



City of Battle Creek  
Rebecca Fleury, City Manager  
10 N. Division  
Battle Creek, MI 49014

April 23, 2021  
RE: ARP Funds, Access for All Proposal

Dear Rebecca Fleury,

As local leaders, you have an incredible opportunity to set in motion infrastructure projects and workforce development programs that may not have been possible without the help of the American Rescue Plan. Michigan's local governments know acutely the hardship residents faced as a result of COVID-19, yet today there is hope that we will come out of this stronger.

The Workforce Development Institute is proud to share with you an overview of our Access for All Apprenticeship Readiness Training program. As you will see from the enclosed materials, we are achieving great results and far exceeding State benchmarks for diversity and inclusion in registered apprenticeships of underrepresented populations like women, people of color, and youth. Covid-19 has exacerbated the workforce shortage within the construction industry so the need to prepare workers for entry into the skilled trades is more urgent than ever. We want to ensure your own residents have the skills to benefit from the local jobs these American Rescue Plan construction projects will bring to your community.

After you've had a chance to review the enclosed materials, we would love to set up a time to answer your questions directly and provide more information about how Access for All can bring about transformative change in the City of Battle Creek and help you realize your development goals.

Sincerely,

A handwritten signature in blue ink that reads "Cheryl Sanford". The signature is fluid and cursive, written in a professional style.

Cheryl Sanford, Chief Executive Officer  
(313) 995-1144  
csanford@miwdi.org



## Access For All

**Cheryl Sanford**, Chief Executive Officer

csanford@miwdi.org | 313.995.1144  
Michigan State AFL-CIO Workforce  
Development Institute  
419 Washington Square, Suite 300  
Lansing, MI 48933

### Background

Workforce Development Institute's **Access for All** program is a construction industry-led, public-private partnership that was developed in response to the need to create career opportunities in the building trades for underserved and unemployed job seekers. Residents who are economically disadvantaged, minority, female, veteran, or youth ages 18-24 are targeted for recruitment and offered coaching throughout the program.

With initial support from United Way of Southeast Michigan in 2014, WDI worked with industry stakeholders to collaboratively develop a program in Detroit that aligns with the registered apprenticeships and expands career pathways to the construction industry. WDI successfully replicated this program in Kalamazoo and Battle Creek and has since received State funding to continue expanding this in demand program into other Michigan communities.

Directly, and through its working relationships with the Michigan State Building Trades Council, WDI works closely with all the building trades unions. These organizations are highly qualified to provide career opportunities through their proven system of post-secondary apprenticeship training leading to a journey person certification and financial stability. These long-standing working relationships provide WDI with unique access to the construction industry which is vital to sustaining excellent outcomes for the Access for All program.

### Goal

Create pathways for underserved communities to gain access to in demand and lucrative careers in the union construction industry.

### Requirements

Access for All is built with success in mind. Our standards and screening process ensure the best chance for high outcomes for all who are accepted into our program.

- age 18 or over
- resident of impacted community
- valid MI Driver's License
- WIOA eligible a plus
- pass a 10 panel drug test consistent with MUST (Management and Unions Working Together) standards
- pass a construction industry physical exam
- workkeys

scores of at least a level 4 in applied math, reading for information and locating information assessments ●own or have access to reliable transportation ●complete a personal interview with a panel of interviewers, including Joint Apprenticeship Training Program representatives, community agency partners, WDI representative, and an experienced apprenticeship readiness instructor

## Elements

Access for All incorporates key components to success from the early stages to post graduation, which is why it's not simply an instruction program but a life changing event.

