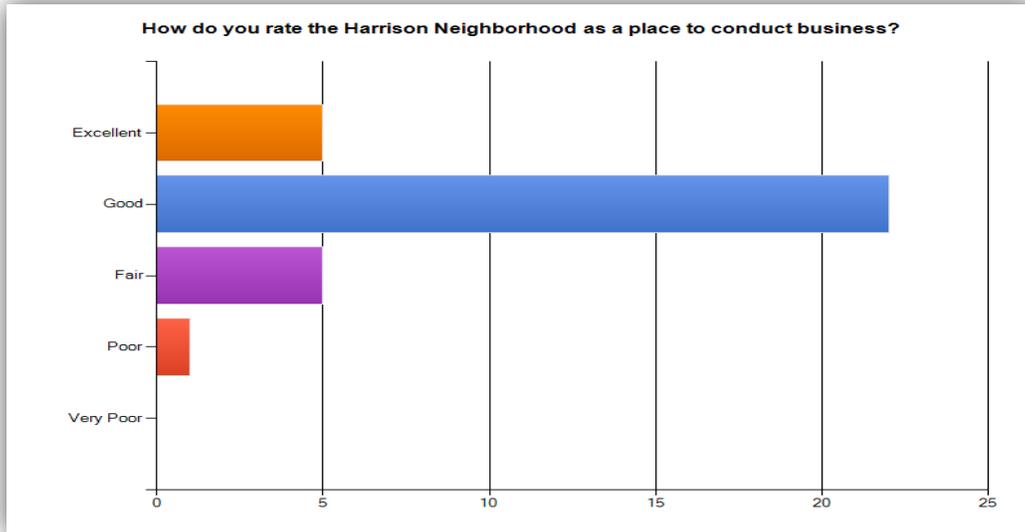


Fig.23. Results for Question 8.

Question 9: Please list advantages of locating your business in the Harrison Neighborhood.

Response	Number of Responses	Percentage of Total
Convenient to downtown and freeways.	17	50%
Neighborhood is supportive and people are nice.	8	24%
None.	5	14%
Free parking.	1	3%
Low rent.	1	3%
IMS is a design-oriented building, a target market for us.	1	3%
More experience working here.	1	3%

Fig.24. Results for Question 9.

Question 10: Please list disadvantages of locating your business in the Harrison Neighborhood.

Response	Number of Responses	Percentage of Total
None.	13	38%
Theft, property damage, vandalism.	8	23%

Need more public transportation.	3	9%
City: High taxes, street construction, fees.	3	9%
Traffic density: noisy, lots of accidents.	2	6%
False perception of being in North Minneapolis and unsafe.	2	6%
Poor street traffic for retail sales.	1	3%
Low income residents can't afford what we sell.	1	3%
Too much meter parking.	1	3%

Fig. 25. Results for Question 10.

Question 11: How many employees currently work at your business located in the Harrison Neighborhood?

