

Understand. Innovate. Implement.

The Dual Community Development Program (DCDP), a collection of strategies, and stakeholders addressing the skilled trades labor deficit, affordable housing gap, and developing tactics to address challenges within the built environment.



Because it makes sense
i'm not telling
you it is going to
be easy, i'm
telling you it's
going to be
worth it.



If it makes sense for our community, your community might reflect a similar opportunity



Why Community Action?

- ▶ **Mission:** Community Action of Allegan County will serve, advocate, and engage individuals, families and communities to overcome the effects of poverty and encourage self-reliance.
 - ▶ Community-wide needs assessments
 - ▶ Comprehensive anti-poverty plans and strategies
 - ▶ Provision of a broad range of direct services
 - ▶ Mobilization of financial and non-financial resources
 - ▶ Advocacy on behalf of low- and moderate-income people
 - ▶ Partnerships with other community-based organizations to overcome poverty and promote self-sufficiency



DCDP - Collective Impact Model Components

- ▶ Common Agenda
 - ▶ Provision of skilled trades education and employment opportunities to vulnerable populations
 - ▶ Development and construction of affordable housing aligning with market demands
 - ▶ Create and implement a program utilizing key principles of Domicology
- ▶ Shared Measurements
 - ▶ Aligns local resources working collaboratively to serve both individual, group, and community goals
- ▶ Mutually Reinforcing Activities
- ▶ Continuous Communication



Goal Oriented and Mission Aligned

Organization	Points of Strong Alignment
CAAC	<ul style="list-style-type: none"> ✓ Industry Trends of Wrap-around / bundling of Services and NPIs & Measurement ✓ Mission and Vision ✓ Goals 1 (empowerment), 3 (innovation), 4 (community involvement), and 5 (increased support)
Allegan Adult Education	<ul style="list-style-type: none"> ✓ Mission: Raise the level of education of our students so they may achieve greater success in the workplace, higher education, and in their homes. ✓ The goal for each of our students is to complete High School and be able to earn a sustainable wage with the skills they acquired.
AAHS	<ul style="list-style-type: none"> ✓ Mission (SOAR – Ready for Life)
MI Works!	<ul style="list-style-type: none"> ✓ Mission and Vision ✓ Goals 2 (increase talent pool) and 4 (partnerships)
MCTI	<ul style="list-style-type: none"> ✓ Mission: The Michigan Career and Technical Institute conducts vocational and technical training programs and provides the supportive services needed to prepare Michigan citizens with disabilities for competitive employment. ✓ Philosophy: We work to encourage and prepare our students for future jobs. We offer physical, social and cultural support to meet every student's needs. It is also our job to help students live independently.
HBAM	<ul style="list-style-type: none"> ✓ Purpose – positively affect housing affordability. ✓ <i>Skilled to Build Michigan Foundation</i> is a non-profit organization whose focus is raise awareness of skilled trades as a viable career option.



Community Action of Allegan County

Understanding Community – A Common Agenda

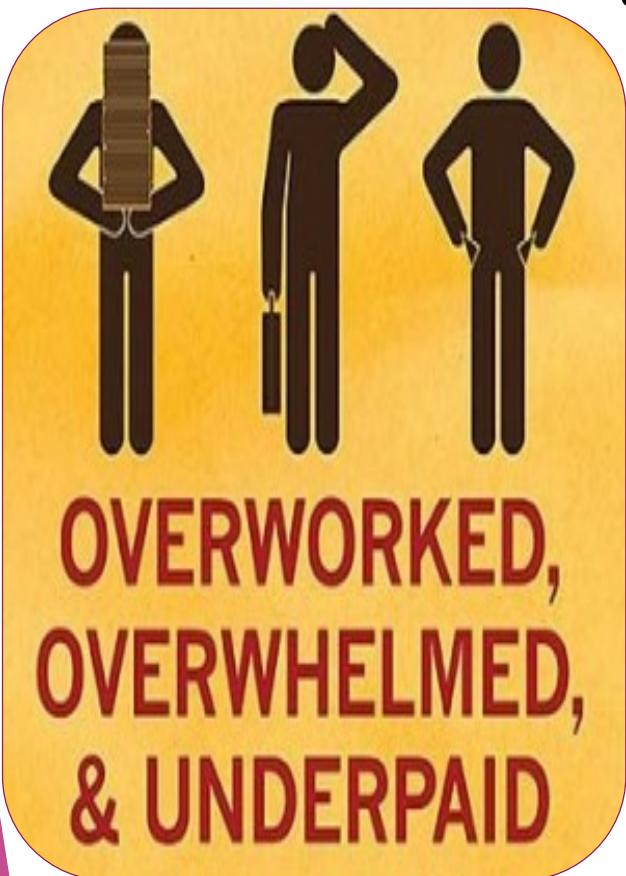
- ▶ Allegan County – 1,833 square miles – An hour drive from corner to corner
- ▶ Allegan County – 112,837 population (37% Poverty/ALICE)
 - ▶ 4,629 households in poverty
 - ▶ 10,940 households Asset Limited Income Constrained Employed (ALICE)
- ▶ Over 90% of the county is considered rural
- ▶ No robust transportation solution for the county
- ▶ Housing is a Top 3 Issue for all Allegan County Service Agencies
- ▶ Conducting a Community, Market, and Industry Assessment every 3 years
 - ▶ Quantitative data
 - ▶ Qualitative data