- Recruitment, screening & selection
- Readiness training & construction worksite experiences
  - Soft skills are also taught throughout the program
- Placement, Follow-up, and wrap around services
  - Including: referral coordination to union apprenticeship programs and union contractors, career planning and counseling w/resume writing, assistance with work related problems, supportive services to cover apprenticeship fees, journey person mentoring, access to financial coaching

## Certifications

Graduates earn:

- OSHA-30 Construction Workplace Safety Certificate
- American Red Cross - First Aid/Cardiopulmonary Resuscitation (CPR)
- North American Building Trades Multi-Craft Core Curriculum Certification (MC3)
- Lead, Asbestos, and Silica awareness

## Outcomes

Total	Actual	Percentage
Enrolled	352	100%
Completed	274	78%
Employed	227	83%
Industry Related	169	74%
Apprenticeship	151	55%

# An Equitable Approach to Workforce Development in the Wake of Covid-19

Colleen E. Sullivan

Workforce Development Institute

According to the Michigan Association of United Ways, 43% of households in Michigan fall below the ALICE (Asset Limited Income Constrained & Employed) [1] threshold yet a staggering 63% of Black households in Michigan do not earn enough to afford a basic household survival budget. [2] COVID-19 dealt additional blows to underserved populations as “in general, the industries that have fared worse disproportionately employed women and people of color.” [3] Furthermore the disparate impact of COVID-19 in terms of mortality in minority populations nationwide has been well documented, and in Michigan those outcomes are slightly worse than the national average.[4] Now merge these statistics and it is logical to conclude that any plan for recovery and reinvestment after the devastation of COVID-19, must include a thoughtful approach to equity for our hardest hit communities.

The American Rescue Plan (ARP) provides local governments with unprecedented levels of financial support, creating new opportunities for smart strategies that have a lasting impact. In our pre-COVID-19 society most municipalities already faced the need for infrastructure investment, but they also recognized the growing demand to invest in apprenticeship pipelines to the careers surrounding that infrastructure throughout its life. It’s no secret that “a sizable professional trades shortage exists in Michigan and (it’s) expected to continue through 2026.” [5] Pure Michigan Talent Connect also predicts that nearly 50,000 professional trades jobs will be added each year during this time. [6] “This moment offers an opportunity that we may not see again anytime soon: the chance to jumpstart long-term infrastructure careers” [7] combined with investment into the infrastructure itself.



# An Equitable Approach to Workforce Development in the Wake of Covid-19

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What makes investment into construction and its workforce even more compelling is the return on that investment to local governments. “Careers in skilled trades pay 45% more than the state’s median income” [8] which means more solid living wage jobs for residents. This will increase the tax base for local governments, and it’s bound to reduce the need for supportive services while also increasing local spending and home ownership rates. “Dollar for dollar, no workforce training method packs as much punch as apprenticeship. A 2012 Mathematica evaluation of 10 states found that for every dollar invested in Apprenticeship, the tax returns (return on investment) were \$27 and total benefits were more than \$35.” [9] While the monetary impact college degree attainment has for women and people of color does little to close wage gaps, [10] [11] the construction trades yield much stronger and debt free outcomes for all populations. Women alone see their earnings jumping from 88.1% of men’s to 99.1%. [12]

Local governments are poised to make policy that not only helps us recover, but builds back stronger communities, repairing the faults laid bare by this pandemic. Municipalities have a unique chance to incorporate green building initiatives, to equitably invest in workforce development, and to boldly ensure local impact and lasting change.

## THE WORKFORCE DEVELOPMENT INSTITUTE (WDI) MAKES THE FOLLOWING RECOMMENDATIONS:

1. Local governments should protect their investments by enacting Responsible Contractor Policies. This ensures the highest standards for the work that taxpayers are purchasing. It builds in financial assurances, safety measures, and also ensures that a quality training program exists.
2. Municipalities should invest in a proven Apprenticeship Readiness program like WDI’s Access for All, that not only works to recruit those hardest hit by COVID-19 but incorporates methods to remove barriers to success for those students.
3. Cities and Counties should utilize this opportunity to create jobs for the local workforce they are helping to create by moving forward with road, water and other infrastructure projects. This should be done with an eye towards sustainability and clean energy.
4. Cities should take this opportunity to clean up polluted Brownfield sites and prepare them to be redevelopment ready particularly in hardest hit communities that have disproportionately suffered. This allows for new investment and job creation in communities that have lagged behind.