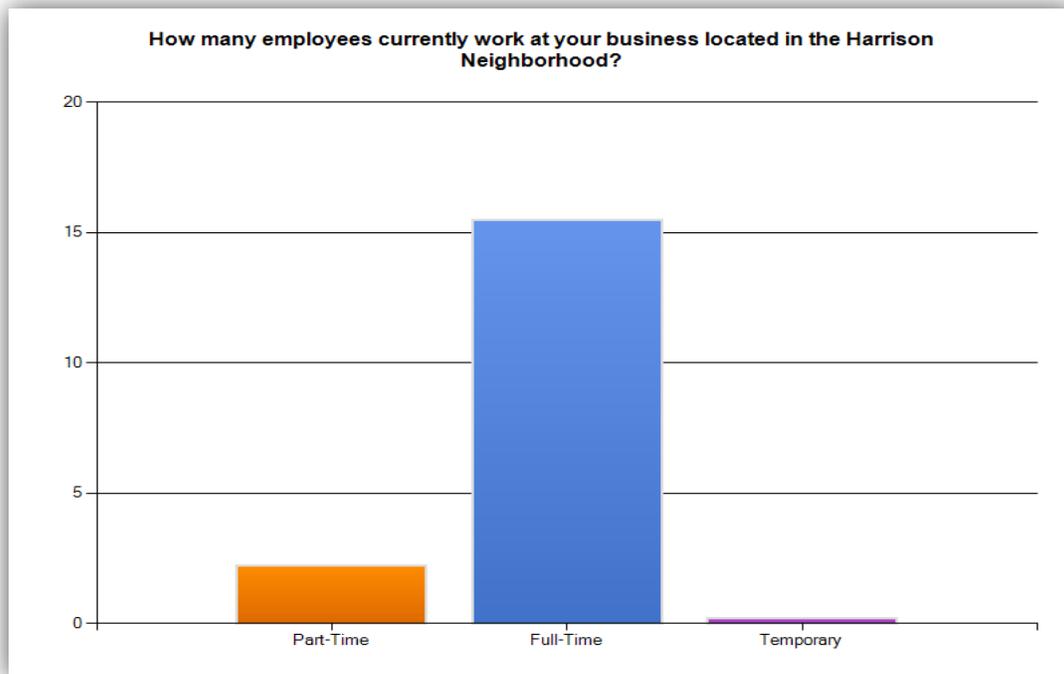


Fig. 26. Results for Question 11: Average responses from a pool of 601 employees.

Question 12: How many employees do you hire each year?

Response Average

Response Total

3.24	110
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Fig. 27. Results for Question 12.

Question 13: How many of your employees fill entry level positions?

Response Average

Response Total

7.85	259
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Fig. 28. Results for Question 13.

Question 14: Does your company have employees classified as non-management and union?

Yes

No

45.5%	54.5%
-------	-------

Fig. 29. Results for Question 14.

Question 15: No reponses. Difficult question to understand.

Question 16: What was the rate of employee turnover during the past year?

Response Average

Response Total

9.38	300
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Fig. 30. Results for Question 16.

Question 17: What were the hourly wages for non-management workers in the past year?

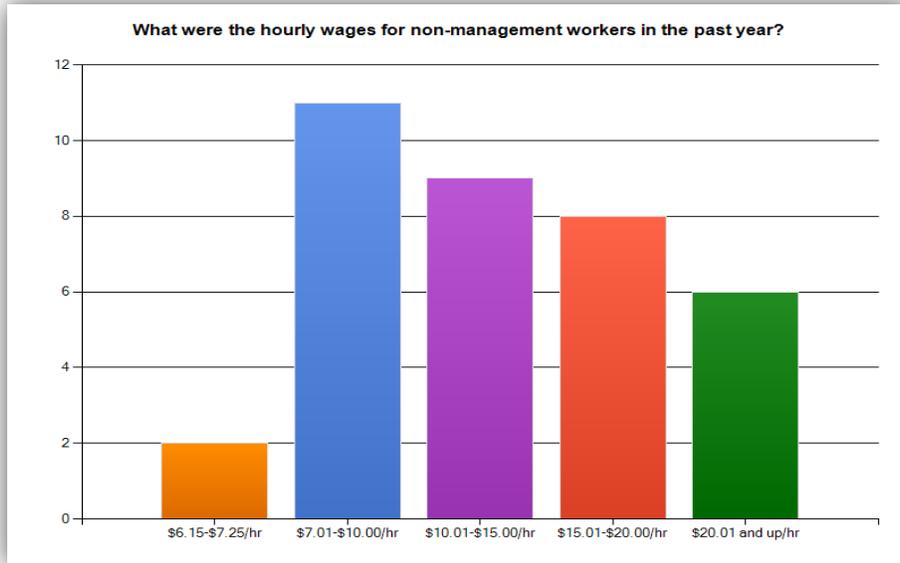


Fig. 31. Results for Question 17.

Question 18: What benefits does your company provide to non-management employees?

