

Attachment 2 – Application

Application for Kentucky Industry Partnership		
1. Type of Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation	2. Type of Application <input checked="" type="checkbox"/> Industry Partnership	3. Applicant Type: <i>Industry Partnership Grant</i>
4. Date Received: (OET use only)	5. Local Workforce Investment Board: <i>NKWIB</i>	
6. Grant Title: <i>NKIP Industry Partnership Grant</i>	7a. Targeted industry Sector: <i>Northern Kentucky Area</i> 7b. Industry: <i>Manufacturing</i>	
8. APPLICANT INFORMATION:		
a. Applicant Name: <i>Northern Kentucky Industrial Park (NKIP) Management Council</i>		
b. Address: *Street 1: <i>7970 Kentucky Drive</i> *Street 2: *City: <i>Florence</i> *State: <i>KY</i> *Zip / Postal Code: <i>41042</i>		
c. List all LWIBs involved in this grant: <i>NKWIB</i>		
<input type="checkbox"/> Letters of support from all participating LWIBs attached.		
9. Name and contact information of person to be contacted on matters involving this application:		
First Name: <i>Rick</i>	Last Name: <i>Jordan</i>	
Title: <i>V.P. LSI Graphic Solutions Plus</i>	Telephone Number: <i>(859) 962-5601</i>	Email: <i>rick.jordan@si-industries.com</i>
10. Program manager: (if different from above)		
First Name: <i>Janice</i>	Last Name: <i>Urbanik</i>	
Title: <i>Director of Industry Partnership</i>	Telephone Number: <i>(513) 686-2967</i>	Email: <i>Janice@cincinnatiworkforce.org</i>
11. Counties served by this grant:		
12. Legislative Districts partnership covers: <i>Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, Pendleton</i>		
a. Senate: <i>11, 17, 23, 24</i>		b. House of Representatives: <i>60, 61, 63, 64, 65, 66, 67, 68, 69, 78</i>
13. Funding Proposal Request (\$): <i>65,000</i>	14. Partnership Checklist (check each box represented in partnership)	
*a. Labor & Industry	(check each box represented in partnership)	
*b. In-Kind Match <i>12,000</i>	<input checked="" type="checkbox"/> LWIB	<input checked="" type="checkbox"/> Minimum of 10 employers
*c. Cash Match	<input type="checkbox"/> Labor/unions	<input type="checkbox"/> KY Career Center Business Services
*d. TOTAL <i>\$77,000</i>	<input type="checkbox"/> Foundations	<input type="checkbox"/> Regional Partnership
	<input type="checkbox"/> Other	
15. Authorized Representative:		
*Signature of Applicant: <i>Ken Schmidt</i>	*Date Signed: <i>7/16/11</i>	
*Print Name: <i>Ken Schmidt</i>		



October 7, 2011

Ms. Patricia Dudgeon, Industry Partnership Coordinator
Office of Employment and Training
Division of Workforce and Employment Services
275 East Main Street, CHR 2nd Floor, 2 W-A
Frankfort, Kentucky 40621

Dear Ms. Dudgeon:

The Northern Kentucky Workforce Investment Board (NKWIB) is pleased to submit the enclosed proposal in response to the RFP for the establishment of a local Industry Partnership. Working with the N. Ky. Industrial Park Association (NKIPA) as the lead applicant, the NKWIB is seeking \$65,000 to allow for a much-needed industry market analysis and talent pipeline survey for the Advanced Manufacturing sector. These sources of valuable information will set the foundation for partnering with local education institutions to develop relevant curriculum and attract increased numbers of future candidates to the career pathways that are so critical to the economic success of the region and the Commonwealth. We are also excited about the strong stakeholder relationships with education institutions and economic development entities that will be enhanced as the advanced manufacturing partnership develops through the NKIPA.

The project will greatly augment the efforts of the NKIPA to improve the quality of our workforce and hence their quality of life in Northern Kentucky. The NKWIB supports these efforts with the outcomes of attaining industry-driven input and quality data analysis of that input. These will be used in strategic planning to prepare the workforce with skills needed now and in the future.