# An Equitable Approach to Workforce Development in the Wake of Covid-19

## EQUITY DRIVEN OUTCOMES

### Active and New Apprentices Benchmark State vs Workforce Development Institute



Source: DTMB: An analysis of registered apprenticeship in Michigan • Created with Datawrapper

The Workforce Development Institute is deliberate in its work to create more opportunities for underserved populations to enter the construction industry. WDI has committed to 3 key intentions that inform their work: representation, institutional barrier removal, and collaboration. As a result, Access for All will continue to make progress in Michigan towards eliminating disparities.



# An Equitable Approach to Workforce Development in the Wake of Covid-19

[1] ALICE is a standardized measurement of financial stability that calculates the actual cost of living in communities across 21 states with support from United Ways, corporations, and non-profits.

[2] retrieved on 18 March 2021 from <https://www.uwmich.org/alice> on the ALICE and Black Households fact sheet

[3] Wendy Edelberg & Paige Shevlin "The critical role of workforce training in the labor market recovery" Brookings, Up Front Blog February 4, 2021

<https://www.brookings.edu/blog/up-front/2021/02/04/the-critical-role-of-workforce-training-in-the-labor-market-recovery/>

[4] retrieved on 18 March 2021 from <https://covidtracking.com/race>

[5] [6] retrieved on 19 March 2021 from

<https://www.mitalent.org/skilled-trades#:~:text=A%20sizable%20professional%20trades%20shortage,the%20state%20during%20that%20time.>

[7] Joseph W. Kane "COVID-19 is a chance to invest in our essential infrastructure workforce" Brookings, The Avenue Blog 17 April 2020

<https://www.brookings.edu/blog/the-avenue/2020/04/07/covid-19-is-a-chance-to-invest-in-our-essential-infrastructure-workforce/>

[8] Malachi Barrett "Michigan launches \$3M campaign to meet gap in skilled trades jobs by 2026" MLive Public Interest 20 May 2019

<https://www.mlive.com/public-interest/2019/05/michigan-launches-3m-campaign-to-meet-gap-in-skilled-trades-jobs-by-2026.html>

[9] United States Department of Labor "Apprenticeship ROI research and statistics" Apprenticeship USA Toolkit

[10] Janelle Jones "The racial wealth gap: How African-Americans have been shortchanged out of the materials to build wealth" Economic Policy Institute Working Economics Blog 13 February 2017