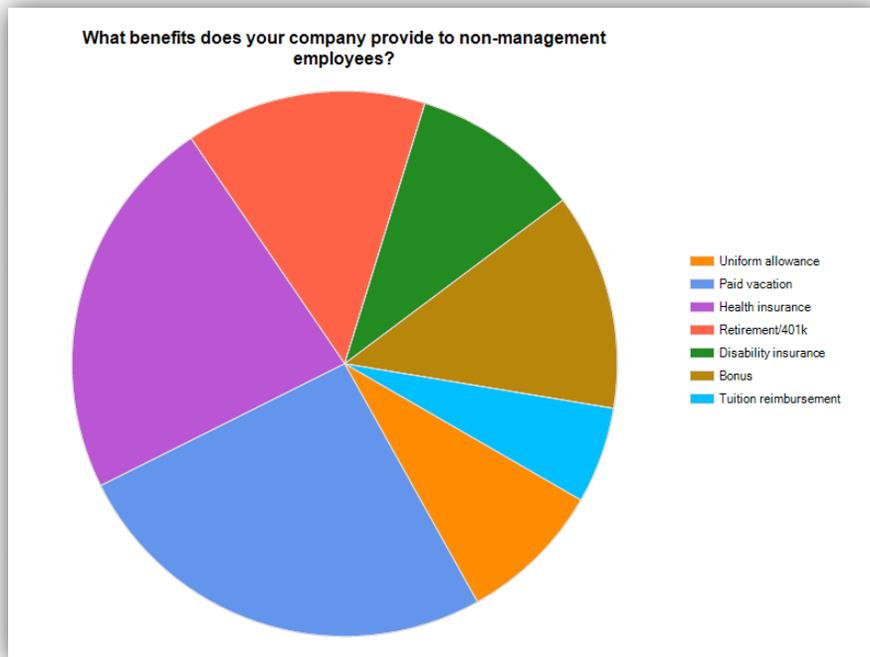


Fig. 32. Results for Question 18.

Question 19: Where do your employees live? Please estimate percentages.

Location	Response Average
55405 Zip Codes	14%
Other Minneapolis Zip Codes	32%
Outside of Minneapolis Zip Codes	49%

Fig. 33. Results for Question 19.

Question 20: What resources to you use to find applicants for your open positions?

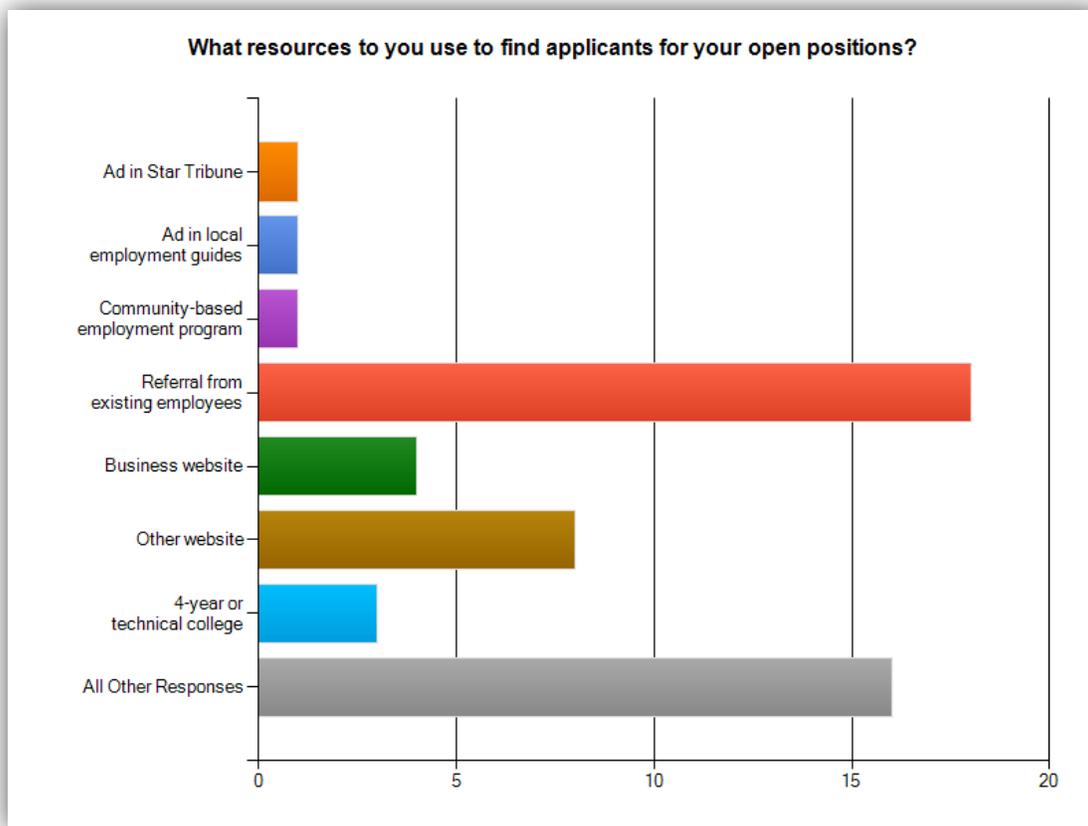


Fig. 34. Results for Question 20.