Thank you for this opportunity. If you have questions or need additional information, please contact Barbara Stewart at Barbara.stewart@nkadd.org.

Sincerely,

A handwritten signature in black ink, appearing to read 'D Fleischer'.

Dave Fleischer, Chairperson
Northern Kentucky Workforce Investment Board

Northern Kentucky Industrial Park Association Industry Partnerships Proposal

The region of Northern Kentucky is fortunate to have visionary industry leaders who are passionate about economic development. This unique combination of vision and passion provides the foundation for building, expanding, and sustaining a successful industry partnership. The Northern Kentucky Industrial Park Association (NKIP), in close collaboration with the Northern Kentucky Workforce Investment Board proposes a project designed to meet the long-term goal of this initiative in creating a sustainable infrastructure that will provide employer-led training and education that ultimately raises earnings for workers and revenues of businesses. Manufacturing is the industry sector focus because of its critical importance to our local economy. NKIP will be the lead organization identifying the manufacturing workforce future needs, workforce pipeline issues, and lead the development with the other stakeholders on a Strategic Plan to meet the employment needs requirement.

l) Partnership Abstract

The lack of a trained workforce is becoming critical to the success of the manufacturing base in Northern Kentucky. In fact, one large 30 year old manufacturing company located in Northern Kentucky announced in the local paper that they are contemplating opening an operation in Mexico because of not being able to find skilled workers to meet their increasing production requirements.

Currently, there are no statistics on the number of current and future skilled positions needed for the Northern Kentucky Manufacturers due to industry growth, retirements, technological advances, and emerging career fields. We concluded this after reviewing a number of past survey information including Northern Kentucky Area Occupational Outlook to 2016 – published in November 2009, 2000 Census Demographic Profile 10-Mile Radius of 500 Technology Way, Florence, KY, 2000 Census Demographic Profile 10-Mile Radius of 525 Scott Street, Covington KY, the Launch Pad Industry Report by Northern Kentucky University, and Kentucky’s Targeted Industry Sectors published in May 2011. All these reports lack the detail manufacturing positions and the core competencies required. A comprehensive manufacturing survey needs to be completed as described in more detail in this section.

A pipeline of new workers needs to be equipped with the necessary technical core competencies and skills to support the Northern Kentucky advanced manufacturing current and emerging requirements. Manufacturing careers must be showcased to secondary students so they understand the employment opportunities available in our area. Once they learn about this type of career pathway, they can begin taking appropriate secondary classes as well as advanced manufacturing courses offered

through postsecondary institutions. Displaced workers need retraining in advanced manufacturing to provide an avenue for new job opportunities.

The Kentucky Manufacturing Partnership known as the Northern Kentucky Industrial Park Association (NKIP) consists of a group of manufacturing leaders that offer insight and direction on the anticipated job openings for advanced manufacturing employers, as well as the skill requirements necessary to be successful. NKIP provides guidance to a variety of stakeholders including secondary and postsecondary institutions, governmental leaders, Kentucky Career Centers, Economic Development Agencies such as Tri-ED, Kentucky Adult Education, the Northern Kentucky Chamber of Commerce, Kentucky Association of Manufacturers, Northern Kentucky WIB, and other Northern Kentucky institutions. As part of the Industry Partnerships initiative, two survey processes will be employed to provide data-driven information into the Industry Partnership Strategic Plan:

Manufacturer Current and Future Position Requirements Survey - The industry partnership through a professional survey company will identify the positions by skill requirements and those key core competencies required for the positions. This will be accomplished using a professional survey company that will use a quantitative process to survey the Northern Kentucky Manufacturing companies and qualitative survey with 20 companies that will provide not only the quantitative answers but also qualitative competencies for each position. This survey process will be modeled after the October, 2007 Skilled Gap Analysis Report commission by the Virginia Manufacturers Association, Virginia Workforce Council, and the Virginia Manufacturing Advisory Council. This report identified the skill trades gap by position currently and in the future. It provides a road map of those training requirements needed to meet the future job demand¹. Of course, our focus will be the Northern Kentucky Area.