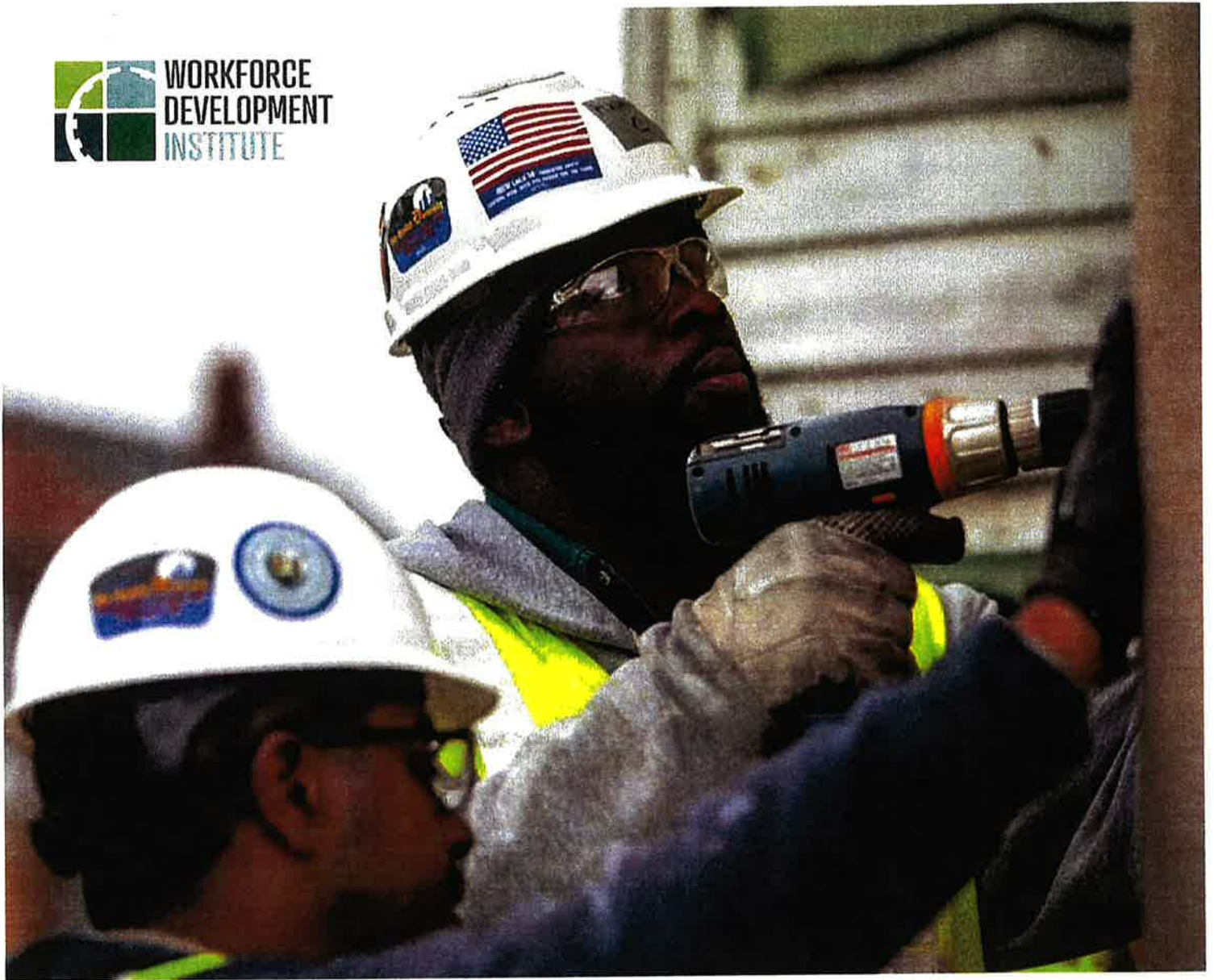
<https://www.epi.org/blog/the-racial-wealth-gap-how-african-americans-have-been-shortchanged-out-of-the-materials-to-build-wealth/>

[11] Catherine Rampell "Why college hasn't closed the gender wage gap" The Washington Post 12 October 2015

[https://www.washingtonpost.com/opinions/why-college-hasnt-closed-the-gender-wage-gap/2015/10/12/7155dbf0-7114-11e5-8248-98e0f5a2e830\\_story.html](https://www.washingtonpost.com/opinions/why-college-hasnt-closed-the-gender-wage-gap/2015/10/12/7155dbf0-7114-11e5-8248-98e0f5a2e830_story.html)

[12] retrieved on 19 March 2021 from <https://www.bls.gov/opub/reports/womens-databook/2019/home.html>



