




## ATTACHMENT A: COVER SHEET

Please complete this mandatory cover sheet accordingly.

Lead Organization Name	Stark State College				
Address	6200 Frank Ave. NW, North Canton, OH 44720				
Phone Number	330-494-6170 ext 4275				
Number of Years in Business	63 years				
SAM.gov ID / UEI	CJRNG45SK9D1				
EIN	341055865				
Acknowledgement that Proposing Entity is up-to-date on taxes and not currently debarred or suspended.			X	YES	NO
Type of Organization (check all that apply)	X	Higher Education		Private	
		Community-Based Org.		Business Organization	
		Government Agency		Other (explain)	
		Labor Organization			
		Non-Profit			
		Employment Service State Agency			
Contact Person's Email Address	proberts@starkstate.edu				
Signatory Authority Signature					

**American Rescue Plan (ARPA) Good Jobs Challenge  
Sub Award Services Proposal  
Stark State College**

Table of Contents

1. Project Narrative
  - 1.1. Project Synopsis
  - 1.2. Project Design
  - 1.3. Organizational Structure and Experience
2. Attachment B: Budget Form & Narrative
3. Attachment C: Conflict of Interest
4. Attachment D: References

**American Rescue Plan (ARPA) Good Jobs Challenge  
Sub Award Services Proposal  
Stark State College**

**1. Project Synopsis**

Stark State College (SSC), a leading community college located in and serving residents of Stark County since 1960, proposes to integrate its current workforce training and development offerings to assist the Stark County Manufacturing Workforce Development Partnership (“Partnership”) in achieving its Good Jobs Challenge sub-awardee objectives. SSC will expand its “earn and learn” manufacturing training model to close persistent skills gaps in the manufacturing industry and enable underserved residents to explore career opportunities that lead to family-sustaining wages, stability, and professional advancement. More specifically, SSC will focus its efforts on achieving the Partnership’s goal of upskilling local workers for more advanced manufacturing positions. SSC’s proposed program integration will ensure that the Partnership can successfully raise job attainment levels in the region’s manufacturing industry and impact the economic mobility of Stark County residents.

**2. Project Design**

SSC seeks funding to support the Partnership through the following activity outlined under “Scope of Work” in its RFP:

*SOW #5: Provide technical skill training for manufacturing industry recognized credentials and include on the job training with manufacturers signed onto the program.*

SSC will leverage a successful employer-led training initiative - The Workforce Training Program - to enable more Stark County residents to enter a 16-week paid training program infused with On-the-Job training and industry-recognized credentialing. Through Partnership funding, SSC will centralize and expand this Earn and Learn approach to training new workers and/or upskilling incumbent workers. This experience will be applied to the Partnership’s grant goals, as well as meet its quantitative metrics by **upskilling up to 50 manufacturing workforce participants within the grant term.**

*Project Methodology:* The project methodologies listed below are based on SSC’s past successes, current practices, and potential expansion. SSC will leverage an “employer-led training” program to upskill incumbent workers. This program is based upon best practices in upskilling and employer-led training programs, including:

- Defining employers’ business objectives. SSC will conduct outreach to targeted manufacturing companies, as well as its current employer participants, to determine the types of training that would best serve their needs and those of the industry. The 16-week cycle, which provides sufficient time for both credit-based and non-credit learning experiences, will allow a tailor-made approach for employers based on their needs and objectives without an unnecessary commitment of time and resources.
- Culturally-competent employee skills training. SSC uses performance review conversations and company-wide surveys as platforms for employees to share their

needs. The goal of this training is to have employees learn the material in a way that is relatable to them and applicable in the workplace. The training is delivered in a way that is sensitive to varying experience levels, demographics, and learning motivations. SSC focuses its training program on culturally competent best practices to remove systemic barriers facing historically marginalized workers.

- Customizable training tools and program creation. The Workforce Training Project Coordinator will create offerings of low-cost, professionally led training course options from Stark State's highly credentialed instructors. Where possible, **program offerings will be braided with Ohio's Tech Cred program** to encourage additional employer participation, thereby offsetting employer costs and further equipping upskilled workers for career advancement. Additionally, program creation will include flexible training schedules, onsite training delivery, and course offerings both virtually and at one of Stark State's convenient area locations. While each training program will be unique to the needs of both employer partners and its employees, the table below indicates current course offerings for manufacturing workforces.