Manufacturing Pipeline Survey – A professional survey and marketing company will interview a statistical sample in Northern Kentucky’s nine school systems consisting of principals, guidance counselors, teachers, students, and parents to determine the current perception of manufacturing as a career,

The partnership will work in collaboration with the various participants and will provide feedback on the results and effectiveness of the needed positions so if required, adjustments can be made. This partnership will provide the strategic plan that will identify the current and future manufacturing positions for the region.

¹ <http://www.vamanufacturers.com/skilledtrades/index.php>

II) Partnership Data-Analysis

The manufacturing landscape has changed dramatically over the past few years. Until the 1970s, the industry utilized a high percentage of unskilled labor that ran break/punch presses and labor intensive assembly operations. Manufacturing during this time was an attractive career choice in which only a high school education was needed. These manufacturing jobs were secure and an employee could expect a long career. There were also skilled jobs required such as engineers, draftsman, welders, and accountants. Manufacturing began changing slowly during the 1980s. Also during the 1980s, there was a large consumer shift from mom and pop stores to big box stores such as Wal-Mart, Kmart, Best Buy, etc. These big box stores used their purchasing power to negotiate low pricing. Also, foreign auto manufacturers began building manufacturing plants in the United States. These automakers brought with them their manufacturing culture such as automated manufacturing processes, lean, and higher quality standards.

During the 1990s and 2000s, United States manufacturers began looking for lower labor rates due to the intense pricing pressures. Manufacturing operations began moving their production operations to first Mexico and then onto China where production could be completed at lower labor rates. During this time period, many manufacturers moved out of the United States. During this same time period, the foreign auto manufacturers continued to build their manufacturing plants in the United States. Through the use of automation along with other innovative manufacturing techniques, their growth continued as they built additional manufacturing plants in the United States.

During this same time period, the manufacturers in the United States began transforming their production facilities by adding more automation that increases efficiency with two ancillary results: 1) reduced the level of labor required for production, and 2) reduced the time to production. In the 2000s, these technological improvements yielded a higher return on investment, which contributed to more companies adopting automated production equipment. By 2010, other companies began revisiting moving and increasing production in the United States. This is due to China labor force becoming organized and demanding a higher wage along with the lead time pressures. However, China continues to grow as an excellent growth market for United States companies that still need to have China present for their demand.

With the major advancements in manufacturing, a higher skill set is required by employees. Over the past ten years, there have been a number of studies and forecasts for manufacturing positions required in the future especially the Northern Kentucky Occupational Outlook to 2016 published by the Education and Workforce Development Cabinet along with the Launch Pad Project developed by Northern Kentucky University.

These documents will be helpful; however, those prior metrics have changed because of the 2008 - 2009 recession. Baby boomers have delayed their planned retirement plans. Also, there has been a dramatic increase in automation.

At the national level, employment within the manufacturing industry is on the decline; however, the industry that helped to build the Midwest is facing a labor shortage caused by the exodus of aging employees and an outdated image of unskilled factory work. Although manufacturing jobs have been lost in the past two decades in the region, employment is on the rise again, with 5,000 new jobs over the last year. These jobs are high-tech positions that can pay up to \$25 per hour, with excellent fringe benefits. Regional manufacturers assert their main challenge as finding sufficient new workers with specialized, high-tech skills. One of the area's major manufacturing employers describes the problem as "...an acute need for skilled field-service technicians, who can go to a customer's plant to setup up equipment and diagnose problems."²

In order to properly plan for the manufacturing positions required today, and the next two, five, and ten years, a survey needs to be performed of all the Northern Kentucky manufacturers, approximately 400, that details the specific positions needed along with the key competencies required for each position required such as welders (MIG & TIG), various CNC Machine Operators, various maintenance, various engineers, machine set-up operators, etc. Also factored into this survey is new technological equipment that will be purchased and skills required to operate it. The results of the survey will provide a total of skilled workers required over in aggregate over the next ten years along with specific positions and the key competencies required for the position.