Allegan County is similar to many rural communities across the state and the nation



Lack of Living Wage Employment



- Unemployment in Allegan County is at historic low levels, as of June 2017 it had decreased to 3.2%. However, the County's ALICE households have increased from 35% to 37% over the last few years¹
- It appears that the challenge is not unemployment, but underemployment. **The lack of a pathway to improved employment seems to be affecting the ability of Allegan County households and families to achieve and maintain survival and long term stability**

Household Survival Budget, Allegan County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$576	\$713
Child Care	\$-	\$1,039
Food	\$184	\$609
Transportation	\$349	\$697
Health Care	\$184	\$707
Miscellaneous	\$149	\$406
Taxes	\$194	\$291
Monthly Total	\$1,636	\$4,462
ANNUAL TOTAL	\$19,632	\$53,544
Hourly Wage	\$9.82	\$26.77

Sources: U.S. Department of Housing and Urban Development (HUD); U.S. Department of Agriculture (USDA); Bureau of Labor Statistics (BLS); Internal Revenue Service (IRS), Michigan Department of Treasury, and Early Childhood



¹Allegan County United Way. (2017). *2017 Community Assessment for Allegan County*. Allegan: Allegan County United Way.

²US Census Bureau. (2017). *Quick Facts Allegan County Michigan*. Retrieved from [www.census.gov](https://www.census.gov/quickfacts/fact/table/allegancountymichigan/PST045216): <https://www.census.gov/quickfacts/fact/table/allegancountymichigan/PST045216>



Lack of Adequate, Safe, and Healthy Housing



- Inadequate housing is defined as an occupied housing unit that has moderate or severe physical problems (e.g., deficiencies in plumbing, heating, electricity, hallways, and upkeep¹)
 - Unhealthy housing has the presence of any additional characteristics that might negatively affect the health of its occupants, including evidence of rodents, water leaks, peeling paint in homes built before 1978, and absence of a working smoke detector¹
-
- **2,178¹** housing units could potentially be considered inadequate
 - **23.7%¹**, meaning approximately **9,090** housing units in Allegan County could be considered inadequate, unhealthy, or both



¹Jamie Raymond, M. W. (Supplemental, 01/14/11). <https://www.cdc.gov/mmwr/preview/mmwrhtml/su6001a4.htm>. Retrieved 2017, from www.cdc.gov.

²Allegan County United Way. (2017). *2017 Community Assessment for Allegan County*. Allegan: Allegan County United Way.



Real Change Is Needed

Allegan County residents struggle to provide items needed for basic survival. Limiting the ability to address the issues of health and adequacy in their residence. Many cases find general maintenance taking a backseat to providing food, healthcare, heat, or other basic needs.