Engineering Technology /Advanced Manufacturing Course Offerings	
Automation and Robotics Technology	Heating, Ventilation, Air Conditioning and Refrigeration Technology (HVACR)
Basic Electricity	Hydraulic/Pneumatic Troubleshooting I and II
Computer Numerical Control (CNC) Technical Certificate	Machine Controls I and II
Electrical Maintenance Technology	Oil and Gas Technologies
Welding Technology Certificate	PLCs – the Basics, Systems and Analog Controls

*Additional benefits for participants:* Program participants will receive priority enrollment at SSC to continue their education, thereby providing additional advancement opportunities for local communities and industries. Additionally, those participants who are enrolled in credit-based courses will be able to avail themselves of the many wrap-around supportive services offered to SSC students, helping to ensure successful completion of the program. The inclusion of Ohio's Tech Cred program coursework will provide participants with additional skillsets crucial to success in today's modern workforce.

*Rationale for methodology:* Employer-led training can address gaps between what is learned at school and how to apply these and other skills in the workplace and in the context of particular occupations. An extensive body of research documents the high economic returns to workers and employers resulting from employer-led training. Transferring skills to the workplace works best with supervisory support, interactive training, coaching, opportunities to perform what was learned in training, and keeping the training relevant to jobs. ("Should Employer-Led Training be the Framework for Workforce Development?" *University of Maryland School of Public Policy*, 2013).

### **3. Organizational Structure and Experience**

*Organizational Structure:* SSC's Workforce Training Program is housed in the Business, Engineering, and Information Technologies Division. The college's Career Services Advisory Committee--representing key employers and industries in the region--will provide the program with administrative direction. The program will receive additional feedback from The President's

Advisory Council, which provides direct employer and business input on college programs and community needs.

*Organizational Experience:* SSC has decades of experience in manufacturing program curriculum development; development/implementation of apprenticeships and other Earn and Learn-style industrial training programs; credit for prior learning assessment; fiscal grant management and participant data collection; and participant case management and offering student support services. The table below outlines SSC's past experience in managing federally funded programming, workforce development training, and culturally-competent programming serving participants from underrepresented demographics.

Stark State College Experience	
Federally Funded Initiative	Project Description
National Science Foundation-HVACR Fast Track Program	A 3-year/\$650,000 project that launched July 1, 2022, the HVACR fast track program addresses the growing labor shortage and expanding workforce skills gap within Northeast Ohio's heating, ventilation, air conditioning, and refrigeration (HVAC/R) industry and expedites the time it takes for individuals to acquire the training and sufficient field experience needed to earn HVAC/R Journeyman certification. With the assistance of industry, educational, and other partners, Stark State helps meet the industry's need for skilled HVAC/R technicians by establishing an accelerated, competency-based HVAC/R registered apprenticeship program. In doing so, this project aims to meet the needs of both HVAC/R employers, who urgently require qualified technicians to fill job openings, and students/workers, who desire high quality, affordable education that prepares them to enter the workforce in the shortest possible time.
National Science Foundation-ATE Program	A 3-year/nearly \$300k project that launched July 1, 2020, this program focuses on training skilled automation/robotics technicians. SSC College designed the Preparing Robotics Technicians for Industry 4.0 project to address the advanced manufacturing sector's need for greater numbers of qualified automation/robotics technicians. This project increases the capacity to effectively train automation/robotics technicians, improve the quality of technician education, and expand awareness of manufacturing careers among high school students in Northeast Ohio to increase the number of students enrolled in postsecondary automation/robotics programs.
Capacity Building Initiatives - Partnership/Consortia Member	
DOL: Scaling Apprenticeship project	A 5-year/\$12M project launched in 2019 and led by Lorain County Community College and the Ohio Manufacturing Association. Spurred by tremendous change and opportunity in Ohio's advanced manufacturing sector, this project seeks to implement and expand Industry-Recognized Apprenticeship Programs (IRAPS) statewide and nationally. This project advances the Ohio Manufacturing Workforce Partnership (OMWP)--a statewide sector partnership led by the Ohio Manufacturers Association (OMA) and its 1,300+ members. Primary partners in this project include twelve regional sector partnerships representing businesses throughout Ohio, 26 institutions of higher education, and seven state agencies, as well as the Manufacturing Institute of the National Association of Manufacturers (MI-NAM) and the National Institute of Metalworking Skills (NIMS), the American Welding Society (AWS), SkillsCommons, and Jobs for the Future (JFF). The project delivers IRAPS on a statewide scale and proposes to serve 5,000 apprentices.

