



ATTACHMENT A: COVER SHEET

Please complete this **mandatory** cover sheet accordingly.


Lead Organization Name	National Center for Urban Solutions			
Address	2780 Airport Drive Suite 333			
Phone Number	614-754-7511			
Number of Years in Business	25			
SAM.gov ID / UEI				
EIN	81-1854562			
Acknowledgement that Proposing Entity is up-to-date on taxes and not currently debarred or suspended.		<input checked="" type="checkbox"/>	YES	
			NO	
Type of Organization (check all that apply)	<input type="checkbox"/>	Higher Education	<input type="checkbox"/>	Private
	<input checked="" type="checkbox"/>	Community-Based Org.	<input type="checkbox"/>	Business Organization
	<input type="checkbox"/>	Government Agency	<input type="checkbox"/>	Other (explain)
	<input type="checkbox"/>	Labor Organization		
	<input type="checkbox"/>	Non-Profit		
	Employment Service State Agency			
Contact Person's Email Address	pgregory@ncusolutions.com			
Signatory Authority Signature				



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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
Workforce readiness and career coaching	
Outreach, screening, selection, barrier removal	\$1,311.90
Job readiness training including soft skills and math brush up	\$0.00
Support services	\$0.00
12-month career coaching	\$821.43
Technical skills training	\$0.00
Stipend per week of training during pre-full-time employment	\$200
TOTAL	\$2,333.33

Budget Narrative: Organizations can submit on one or all parts of the work readiness and/or technical skills training line items.

Please provide a detailed explanation for each budget line item to justify the cost. Billing per candidate will be based on participants selected and entered in the Entry Level Learn and Earn (also called Work Advance) program and the related expenses.

Other funding sources may be used for different parts of the scope of the budget in order to maximize and exceed the minimum obligated number of participants and job placement.

Please see the next pages for itemized listing of underlying budget line items to justify the costs listed above. The next page also includes a brief summary of some matching funds that may be applied to this program for qualifying candidates. Additional matching will continue to be identified and applied as possible and appropriate.



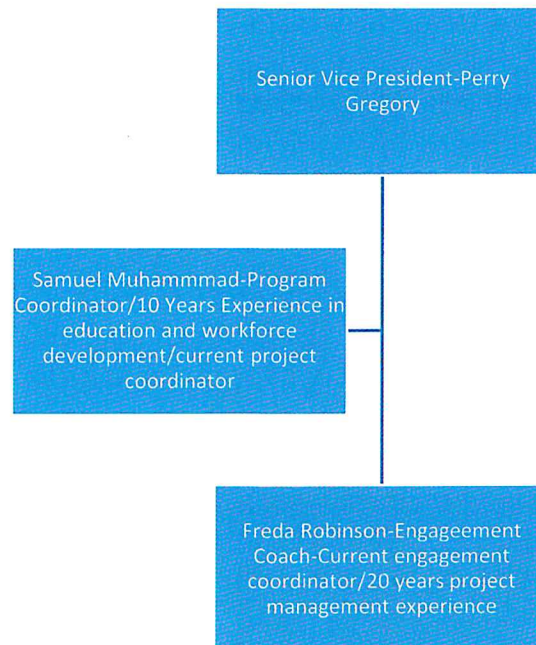
Budget Line Item	Annual Cost Per Candidate	Total 3-Year Cost for 210 Candidates
Workforce readiness and career coaching		
Outreach, screening, selection, barrier removal	1,311.90	275,500.00
Muhammad, Sam Salary	857.14	180,000.00
Muhammad, Sam Fringe	128.57	27,000.00
Rent (\$1,000 monthly)	171.43	36,000.00
Outreach marketing (\$10.8k annual)	154.76	32,500.00
Job readiness training including soft skills and math brush up (Match)	0.00	0.00
Support services	0.00	0.00
12-month career coaching	821.43	172,500.00
Robinson, Freda Salary	714.29	150,000.00
Robinson, Freda Fringe	107.14	22,500.00
Technical skills training (Match)	0.00	0.00
Stipend per week of training during pre-full-time employment	200.00	42,000.00
	200.00	42,000.00
TOTAL	2,333.33	490,000.00

Job Readiness Training includes match during 2023 of up to \$25,000 through a partnership with another grant recipient in the region and other adult education programs offered through NCUS and NCUS TEC for qualifying candidates. Additional years may include matching as grants and other revenue sources are secured.