or



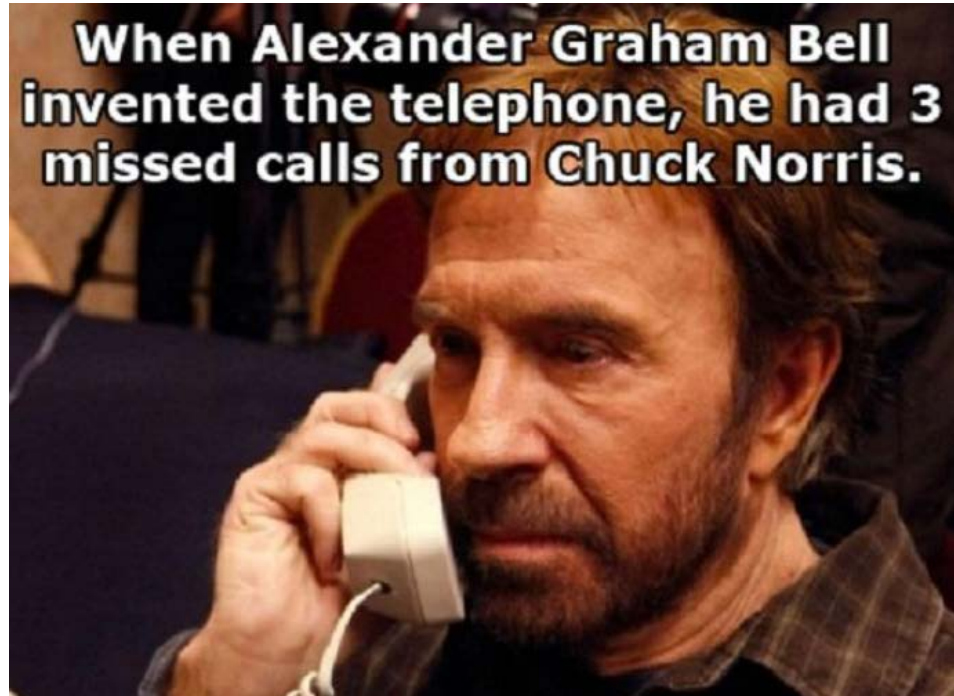
or



or



And then, a call to action (and some lesser known history)



Skilled to Build Foundation and Community Action of Allegan County

- ▶ April 26th 2017 a call to the Community Action Network from the Skilled to Build Michigan Foundation
 - ▶ There are robust, good paying opportunities available in the residential building and construction markets. This includes many downstream opportunities such as energy efficiency, construction retail, etc.
 - ▶ The Community Action network sees many individuals that would likely prove to be a good fit for these roles
 - ▶ 29 Michigan Community Action Agencies provide service to all 83 counties in Michigan
 - ▶ Community Action agencies served 189,023 people in fiscal year 2017



Birth of the Dual Community Development Program (DCDP) Concept

- ▶ In 2017 Community Action of Allegan County was awarded Community Service Block Grant Discretionary funding of \$40,000 to take the DCDP to pilot
 - ▶ **Pilot included:**
 - ▶ Skilled Trades Training
 - ▶ 80% hands on classroom experience (construction and remodeling projects)
 - ▶ Students receive (DoL) pre-apprenticeship certificate and job readiness skills
 - ▶ Community Stakeholder Engagement
 - ▶ Graduates receive employment assistance
 - ▶ Students build housing components in the classroom or in the field for low/moderate income families
 - ▶ Development of Affordable Housing Strategy
 - ▶ Development of Program Funding Sustainability Strategies



The Dual Community Development Program (DCDP) adds another layer, Deconstruction

- ▶ In 2018 Community Action of Allegan County was awarded Community Service Block Grant Discretionary funding of \$40,000 to integrate Deconstruction into the DCDP program
 - ▶ **Integration included:**
 - ▶ Additional Skills Training
 - ▶ Pair existing training with Deconstruction methods for an integrated education
 - ▶ Environmental Training (lead, asbestos, cadmium)
 - ▶ Utilize existing programs to leverage cross pollination opportunities
 - ▶ Students receive an industry recognized certificate
 - ▶ Community Stakeholder Engagement
 - ▶ Graduates receive employment assistance
 - ▶ Students receive Project Based Learning (PBL) by working on actual deconstruction projects in the area
 - ▶ Development of Affordable Deconstruction Strategies to aid Municipalities in their Blight Challenges
 - ▶ Development of Program Funding Sustainability Strategies



What is the Reality of DCDP and Collective Impact?