III) Integration and Alignment to Workforce Investment Initiatives

- a. Northern Kentucky Industrial Park Association (NKIP) directly aligns with the key existing regional economic development initiatives as follows:

1. **Sector strategy of the NKWIB.** One of the key sectors identified by NKWIB is Advanced Manufacturing. The NKIP will provide much-needed data and industry direction to support the NKWIB's efforts, to ensure public resources are used to meet the needs of employers in that sector. One Stop Northern Kentucky, the primary delivery of services managed by the NKWIB, will focus on implementing services based on the data analysis provided through this project.

2. **Tri-County Economic Development (Tri-ED)** organization whose mission it is to expand the local Northern Kentucky economy by providing expert assistance in the four sectors, the first of which is **Manufacturing**.

² Boyer, M. (2010, September 5). Wave of retirements-and high-tech shift-means workers, not jobs, will soon be scarce. *Cincinnati Enquirer*, pp. F1, F4.

3. **Gateway Community and Technical College (GCTC).** GCTC recently opened their Center for Advanced Manufacturing. The efforts of NKIP will be very relevant to Gateway's efforts to prepare candidates for the manufacturing pipeline for employment opportunities.

4. **Vision 2015.** This regional planning effort is establishing particular attention on the needs of Manufacturers. Vision 2015 is planning a manufacturing focus group session in December, 2011 that will help support the NKIP survey work. Again, NKIP will partner with Vision 2015 to assist with the session as they have further conversations on supporting the industry sector in the area.

5. **Northern Kentucky University (NKU).** The industry partnership is supported by the office of the Associate Provost for Regional Stewardship. Additionally, the Center for Economic Analysis and Development will assist NKIP in preparing data reports and data analyses associated with the project.

6. **Northern Kentucky Cooperative for Educational Services (NKCES).** The Board of NKCES is comprised of the Superintendents of the member districts, GCTC, and NKU. This entity will serve as the vehicle for the perceptions survey of the secondary school community. This project is aligned with the purpose of NKCES, which is to respond to educational ideas and needs expressed by the school districts in the Northern Kentucky area.

- b. Roles and Responsibilities of regional workforce, education and economic development partners: The NKIP will provide the leadership and direction for workforce, education and economic development partners. Under their leadership, the NKIP will finally have the solid information from the market analysis that the other community partners need to have to make sure their work and objectives are directly tied to the vision as developed by the NKIP. The education efforts will involve such training providers as Adult Education, GCTC, NKU and the Area Technology Centers. Economic Development organizations will include Tri-ED, the N. Ky. Chamber of Commerce and the N. Ky. Area Development District. Workforce Development organizations will include the NKWIB and One Stop Northern Kentucky.
- c. Role of NKWIB: the NKWIB will serve as the fiscal agent for grant funds. As it does with other resources from the Workforce Investment Act, the NKWIB will use the services of the NKADD as administrative entity. In this role, the NKADD will carry out the NKWIB's approved contracting procedures. It will also account

for grant funds in a unique work element within the NKADD accounting system so that processes to account for revenue and expenditures are transparent and in compliance with all applicable state and federal laws. Also, on behalf of the NKWIB, the NKADD will work with the lead applicant in monitoring and compliance. The NKADD will regularly report to the NKWIB on monitoring and compliance results. The NKWIB will also be represented in the NKIP.