Harrison’s combination of high minority and high percentage of commutershed workers raises questions regarding the impact of poverty and race on job matching. Since Harrison residents are mostly non-white and culturally diverse, a question evolves with regard to hiring and how applicants are located. Elliot and Sims (2001) suggest that, “the qualitative difference in the type of contacts used in barrios [to find jobs], as opposed to ghettos, affects the extent to

which individual success with informal job matching contributes to the development of a collective resource that can be used by other job seekers in the neighborhood.”

Furthermore, disadvantaged neighborhoods can have negative employment effects on working-age, minority residents. Wilson (1987, 1996), suggests that poor, predominantly black neighborhoods tend to isolate workers from making social connections with potential employers through relationships with their employees who may refer them to open positions. These social connections are necessary for employability in urban labor markets and isolation from these connections may serve to reinforce pre-existing inequalities and contribute to the growth of an urban underclass.

Question 21: Is it difficult for you to find qualified employees?

Yes

No

21%	79%
-----	-----

Fig. 35. Results for Question 21.

Question 22: What is the racial makeup of your staff?

Race

Number of Employees

Percentage of Total

White	344	58%
African American	28	5%
Hispanic American	135	23%
Asian American	76	13%
Other	5	1%

Fig. 36. Results for Question 22.

Question 23: Do you provide training for employees?

Yes

No

77%	23%
-----	-----

Fig. 37. Results for Question 23.

Question 24: What technical training for employees will be necessary in the future?

Response	Response Average
None.	94%
Computer networking.	3%
Bike maintenance.	3%

Fig. 38. Results for Question 24.

Question 25: What key issue needs to be addressed that will support all businesses and employees?

Comment	Average Response
None.	26%
Advertizing and communication.	15%
Crime.	15%
Traffic and street development.	12%
Customers, renters.	12%
Stadium: no.	9%
Economy.	6%
Stadium: yes	5%

Fig. 39. Results for Question 25.

RECOMMENDATIONS

OPPORTUNITIES FOR FURTHER RESEARCH

This study has provided a description of employment practices and patterns as well as some qualitative data from employers. An opportunity for further research that would support HNA’s goal of supporting economic development would be to conduct community based research to gather information from Harrison residents regarding their needs for services, products and employability development. Information provided by residents on the topic of employability and job placement, transportation needs related to getting to work and housing opportunities could be combined with the current employer research to create a well-rounded base of information.

In addition, gathering data from local employment and training support groups such as the Employment Action Center and the Minneapolis Employment and Training Center would

provide information about Harrison resident employability needs, whether Harrison residents connect with these support centers and where jobs are located that Harrison residents can easily travel to.

OPPORTUNITIES FOR COMMUNITY ACTION

Harrison Neighborhood Association and the Minneapolis Employment and Training Program

The Minneapolis Employment and Training Center (METP) administers a variety of employment and training programs to include adult, dislocated worker and youth programs. (<http://www.minneapolismn.gov/cped/metp/index.htm>) The link below connects to a METP brochure that identifies programs and also presents a directory of workforce development resources and service providers for Minneapolis:

http://www.minneapolismn.gov/www/groups/public/@cped/documents/webcontent/convert_286574.pdf

HNA has an opportunity to connect current employers and resident workers with METP programs and services.

Employment Action Center's Harrison Employment Program

The Harrison Employment Program (HEP) is located in the Harrison neighborhood and has employed local youth since 2000. The Harrison Neighborhood Association has an opportunity to develop a layered partnership with HEP to address the educational, vocational and employability needs for local 14-21 year old youth.

Research from the Census Bureau has revealed that most Harrison workers leave the Harrison Neighborhood to work and that most workers earn low wages. The HNA can facilitate employer and worker connections with HEP which offers the following services to 14-21 year old youth (<http://www.eac-mn.org/YYP/harrison>):

- Educational counseling
- High school graduation assistance
- GED pre-testing and preparation
- Financial aid assistance
- Career counseling, assessment and resume support
- Free bus cards
- Housing assistance
- Personal support

Businesses also benefit from connecting with EAC because EAC provides job placement and hiring support. EAC offers the following services to businesses:

- Pre-screened job candidates
- Free posting of job openings on [WorkWeb](#), EAC's searchable database of job openings
- On-site interviewing of candidates to expedite the hiring of multiple positions
- Employment Action Center (EAC) provide additional customized services to meet the hiring, retention, and training needs of area businesses.