Expanding Community College Apprenticeships (ECCA)	A 3-year/\$420k project launched 2019 and led by Cuyahoga Community College (Tri-C). This project takes a regional approach to industry-recognized apprenticeship programs as a solution for a community that is in economic and workforce distress by building on regional success in partnering with business and industry in order to increase regional capacity to generate an ambitious 452 apprentices over three years, with 113 of those individuals being served by SSC College in the sectors of IT-related areas and advanced manufacturing-related industries.
DOD: MEEP	A 3-year/\$5M project that launched Fall 2020 and led by Lorain County Community College. The Ohio Manufacturing Talent Expansion for the Defense Industrial Supply Chain project focuses on meeting the immediate need for production and technician workers in Ohio manufacturing companies serving the defense industry while concurrently building capacity within both industry and higher education to prepare incumbent and future workers with the advanced skills needed in an increasingly high-tech environment. With a specific focus on shop-floor capabilities, this project directly advances the goal of the Department of Defense to better position the current and next-generation manufacturing workforce. SSC College has leveraged strong relationships with industry partners such as Sandia National Laboratories, Lockheed Martin, BWX Technologies, and the Timken Company to implement guided pathways for youth and acceleration strategies for adult learners to help achieve these outcomes.
DOL: TAACCCT	Three strategies outlined in the design of the project guided the activities of the colleges involved in the TAACCCT project: Create mechanisms for statewide collaboration among consortium partners and economic and workforce development allies that help advance Ohio's innovation economy; Transform instructional design and delivery systems for customization to individual student needs and rapid response to labor market demand; and Expand best practices that redesign student intake, success, and placement. In a quasi-experimental analysis, OTN participants outperformed comparison group members in several outcomes: Participants had higher rates of completion (+8.2 percentage points) and program retention (+12.2 percentage points) than comparisons; Of those enrolled in for-credit programs, participants had higher rates of completing any credit hours (+13.3 percentage points); and similar numbers of credits were completed per term among participants and comparisons; and Participants had higher rates of continuation into further education at a different college (+15.1 percentage points).
Learn to Earn	Launched in 2017-18, high school Learn to Earn pathways are approved by the OH Dept. of Education and recognized as a pathway to high school graduation (students have opportunity to receive dual HS/college credit and an industry-recognized credential). Curriculum is approved by the Ohio Department of Higher Education.
Akron Children's Hospital Career Launch	Akron Children's Hospital and SSC have partnered on a workforce development program that provides entry-level hospital employees and community members interested in pursuing careers at Children's with educational opportunities that will help them develop clinical careers in several high-demand fields, while also increasing their earning potential. Inaugural cohort saw 22 students enroll with a 73% retention rate.

*Project Personnel:* To ensure the achievement of the proposed quantitative goals, SSC will immediately hire and place a Workforce Training Project Coordinator to manage active employer partners and acquire at least two more within the grant term. Hiring, training, and placement of this individual will take place within 8 weeks of funding being awarded. In the interim,

respective department chairs (including those of Industrial Technology and Engineering Technology) will conduct outreach to targeted manufacturing employers to raise awareness of SSC's collaboration with the Partnership and encourage new or deepened participation. Workforce development is a key aspect of SCC's mission. Therefore, the President, Provost and Chief Academic Officer, and Vice President of Marketing, Advancement, and Partnerships will be involved in the program. The program will be under the "Engineering Technology" umbrella and, as such, be supervised by Dean Donald Ball. Additionally, the program will have access to resources available through existing advisory committees at SSC. These advisory committees include business and industry professionals who work with SSC faculty in reviewing and revising curricula as needed, as well as human resource professionals representing key employers and industries in the region.