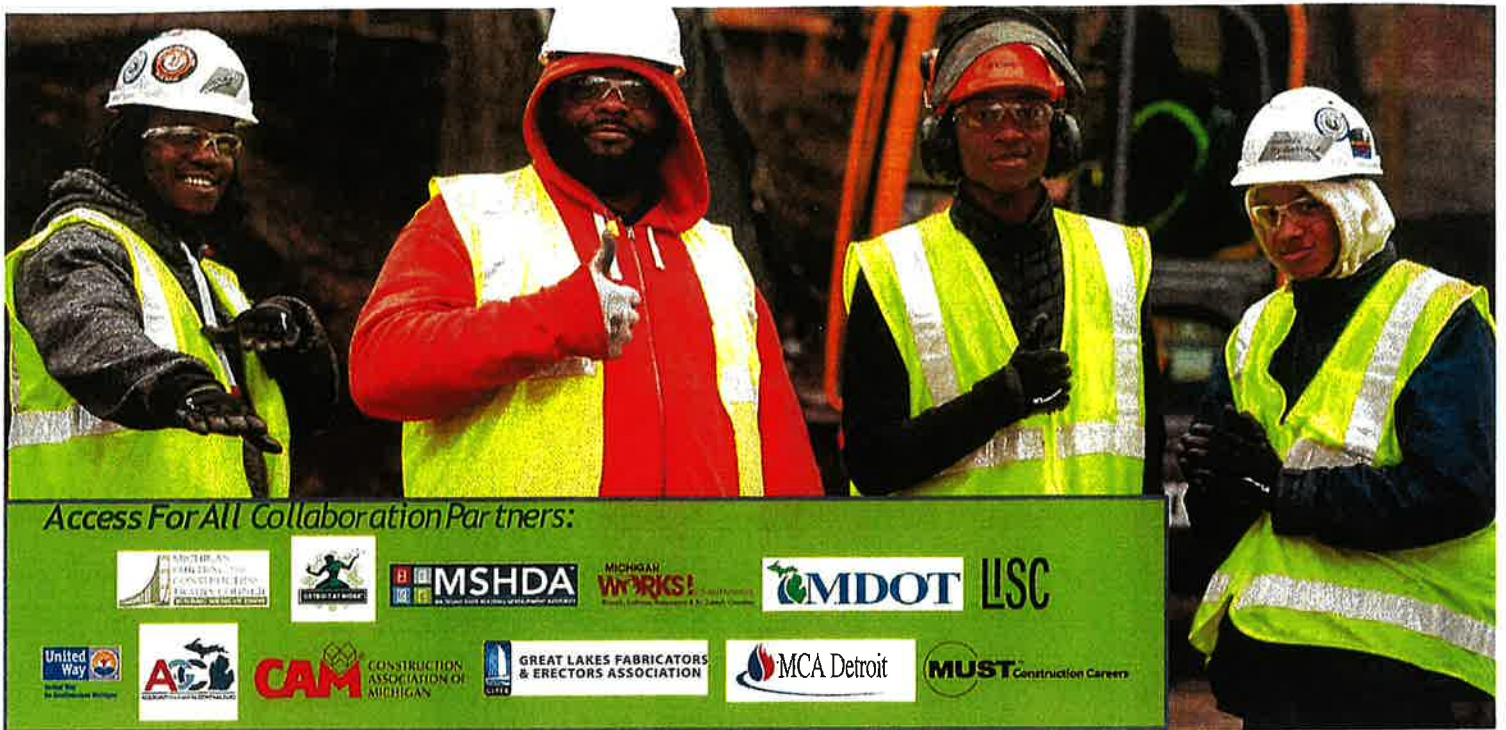


# ACCESS **FOR ALL**

Apprenticeship Readiness  
Training Program







## ACCESS FOR ALL: Overview

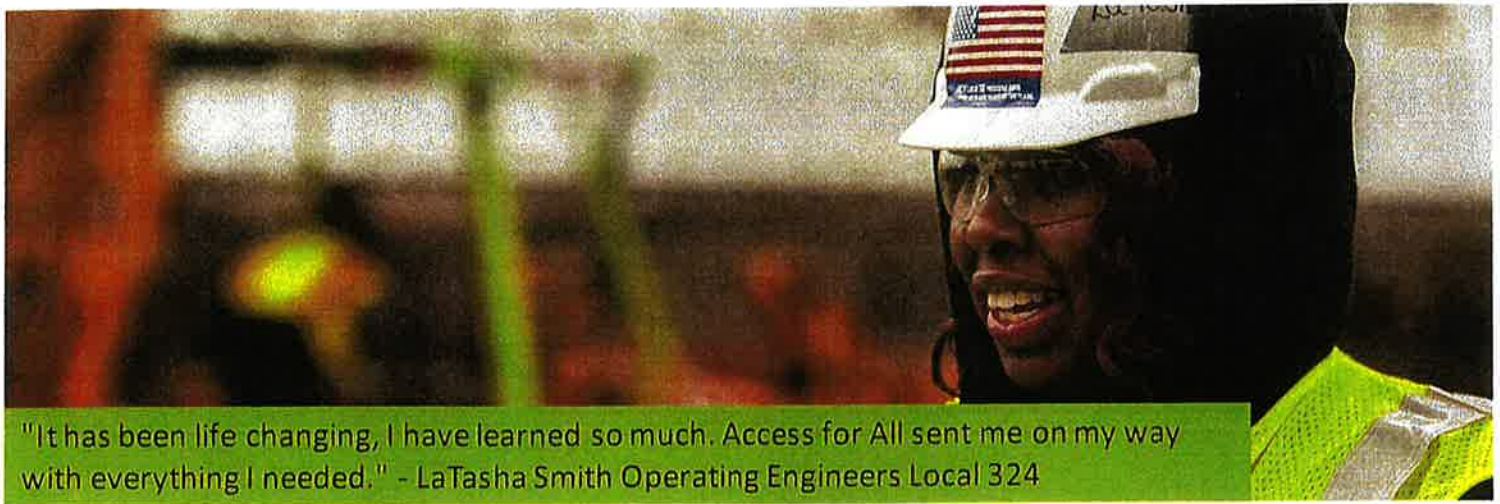
The Workforce Development Institute's Access for All Apprenticeship Readiness Training program was developed in response to the need to create career opportunities in the building trades for underserved job seekers in Detroit. With initial support from the United Way of Southeast Michigan in 2014, WDI worked with industry stakeholders to develop a program that aligns with the registered apprenticeships and expands career pathways to the construction industry. WDI successfully replicated the program in Kalamazoo and Battle Creek in 2019 and has received additional funding from the State to continue expanding the program into other Michigan communities.

Directly, and through its working relationships with the Michigan State Building Trades Council, WDI works closely with all the building trades unions. These long-standing working relationships provide WDI with unique access to the construction industry which is vital to sustaining high outcomes for the Access for All program.

The programs target residents from underserved communities who are economically disadvantaged, minority, female, veterans, or youth ages 18 to 24 to provide them with the skills they need to successfully compete for entry into Building Trades Apprenticeships, leading to a construction industry career that can provide economic self-sufficiency.

This rigorous apprenticeship readiness program has a goal of developing qualified candidates for Building Trades Apprenticeships and employment in the construction industry. The curriculum was developed to meet or exceed the apprenticeship readiness training requirements of the Multi-Craft Core Curriculum (MC3) established by the North American Building Trades Council.