The benefits that HNA can offer to employers and workers in Harrison by connecting them to EAC may be that each group will have a higher chance of meeting its hiring and employability goals. However, it may not occur in a way that brings employers in Harrison to hire residents of Harrison.

Harrison Neighborhood Association (HNA) and Minnesota Workforce Center Partnership

Harrison residents are mostly employed in low wage jobs and travel from Harrison to work. Barriers to higher wage jobs are academic, vocational and employability skill development as well as skills necessary to search for jobs and effectively communicate about their employability skills. Cultural barriers, language barriers, and social networking barriers exist that impede resident's opportunities to be locate and become hired in higher paying jobs.

The Minnesota Workforce Center offers free support for job seekers, youth and a variety of others. The Center also offers employment-related seminars. Through partnership with HNA, the Minnesota Workforce Center could develop programming and training to support Harrison residents in developing skills to remove employment barriers. A place to begin building such a partnership that works to support and advocate for Harrison residents is the Minneapolis North Minnesota Workforce Center (http://www.positivelyminnesota.com/JobSeekers/WorkForce_Centers/Help_for_Jobseekers/index.aspx).

The Minnesota Workforce Center also provides a range of support for businesses and employers. Although most businesses in Harrison employ a small number of workers, have low employment turnover and most often locate employees by referral or by using a free advertising site such as Craigslist, employers would benefit from utilizing the Center to locate qualified employees. The Harrison Neighborhood

Association (HNA) has an opportunity to connect Harrison employers, especially G&K Services where 25 employees are hired per year, to the Minnesota Workforce Center by communicating with businesses and encouraging them to get involved with the Center. Opportunities for community action also exist for HNA to spearhead cost-free and referral-based applicant pool development through partnership with the Minnesota Workforce Centers.

Employability Credentialing

Another barrier to employment and obtaining higher than entry -level wage employment is the applicant's attainment of credentials that communicate to employers that applicants have employability skills, especially for workers that possess a high school diploma or less. The Minnesota Workforce Center also offers support in developing skills for, testing and communicating about the National Career Readiness Certificate (NCRC). The NCRC documents worker skills in the areas of applied math, locating information and reading for information. In addition to documenting unique worker skill levels in these areas, a remedial training option is offered where workers can learn skills necessary to raise their performance level to the standard required to earn the NCRC.

(http://www.positivelyminnesota.com/JobSeekers/WorkForce_Centers/Help_for_Jobseekers/National_Career_Readiness_Certificate.aspx,
<http://www.act.org/certificate/about.html>)

Transportation

Transportation is a key element that impacts economic success for employers and workers in Harrison. Transportation access affects businesses because most customers and employees travel to Harrison to work and purchase products and services. Transportation affects residents of Harrison because most Harrison workers travel from Harrison to another location to work. In addition, educators surveyed report that improved transportation is required to facilitate student family access to the school for volunteering, conferences and family nights.

One opportunity for community action is to advocate Harrison transportation needs for Light Rail Transportation to the Hennepin County Regional Railroad Authority (HCRRA). The HCRRA has developed a draft environmental impact statement and a Bottineau transitway website (<http://www.bottransit.org>) to facilitate communication between community and transportation planners. Listed on this site is information about public meetings and how to share needs with the HCRRA.

RESOURCES

Employment Action Center, Harrison Employment Program. <http://www.eac-mn.org/YYP/harrison>

Harrison Neighborhood Association (2007). *Harrison Neighborhood Association Southwest LRT Tour: Van White Station Stop Equitable Transit Oriented Development (ETOD)*.

J. R. Elliot and Mario Sims (2001). *Ghettos and Barrios: The Impact of Neighborhood Poverty and Race on Job Matching among Blacks and Latinos*. *Social Problems*, Vol. 48, No. 3, pages 341–361. http://www.tulane.edu/~jre/soc_prob_ghetto.pdf

Minneapolis Employment and Training Center (2012). <http://www.minneapolismn.gov/cped/metp/index.htm>)

National Career Readiness Certificate (2012). <http://www.act.org/certificate/about.html>

Redevelopment Oversight Committee (2007). *Bassett Creek Valley Redevelopment Plan*.