Technical skills training includes match during 2023 of up to \$62,500 through IMAP grant from the Governor's Office of Workforce Transformation. Additional years may include matching as grants and other revenue sources are secured.



Proposed Project Organizational Structure



Project Approach and Methodology

The National Center for Urban Solutions (NCUS) is proposing to expand our partnership with Stark County Manufacturing Workforce Development Partnership (**SCMWDP**) to continue our Untapped Career and Workforce training program in partnership with Stark County residents starting February 1, 2023- until January 31, 2025. Over the past year since implementing the Untapped Workforce program with SCMWDP, we have been able to increase awareness in the community and place over 70 residents into manufacturing career pathways. Core Strategies in our Entry-Level Learn and Earn program is designed to engage untapped Stark County residents into entry to middle-level advanced manufacturing careers that continue to go unfilled in the region. For the local economy to remain competitive, we must develop a concentrated strategy to address known disparities and inequity gaps. The design of our training model seeks to engage individuals 18 and older who live in hard-to-serve communities in Stark County. Through accelerated job training and industry credentialing, participants will improve their soft skills, and learn in-demand technical skills to gain employment in high-growth advanced manufacturing careers while being supported with wrap-around support services and job placement with our network our Manufacturing partners.

NCUS experience working with the most vulnerable adult populations and local employers over the last year gives us a unique understanding of how to engage this population to better secure their steps to success. Within our proposed design, we use a collaborative approach with educational, community partners, and local employers to provide each participant with educational learning, training, supportive services, and direct placement employment opportunities. Adults who complete program requirements will be rewarded with \$500 stipends to incentivize their participation.

NCUS has identified seven career pathways with specific goals and objectives to develop a strong workforce pipeline. Our goals & objectives include the following:

1. Build strong awareness in Stark County about in-demand career pathways through expanded recruitment and communication.
2. Offer work readiness preparation in partnership with Walsh University
3. Connect underrepresented participants with industry 4.0-specific training opportunities.
4. Deliver supportive services to eliminate barriers to entry into the workforce.
5. Closely monitor and coach individuals to succeed for a maximum of twelve months.
6. Provide paid pre-apprenticeship, and direct placement employment opportunities aligned to our partner ISP employers
7. Incorporate ongoing career pathway development with employers.

Organization History

The National Center for Urban Solutions (NCUS, certified MBE) has served the community for over 25 years, moving individuals mired in the negative impacts of urban poverty to socioeconomic self-sufficiency. NCUS has built a national reputation working in economically disadvantaged communities providing evidence-based solutions that have become a blueprint for community engagement, and economic development projects. NCUS Workforce division has developed best practice programs nationally addressing issues in the urban community. We develop customized workforce systems for adults, youth, and businesses to respond to today's challenging global economy. To date, NCUS has moved over 25,000 individuals (specifically African American Women) towards self-sufficiency through

programming with TANF, One Stop Workforce Development Systems, parenting programming, and other economic development initiatives.

Over the past 3 years, NCUS TEC has built a statewide reputation in Manufacturing training partnering with Statewide industry sector partnerships (Mahoning Valley Manufacturing Coalition, Stark County Chamber of Commerce, Magnet)and other manufacturing employers. Our unique ability to connect and engaged the hardest-to-serve individuals in Manufacturing career pathways can be contributed to our organization's success. Through our innovative strategies, we have been able to engage and place more than 300 individuals into the manufacturing career pathways. Most recently, in partnership with SCMWDP we were able to place more than 75 individuals into entry-level employment with 85% retaining employment.