- ▶ Creation of an Educational Ecosystem – chose a primary educational institution
- ▶ Selecting Market Relevant Curriculum – local, state and nationally recognized
- ▶ Implementing a new construction program; nontraditional from HS or Tech-Center
- ▶ Creating a Continuum of Education – balancing perceptions of competition
- ▶ Continuous Recruitment of Community Partners and Stakeholders
- ▶ Creation of Employment Ecosystem - buy-in and support for student placement, local and regional (construction labor, construction sales, construction manufacturing)
- ▶ Developing a Trade Ally Network for home builds and resources– distributors, vendors and potential student employers
- ▶ Continuous relationship building and maintenance of partnerships and support across systems and sectors



DCDP Cornerstone

HBI Pre- Apprenticeship Certificate Training (PACT)



Pre-Apprenticeship Certificate Training (PACT)

HBI's pre-apprenticeship training programs provide training and placement services to individuals seeking a career in the building trades. The program offers at-risk and underserved populations such as youth, veterans, ex-offenders, and displaced workers the opportunity to learn the building trades through hands-on training. HBI customizes its flexible national skills training model to create programs that meet the workforce needs of local communities and construction businesses.

At the core of this model is HBI's award-winning, industry-validated Pre-Apprenticeship Certificate Training (PACT). The HBI PACT curriculum is one of only three U.S. Department of Labor (DOL) recognized pre-apprenticeship curricula, and it received the DOL Registered Apprenticeship Innovator and Trailblazer award in 2012.

The HBI PACT curriculum integrates contextual, work-based learning with vocational and academic skills training in the classroom. These include employability and life skills, career development, and on-the-job training. PACT graduates learn the skills needed to be successful from their first day on the job.

Each unit of the PACT provides an overview with specific goals, trade-related vocabulary, suggested activities, testing and assessment tools, and additional resources. The PACT is aligned with the current National Green Building Standard™ which is approved by the American National Standards Institute (ANSI). The PACT offers updated green-building instruction that point to best practices in each trade area: carpentry, electrical, plumbing, brick masonry, landscaping, building construction technology, painting, green building and weatherization.



DCDP Deconstruction....very similar job tasks to the DoE Weatherization Program

- ▶ The understanding of a building and its components for energy audit and retrofitting is entirely similar to the understanding needed for Deconstruction
- ▶ Weatherization crew members and leads have similar responsibilities to those of Deconstruction crew members and leaders as applied to residential construction
- ▶ Often, there is an overlap in neighborhoods that have weatherization qualifying housing stock and blighted conditions
- ▶ There is synergy between deconstruction, weatherization, and potentially the Community Action network



DCDP

Affordable/Energy Efficient/Low Maintenance Housing

Features

- ▶ Ultra-high efficiency wall, floor, and roof insulation and air sealing (r-25 walls, r-49 floor and ceiling, blower door driven air sealing)
- ▶ Exterior finish to be standing seam steel panel siding and roofing
- ▶ Designed for accessibility and visitability
- ▶ Designing with deconstruction in mind