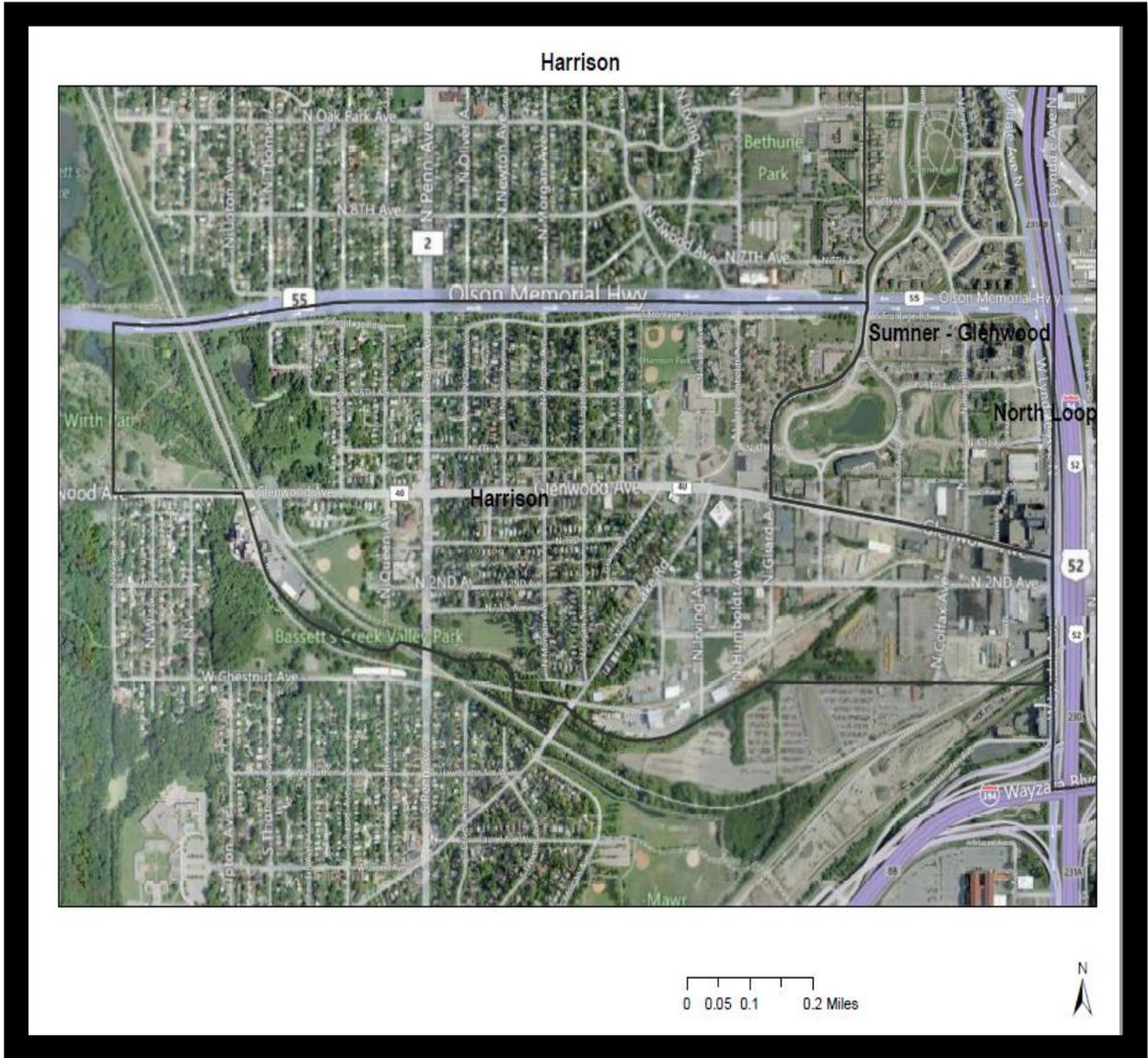
Salant, P., & Dillman, D.A. (1994). *How to conduct your own survey*. New York, NY: John Wiley & Sons, Inc.

Wilson, W. J. (1987) *The Truly Disadvantaged: The Inner City, the Underclass, and Public Policy*. Chicago, IL: Chicago University Press.