- d. Connection to KWIB Strategic Plan – Workforce Kentucky (page numbers in parentheses indicate where the connection is in the plan) – The work of the NKIP directly supports the KWIB’s strategic objectives (page 23) – to align education, economic development and workforce development. The establishment of the Manufacturing partnership with its focus on hearing the employers’ voice and collecting/analyzing the local industry data, will be used by education, economic development and workforce development to align their work processes and resources to better prepare manufacturing workforce candidates. The KWIB plan indicates that it wants to “make investment decisions based on sector strategies” (page 35). As the name implies, the work of the NKIP is focused on manufacturing as it is a key industry in the local area. The primary step for accomplishing the goal of the KWIB plan is to have quality analysis of real local data. The strategy to better prepare potential candidates for manufacturing companies must be based on the input and feedback of what’s needed, which will be at the core of the marketing data collection and analysis project. The KWIB has also defined a specific objective to “refine and promote evolving methods of projecting jobs and training needs of the future” (page 24). This particular objective is the keystone for the proposed work of the NKIP. The NKIP will use this data to inform and prepare its network of education, economic development and workforce development stakeholders so that the workforce is truly prepared to be hired.

IV) Description of Partnership

- a. The mission of the regional partnership is to provide the area accurate and reliable data regarding the current and future positions and skill levels required by the manufacturing industry. This information will be used to develop a strategic plan to meet industry demands. The vision of the partnership is to be an economic manufacturing engine for Northern Kentucky and to improve the economic and quality of life for the region’s workforce. The goal of the Manufacturing Industry Partnership is to ensure that all future manufacturing openings are filled by a strong human capital pipeline and to increase the number of manufacturing companies locating to Northern Kentucky.

- b. The partnership has been incorporated into the Northern Kentucky Industrial Park Association for over 40 years. This association is the largest industrial park in Kentucky and has 40 manufacturers in the Northern Kentucky Industrial Park. For those company not located in the industrial park, they are considered associate members. The requirement of an associate member is that those companies have mutual business and community interests.

The Northern Kentucky Industrial Park's mission is to establish a common meeting for its members, to provide a group voice, to improve the conditions for its members, and to provide for an exchange of views and mutuality of action in areas of joint concern. Some of the items addressed by the association were roads and traffic, public safety, community issues, and education and training.

Please see the attached list in Appendix F of employers currently members of NKIP.

- c. Currently, NKIP has a membership committee that actively recruits new members. With the extensive research through the various surveys, it will develop an overall Northern Kentucky plan to address the shortage of skilled workers. This will draw more members to the organization because of the action-oriented plan.
- d. Northern Kentucky manufacturers have been active in partnering with each other and other organizations to build the workforce that they need for the future. In particular, the Northern Kentucky Industrial Park Association and other manufacturers have undertaken three key initiatives. First, in 2005, Industrial Park members and other manufacturers worked with Gateway Community and Technical College to define the Advanced Manufacturing Career Pathway. The Pathway describes how educational credentials and employability assessments relate to manufacturing jobs and is used to communicate potential manufacturing careers to parents and students in Northern Kentucky. After the pathway, advanced manufacturers in the Industrial Park and throughout Northern Kentucky provided the essential support for the building of the Center for Advanced Manufacturing at Gateway. This Center houses the programs and equipment that can train and educate the future workforce for the region. Finally, with the Center established, a consortium of manufacturing companies formed. This Consortium has continued to raise the awareness of the need to build the future advanced manufacturing workforce in Northern Kentucky. During all of these initiatives, the NKIP and its members have provided leadership and support to grow advanced manufacturing in Northern Kentucky.

- e. The NKIP has been in existence for 40 years. The organization has bylaws and officers. It is a FEIN # 20-8579011 organization.
- f. Janice Urbanik, the Director of Industry Partnerships for the Greater Cincinnati Workforce Network (GCWN), will be the Project Manager for the work of this grant. By having Janice serve in this role, that will allow this project to leverage the work of the Advanced Manufacturing Career Pathway Partnership Team that was formed in 2009 and that Janice facilitates. This partnership team is employer-led and is comprised of manufacturing employers, education and training institutions, and community-based organizations in the Southwest Ohio, Northern Kentucky, and Southeast Indiana regions. This project will provide valuable input to the work of the Partnership Team and allow the learnings of this research to be applied to our entire region.
- g. Both the manufacturers and stakeholders are interested in solving the skills shortage problem. However, there is no exact information of the total number of skilled employees needed currently and projections for the future. Also, many assumptions exist on why the manufacturing pipeline is not filled, but no concrete data are available to support these assumptions. The surveys and strategic plan will bring both manufacturers and stakeholders together to solve the skill shortage.