Benefits

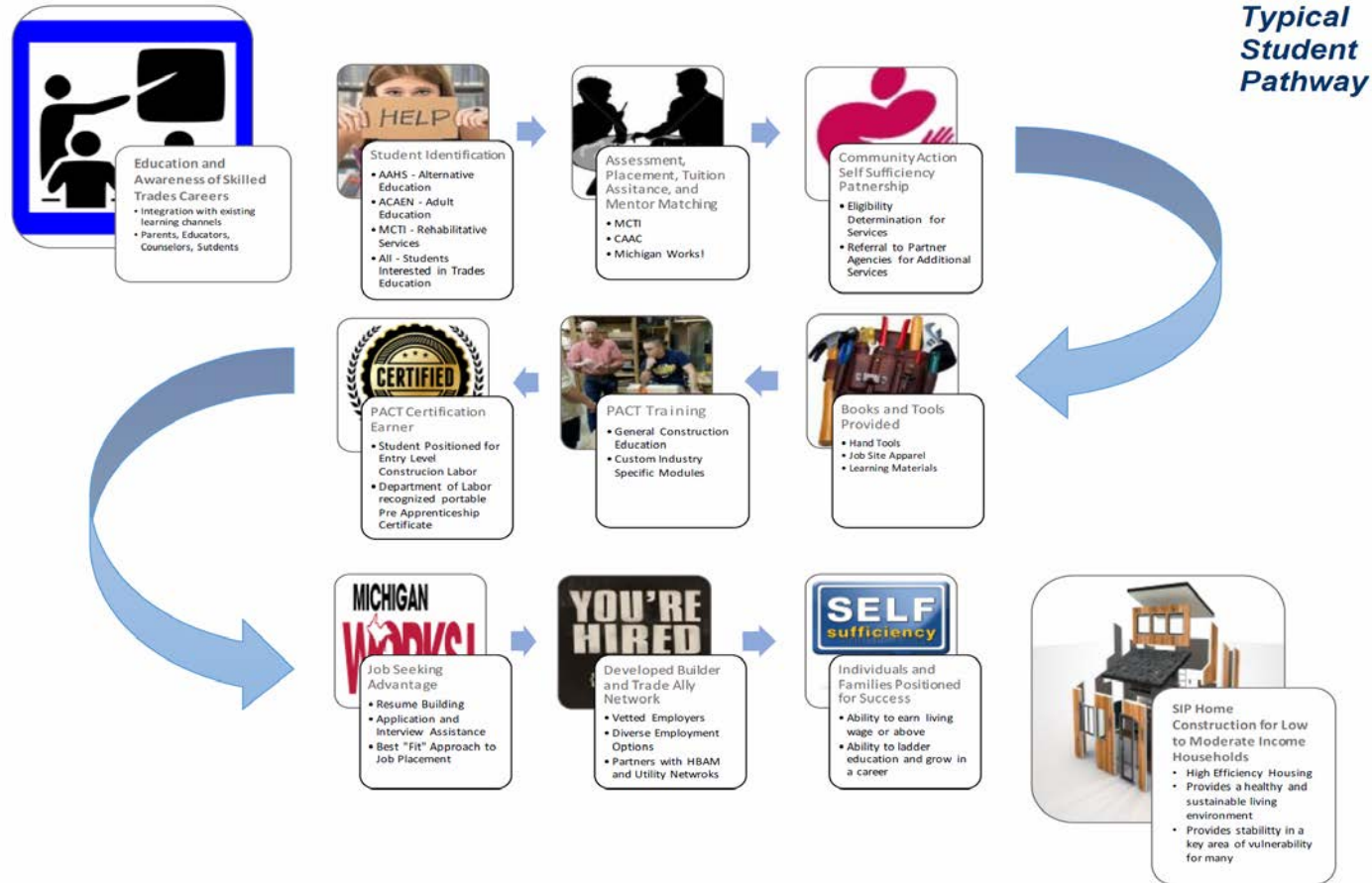
- ▶ Minimal projected annual utility expenses
- ▶ Low or no maintenance
- ▶ Design accommodates retrofitting prior to occupancy
- ▶ Design simplicity allows for flexibility in construction
- ▶ Home owner and municipality have increased sense of mind in the approach to the home once it has past its useful life



DCDP Healthy Affordable Housing



A Path to Self-Sufficiency



Community Employment Partners

- ▶ Coordination with employers and students throughout the training
 - ▶ Career Portfolio preparation
 - ▶ Interviewing assistance
 - ▶ Tours
 - ▶ Interviews
- ▶ Zeeland Lumber
- ▶ Home Depot
- ▶ Porter Corp.
- ▶ Home Builders Association of Michigan
- ▶ Home Builders Association of Western Michigan



Positive Community Outcomes



Employment
Skilled Trades Workforce



Community
Economic Development



Get A Little Help From Your Friends

Create A Strong Partner/Stakeholder Network

- ▶ The DCDP stakeholder is comprised of over 90 individuals representing local, state, and national organizations
- ▶ We have gained stakeholders in every manner possible from historical relationships to cold calls
- ▶ These relationships allow CAAC to be the facilitator of the program without having to operate every component
- ▶ This project would not be what it is without partnerships



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Lessons Learned

- ▶ BDD – Be Data Driven
- ▶ Know Your Community
 - ▶ Qualitatively - Qualitative data collection is a method in which the characteristics, attributes, properties, qualities, etc. of a phenomenon or thing is described.
 - ▶ Quantitatively - Quantitative data collection is a method in which data that can be numerically counted or expressed is collected.
- ▶ Check the numbers against reality. Never assume!



Lessons Learned, cont'd

- ▶ Continuous assessment of participants in training cohorts for eligibility and suitability
- ▶ Be open to process improvement
- ▶ Adjust quickly when possible to changes
- ▶ Communicate often and meaningfully
- ▶ Embrace innovative thinking