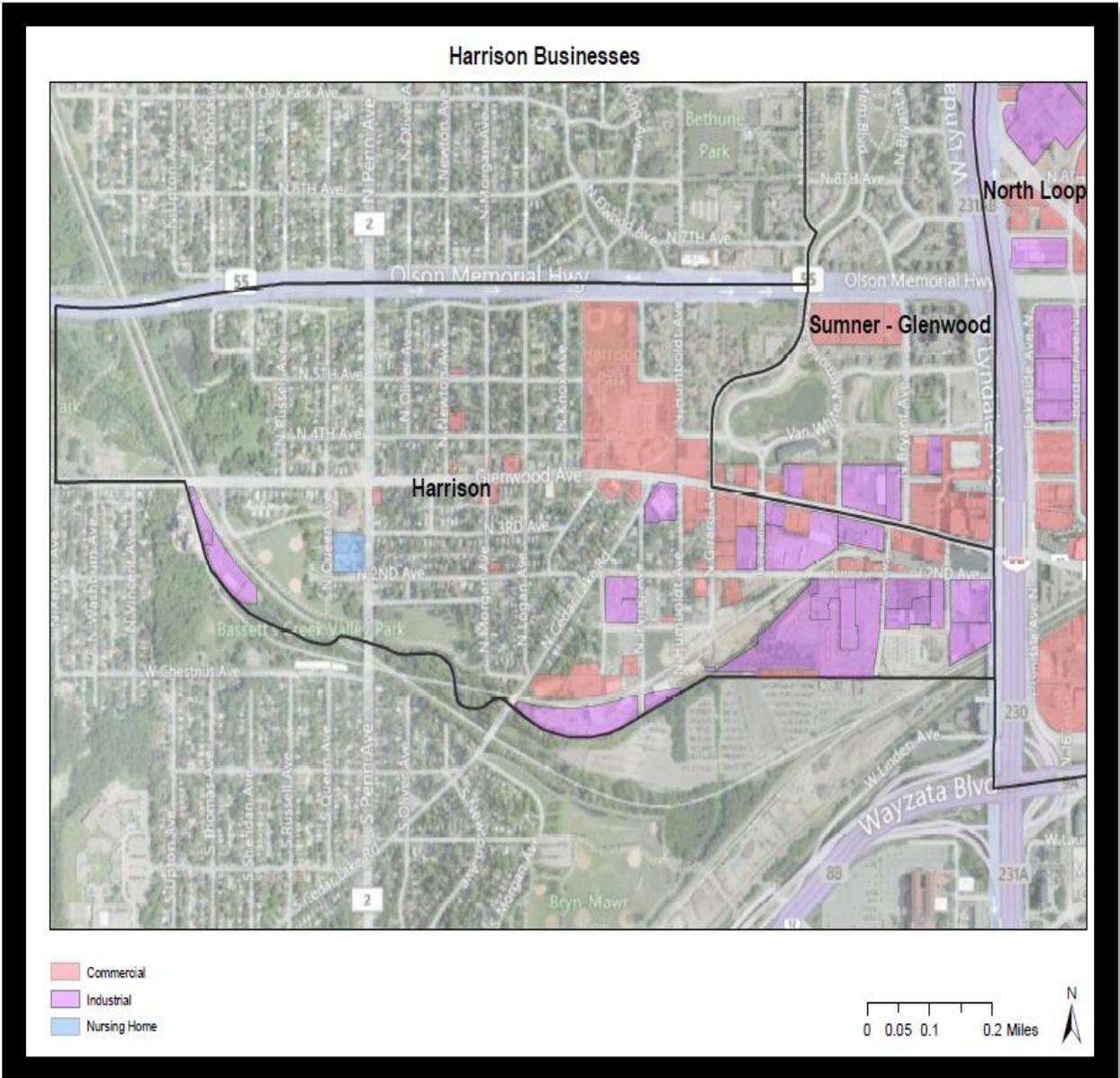
Wilson, W. J. (1996). *When Work Disappears: The World of the New Urban Poor*. New York: Alfred Knopf.

APPENDICES

Appendix A: GIS Map of Harrison Neighborhood Boundaries



Appendix B: Map of Types of Harrison Neighborhood Businesses



Appendix C: HNA Business Survey

October 18, 2011

Dear _____,

The Harrison Neighborhood Association is conducting a study of the businesses and employees to develop a deeper understanding of the opportunities that exist for residents to work, obtain services and interact as consumers with businesses in the Harrison Neighborhood. The goal of this survey is to describe the demographics of businesses, opportunities for work, and needs of employers in the areas of hiring and training.