"It has been life changing, I have learned so much. Access for All sent me on my way with everything I needed." - LaTasha Smith Operating Engineers Local 324

### ***Key Components:***

- ✓ Recruitment, screening and selection of local residents for training
- ✓ Apprenticeship readiness training
- ✓ Construction-site work experience
- ✓ Apprenticeship Training enrollment
- ✓ Placement in employment with Construction Contractors
- ✓ Follow-up and wrap-around services

### ***Program Requirements:***

- 18 years or older
- Local resident of the impacted community
- Valid Michigan Driver's License
- Pass a 10-panel drug test and a construction industry physical exam
- WorkKeys in applied math, reading for information and locating information assessment
- Reliable transportation – must own or have access to car to get to and from worksites
- Complete a personal interview with a panel of interviewers

### ***Certifications upon completion:***

- ❖ OSHA-30 Construction Workplace Safety Certificate
- ❖ American Red Cross - First Aid/ Cardiopulmonary Resuscitation (CPR)
- ❖ North American Building Trades Multi-Craft Core Curriculum Certification (MC3)
- ❖ Lead, Asbestos and Silica Awareness





"Access for All has a unique relationship with the building trades in Michigan which is why our students are so successful." Cheryl Sanford, CEO

## ACCESS FOR ALL: BY THE NUMBERS

2014-2020 Detroit Outcomes:

TOTAL	ACTUAL	%
Enrolled	352	100%
Completed	274	78%
Employed	227	83%
Industry Related	169	74%
Apprenticeship	151	55%



## CONTACT

**Cheryl Sanford**  
Chief Executive Officer

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