Innovate & Collaborate - Be Fearless

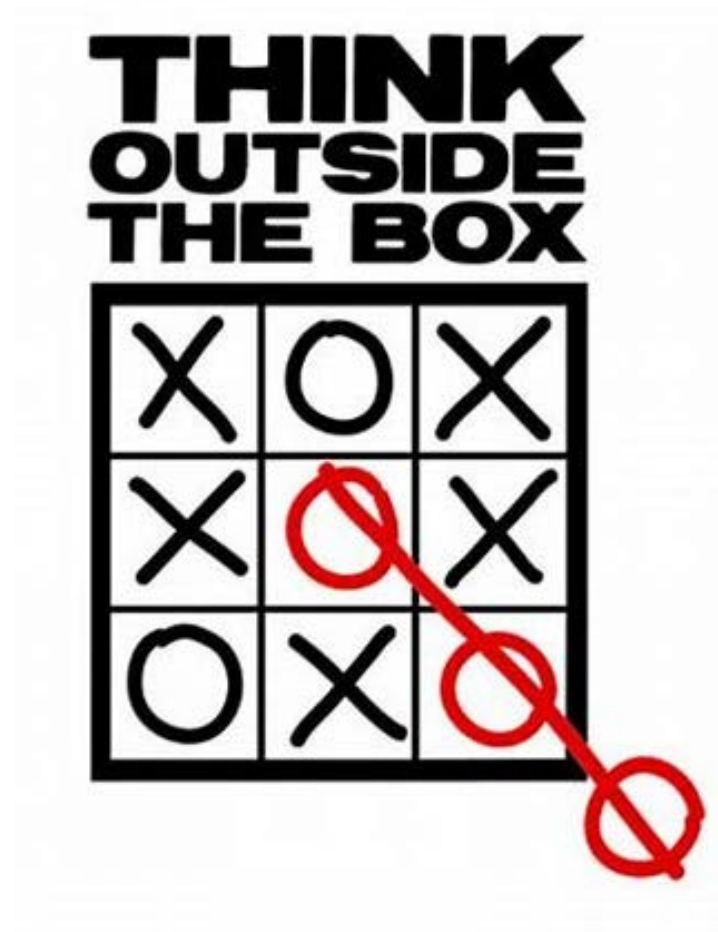
- ▶ Look for gaps in service as shown by your research
- ▶ How can those gaps be addressed by programs or resources that are currently available?
 - ▶ If gaps cannot be addressed by programs or resources in their current state can those programs or resources be enhanced to fit the need?
 - ▶ Do you need to create an entirely new program?

Innovate to address a need. Use understanding and data to support your innovation. Work with your local resources as partners. Do not re-invent the wheel if it is not required. **Realize that without risk there is often no reward.**



Get Outside the Box!

- ▶ Many people will tell you why innovation or collaboration will never work. Value and welcome the willing
- ▶ Beware the black hat
 - ▶ “We have never done it that way”
 - ▶ The person that is perpetually negative and seems to be rooted in all the reasons something will fail
 - ▶ Neutralize this as quickly as you can



DCDP Partners and Key Contributors

Home Depot
Zeeland Lumber and Truss Company
ABC Supply
FBM
Alside
Burgess Surveying
Wightman & Assoc.
Parallel Plumbing
A & E Heating
Integrity Electric
Newco
Lumber Liquidators
Crystal Flash
Plumbers Portable Toilets & Dumpsters
Michigan State University
Allegan Credit Union
Ann Arbor School District
The Bridge in Allegan
Wightman and Associates
Allegan Area Educational Service Agency
Allegan County Community Foundation
Porter Corp.
Perrigo Charitable Foundation
The Right Place
Pine Lake Fund
Home Builders Institute
Home Builders Association of Michigan
Home Builders Association of Western Michigan
Community Action of Allegan County
The Linking Center
People Helping People
Honor Credit Union
Whirlpool

West Michigan Works!
WarmWaves
Allegan County Board of Commissioners
Apprenticeship Institute
Great Lakes Urban
The Ecology Center
Allegan County Adult Education Network
City of Allegan
Michigan Career Technical Institute
Allegan Public Schools Adult Education
Lee Township
CoA/AAAWM
Habitat for Humanity
Michigan State House Development Authority
EZ SIPs
Josie Joan Creative
Schilling Consulting Services, Inc.
Bureau of Community Action and Economic Opportunity
Michigan Senate
Allegan Township Supervisor
Michigan Community Action
Michigan House of Representatives
Allegan Adult Ed.
Lakeshore Habitat for Humanity
United Way of Allegan County
Perrigo
SK Consulting
Berghorn Group
Linde Construction LLC
Building Materials and Reuse Association (BMRA)
Wightman and Associates
Tradesmen International
Plumbers Portable Toilet Service
RD3 Geographic
M5 Drafting & Design
Macatawa Homes



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