As a participant, your private information will not be shared, however your feedback will contribute to a report that includes the perspective and needs of many Harrison Neighborhood employers. Your feedback is very important and your time in completing this survey is greatly appreciated.

Please consider completing this survey online if the paper copy is not your preference. Please call Melissa Malen, research assistant, with any questions or concerns.

Thank you,

Melissa Malen

651-442-6082

Harrison Neighborhood Association Business Survey

Consent Statement

Thank you for participating in the Harrison Neighborhood Business Survey. Please read the information below before agreeing to participate in the survey.

This study is being conducted by the Harrison Neighborhood Association and the University of Minnesota Center for Urban and Regional Affairs. The purpose of this study is to describe the businesses, employers and employees in the Harrison Neighborhood.

By completing and returning this survey, you are agreeing to participate in this study. Unreturned surveys will be followed up by a researcher.

The information you provide will be used to develop a report of the results of all surveys. Your identifying information (name, business name, address) will be confidential between you and the researcher. Your identifying information will not be made public or shared.

Your decision to participate in this survey will not affect your relationship with the Harrison Neighborhood Association or the University of Minnesota. You are free to withdraw your participation at any time before or during the survey.

The researcher conducting this survey is Melissa Malen. You are welcome to ask her any questions now or later. You may contact Melissa via email at melissamalen@yahoo.com or by phone at 651-442-6082.

In addition to or instead of talking to the researcher, you are welcome to contact Larry Hiscock, Executive Director of the Harrison Neighborhood Association, at 612-374-4849.

Thank You!

Harrison Neighborhood Association Business Survey

Participant and Business Information

Business Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Name of person filling out survey: _____

Position: _____

Phone: _____ email: _____

1. What are the major products or services your business offers? _____

_____ SIC code: _____

2. In the next 3 years, does your business expect to:

Increase number of employees Decrease number of employees Maintain number of employees

Comment: _____

3. Does your business expect to:

Remain in the current location Move Close

4. What factors have influenced your decision to retain your business in the current location, move to another location, or close your business? Please check all that apply:

Labor shortages Low work productivity Increase for business output Decrease for business output
 No change in operations Environmental concerns Conflict with neighborhood Crime including
 Lease expiration No opportunity for expansion Facility not updated to meet technology needs
 Facility not updated to meet current equipment needs Rigid building code enforcement

Comments _____

5. How do you rate the Harrison Neighborhood as a place to conduct business?

Excellent Good Fair Poor Very Poor

6. Please list advantages of locating your business in the Harrison Neighborhood:

7. Please list disadvantages of locating your business in the Harrison Neighborhood:

8. How many employees currently work at your business located in the Harrison Neighborhood:

Full-time _____ Part-time _____ Temporary _____

9. How many employees do you hire each year? _____
10. How many of your employees fill entry-level positions? _____
11. Does your company have employees classified as non-management and union? Y N
12. Do you expect changes in your work force in the next 3 years:
- Shift from part-time to full-time? Y N
 - Increase temporary positions? Y N
 - Increase or Decrease numbers of full-time employees? Y N
 - Increase or Decrease numbers of part-time employees? Y N
13. What was the rate of employee turnover during the past year? _____%
14. What were the hourly wages for non-management workers in the past year?
- \$6.15-\$7.25/hr
 - \$7.01-\$10.00/hr
 - \$10.01-\$15.00/hr
 - \$15.01-\$20.00/hr
 - \$20.01 and up/hr
15. What benefits does your company provide to non-management employees?
- Uniform allowance
 - Paid vacation
 - Health insurance
 - Retirement/401k
 - Disability insurance
 - Bonus
 - Tuition reimbursement
16. Where do your employees live? Please estimate percentages.
- 55405 zip code _____%
 - Other Minneapolis zip codes _____%
 - Outside of Minneapolis zip codes _____%
17. What resources to you use to find applicants for your open positions?
- Ad in Star Tribune
 - Ad in local employment guides: _____
 - Community-based employment program: _____
 - Referral from existing employees
 - Business website
 - Other website: _____
 - 4-year or technical college: _____
18. It is difficult for me to find qualified employees: Y or N Please explain:
- _____
19. What is the racial makeup of your staff?
- White__% African American__% Asian American__% Hispanic American__% Other__%
20. Do you provide training for employees? Y or N Please explain.
- _____
21. What technical training for employees will be necessary in the future?
- _____
22. What key issue needs to be addressed that will support all businesses and employees?
- _____
- _____