**Project Lead (TBD):** The Workforce Training Program Coordinator (Coordinator) will be responsible for providing administrative support, program assistance, data management and reporting for the Partnership under the supervision of the Business, Engineering, and Information Technologies and Career Services and Workforce Development departments. Essential functions will include performing targeted outreach and recruitment of Stark County manufacturing employers; maintaining complete and accurate records and supporting documentation for the Partnership using appropriate forms and systems; submitting client data, narrative performance reports and financial reports to the Partnership as required; day-to-day monitoring of client registration process, fielding questions, maintaining current records and files, etc.; and other job-related duties as assigned. Required qualifications will include understanding and consideration of issues related to economic inclusion; Demonstrated commitment to racial equity and the ability to work with(in) communities of color; High School Diploma or equivalent, or preferably an Associate's degree or higher; 3-5 years of prior administrative experience; Strong customer service skills with a wide variety of stakeholders; and Ability to manage projects with many stakeholders with different perspectives.

**Donald Ball, Ed.D, Dean of Business, Engineering, and Information Technologies** will provide oversight to the Project Lead. Dr. Ball has 20 years of experience in higher education leadership and 10 years of business and industry experience. As Dean, he hires, trains and leads all department chairs, faculty and staff members within the division. Dr. Ball also oversees the development of all curricula within the division, with the approval of the Provost, and works with an advisory board of industry experts to ensure program coursework meets current industry needs. Additionally, he plays an integral role in establishing and expanding apprenticeship programs and business/industry relationships to ensure students have excellent training and employment opportunities.

**Mandy Hinkel, Director of Career Services and Workforce Development** will assist with employer outreach related to the project, as needed. Ms. Hinkel has more than 20 years of experience in higher education and creating business/industry partnerships. Her role at Stark State is to serve business and industry needs throughout the region by recommending the appropriate credit and non-credit programs and services to meet employers' needs. She works with local, regional and statewide workforce development professionals and organizations. Ms. Hinkel's role in this project will be to assist with employer outreach and relationship management, as requested by primary project staff.



## ATTACHMENT B: BUDGET AND NARRATIVE

Please complete the mandatory budget form and narrative explanation below.

Budget Line Item	Cost per candidate selected to participate in the program
	Personnel Costs
Program Coordinator (TBD)	\$169,000
<b>TOTAL</b>	<b>\$169,000</b>

**Budget Narrative:** Stark State College (SSC) seeks \$169,000 to achieve the metrics as proposed in this application.

Personnel (Program Coordinator: 1.0 FTE):

Salary: \$130,000 (\$65,000 x 2 years)  
Fringe (at 30%): \$39,000 (\$19,500 x 2 years)  
Total request: \$169,000 (\$84,500 x 2 years)

All costs will be related to the retention of a Workforce Training Program Coordinator who will oversee all coordination between the Division of Business, Engineering, and Information Technology, Career and Workforce Development Services, and Stark County based employer partners. The Program Coordinator will also be the lead point of contact with the Partnership and provide data collection, reporting, coordination, and corrective action planning (if needed) to ensure that all proposed metrics are met.

Costs are based upon a base salary of \$65,000 annually with a 30% fringe/benefit rate for two years. Additional personnel costs will be sustained throughout the grant term by increased revenue generated by the expansion of SSC's employer-led Workforce Training Program.





### ATTACHMENT C: CONFLICT OF INTEREST FORM

By submitting a proposal, the authorized signatory authority of the bidding entity certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the scope of work if the SCMWDP awards a contract. A conflict of interest would arise if any individual involved in the preparation of this proposal and delivery of services has a financial or other interest or would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. The SCMWDP reserves the right to disqualify a bidding entity should a conflict of interest be discovered during the solicitation process.

Patrick S. Roberts, Ph.D.

Vice President of Marketing, Advancement and Partnerships

Signature

1/18/2023

Date

*Note: This form is a **mandatory** required document to be considered for either component. Bidders should only complete this form once per entry.*



## ATTACHMENT D: REFERENCES

Bidders are **required** to provide three references who can verify their experience, along with a contact phone number and email address. References should be for experience in the past 5 years.

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