Program Partners:

1. **NCUS:** Lead Applicant, Grassroots Outreach, Career Coaching, Employment Placement
2. **NCUS TEC:** a community-based post-secondary provider that provides “cutting edge” customized certification training to assist individuals in obtaining employment and achieving economic self-sufficiency. NCUS TEC is a post-secondary technical college dedicated to providing industry-specific certifications and training to equip students with in-demand skills for higher-wage occupations. NCUS TEC will provide training in Fanuc Handling and leverage resources through IMAP training program.
3. **Walsh University:** NCUS will leverage Walsh U Skills Premier credentialing platform to provide job readiness training for up to 50 participants: NCUS is leveraging the \$25,000 in-kind cost to the partnership.
4. **ISP Employer partners:** Hendrickson, Biery Cheese, Shearer’s Food Inc, Mk Morse
5. **Strengthening Stark:** Provide Transportation assistance

Proposed Entry-level Learn and Earn Program Design

The proposed program’s strategies consist of core services that we will perform to meet the objectives set forth within the proposal.

1. Outreach and Recruitment
2. Individual Career Mapping
3. Job Readiness Training/ Skills Training
4. Career Coaching

Outreach and Recruitment

NCUS will develop a comprehensive grassroots plan that encompasses engaging underrepresented special populations across the Stark County region. NCUS number one recruiting strategy will be to meet participants “where they are at” by connecting them to resources, partners, and programming in their neighborhoods that prevents duplication of services between education and workforce providers. This is a critical component to expanding awareness and increasing the number of individuals who participate in manufacturing career programs. NCUS will convey the message to all designated communities across Stark County through door-to-door grassroots marketing. Our target geographic areas include all underrepresented communities in Stark County.

Our targeted recruitment audience includes the following:

- Adult-age high school graduates aged 18 and above
- African American and other minority populations
- Court-Mandated and Restored Citizens
- Transitioning displaced workers interested in upscaling their qualifications.
- Veteran

Additionally, to recruit program participants we will coordinate with community partners to establish a referral process for eligible participants

Individualized Career Mapping

After participant eligibility is approved, program orientation for participants is scheduled to review the program expectations, conduct assessments, and meet their assigned talent engagement coach. The application orientation will be scheduled within 7 days after confirming eligibility. The orientation process is the first step participants will complete before participating in any other activities. During this stage, the Talent Coach will administer assessments to determine the participant's occupational skills, prior work experience, interests, aptitudes, supportive service, and developmental needs. This includes Digital literacy test and our customized personality assessment. NCUS engagement coaches will review the participant's locally administered assessment results, and develop an Individual Opportunity Plan (IOP) to determine the participant's short- and long-term career goals, as well as assist participants with additional support services. NCUS will utilize the results from the assessment to determine the best pathway suitable for students' learning styles.

Accelerated Boot Camps and Skills Training

After enrollment, the participant is approved to participate in the program and will be assigned to their designated boot camp. NCUS has partnered with Walsh University to implement their premier skills boot camp curriculum into our mandated one-week boot camp. The boot camps offer participants industry credentialing, professional development, resume and interview preparation, negotiation tips, industry credentialing, and networking with employer partners. NCUS career boot camps are designed to provide the most efficient & highest-quality path to a career in advanced manufacturing. Due to the skills gap, each participant will be required to participate before employment placement. After completion of bootcamp participants will receive a \$250 incentive in form of a gift card.

Industry Credentialing

NCUS has partnered with its post-secondary entity to offer industry-recognized credentials in industry 4.0 courses in Tooling U Certified Manufacturing Associate (CMA) and Robotics Automation in FANUC Handling and Tool Programming certification (Currently in process of purchasing FANUC Equipment). NCUS will implement the certification programming starting in July 2023. However, not all applicants will be required to participate in the certification programming based on results completed during assessments. NCUS will validate participants' credentials through the documented process established and required by our partners.

To reduce programming costs, NCUS TEC will leverage resources through the State IMAP funding programming for the FANUC training portion. NCUS TEC employs certified FANUC instructors who will train candidates through the approved FANUC robotics platform.

Supportive Service

The success of our training program is built around employing Talent Engagement Coaches who provide a critical element of stability for participants by being available 24/7 for clients via cell phones and home visits to maintain constant contact with participants. The Engagement Coaches' primary job responsibilities are to engage with participants once every 7 days to provide ongoing support services to participants to assist and secure retention of employment and education for 12 consecutive months after entering into the program. The engagement coach will work in collaboration with their clients to develop meaningful individual opportunity plans oriented toward the performance goals of employment placement, 180-day job retention, earnings growth, and credential attainment.

Our engagement coaches will review the goals and activities outlined in the individual opportunity plans with their clients every 30 days. Once a change or completion of activity occurs the Individual Opportunity Plan will be updated. Supportive services include partnering with other systems/community resources to provide appropriate support services to break barriers to the retention of education/employment opportunities.

Linkage of services includes:

1. Providing participants with work clothes or any equipment needed
2. Assistance with childcare
3. Transportation allowance in the form of monthly bus passes
4. Assistance in finding a home because the participant is homeless.
5. Mental health counseling needed
6. Assistance with job search, resume prep, and career counseling

Employment Placement

After completing the required training individuals will be referred to our current network of SCMWDP ISP employer partners. We have current partnerships with over 10 existing SCMWDP ISP employers who have already hired over 70 stark county residents since January 2022. This list includes the following employer partners (not all partners listed: Hendrickson, Biery Cheese, Shearer's Food Inc, Mk Morse, HP-Products, and Knight Material.

These employer partners represent in-demand and high-growth manufacturing employers that understand the challenges and barriers to entry and are committed to hiring applicants who complete program requirements. Additionally, our business development team will continue to develop relationships with local employers to join the ISP network. Our objective is to place participants in sustainable jobs over \$18 per hour. Our business developer along with the career coach will work directly with the participants to find the best employment match coinciding with the applicant's career track. Upon placement of 7 working days, the participant will receive the remaining \$250 incentive payment.

Participants who obtain employment will be supported from the first day of hire through 12 months of employment. To achieve success in the workplace, coaching support is continued to address any shortcomings that require improvement in work ethics, also to anticipate potential problems, and prevent the participant from being suspended, terminated, or abandoning their assignment within the first year. It is our goal to place participants with our employment partners first before extending our employment options.

Program Reporting

NCUS will utilize the required reporting structure required by SCMWDP to share data about our services provided. We will coordinate with the Grant Project Manager to submit monthly program summary reports by the 5th of every month that outline the following:

1. Number of adult participants who enroll and complete all program requirements
2. The number of participants who earned a certification
3. Tracking of supportive services provided
4. The number of participants referred and placed in employment
5. Survey results completed by program participants
6. The number of individuals who exit the program successfully

NCUS fully expects ongoing feedback from SCMWDP on the reports provided. Continuous improvement throughout the program will ensure participants receive appropriate services and we meet our expected outcomes, program goals, and objectives. We will utilize our data system to track program services provided to participants along with our in-house database management system for all program services provided.

Proposed Performance Goals Plan

Strategies in our proposed plan are designed to meet the Performance outcomes we have outlined in our program plan. We have developed measurable goals we believe are feasible to meet with our targeted population. This program Investment will result in a workforce that is more educated, skilled, and productive to meet the demands of our region's workforce. By equipping residents with a high school diploma and skills, we can improve the overall conditions of our community and close educational gaps that keep individuals working lower-paying jobs.

NCUS program performance measures include the following:

1. Recruitment:300 (3-year period) 75 individuals per year
2. 85% complete all program activities
3. 100 participants (35 per year) Participants that attain or participate in Industry 4.0 Industry Credentials and/or Certification course
4. 75 participants placed in employment per year earning income over \$18 per hour.



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.

Perry Gregory SVP
Signatory Authority Name and Title

[Signature]
Signature

1/11/2022
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.

Name: Jessica Borza
Title: Executive Director
Organization: Mahoning Valley Manufacturing Coalition
Phone: 330-853-7906
Email: jessica@mahoningvalleymfg.com

Name: Vanessa Jester
Title: Community Engagement Director
Organization: Turner Construction
Phone: 614-632-8926
Email: vjester@tcco.com

Name: Barbara Bennett
Title: Vice President
Organization: Canton Chamber
Phone: 330.312.3267
Email: barbb@cantonchamber.org