V) Project Design/Goals

The primary goal of the industry partnership is to employ two surveys designed to assess the needs of employers and employees to support a talent pipeline, and well as to develop a career pathway and associated advancement strategies. Given this information, the project intends to sustain the industry partnership by expanding it by engaging more industries through NKIP. The following describes how the industry partnership will address the key activities required by the grant:

- a. Key elements of the project design
 - i) Assess the needs of employers and employees to support a talent pipeline.

Two manufacturing surveys will be employed to inform the partnership about the needs of employers and employees to support a talent pipeline. One will focus on an analysis to determine the current and future employment requirements covering the next two, five, and ten years taking into consideration various aspects including area growth, aging, technological advances, emerging career fields, and turnover. The survey will help to determine the core competencies for each position and how those positions are tested for employment. The survey will include both quantitative

and qualitative components including interviews of companies in addition to the survey.

A second survey will focus on area high schools including the area technology centers to explore the perceptions of manufacturing as a career. The target population for this survey includes superintendents, principals, guidance counselors, teachers, students, and parents. This research project will also include a quantitative survey including the population mentioned above, as well as displaced workers to gain their perceptions of manufacturing as a career. Qualitative focus groups will also be employed to allow a deeper understanding of the perceptions of students, parents, and teachers.

ii) Develop career pathway and advancement strategies.

The information gathered and analyzed from the two surveys described above will provide the basis of career pathway and advancement strategies. Without this “real-time” data, accurate career pathways will be impossible to develop, and marketing strategies around manufacturing careers will be difficult to articulate. By gaining information about specific employment opportunities and required core competencies in combination with perceptions about manufacturing careers, this project will result in not only what is needed, but how this information should be communicated to the public, and certain target populations. From the information obtained from the surveys, the NKIP with its stakeholders, will develop a comprehensive Strategic Plan with clear action plans to meet future workforce needs.

iii) Approach the sustainability of the partnership.

An important element for sustainability of the industry partnership will be Strategic Plan that provides clear and doable action plans to meet the future workforce needs of the 348 Northern Kentucky manufacturers. NKIP will sustain the project by growing the partnership by engaging more industries with this action plan. The involvement of secondary schools helps to broaden the scope of the partnership. By embedding this partnership in an already existing entity with a proven record of collaboration and economic development, the industry partnership will be sustained as a regular operation of NKIP.

From a fiscal standpoint, there will be costs identified in the implementation of the Strategic Plan. The costs may include marketing collateral materials, video, web page, social media (such as Facebook, Twitter, etc.), industry open houses, and

other methods to increase the workforce pipeline. To make the implementation of the Strategic Plan successful, there will be contributions of financial support from the manufacturers and others along with time commitments.

VI) Project Outcomes

There will be two different surveys that will be both quantitative and qualitative.

One quantitative survey will be distributed to Northern Kentucky Manufacturers to determine their current skilled employee requirements and future needs in the next two, five, and ten years accounting for industry growth, retirements, technological advances, and emerging career fields. Also through the qualitative survey, key competencies will be identified for each skilled position. The results of this survey will provide the total number of skilled positions currently needed and in the future.

The other quantitative survey will be the pipeline survey to determine how to fill the skilled job openings. This survey will focus on secondary high schools including the area technology center to determine the perception of manufacturing as a career. Those surveyed will be the various Northern Kentucky school systems that would include superintendants, principals, guidance counselors, teachers, students and parents. There will also be qualitative surveys in a series of focus groups that will allow for group discussions on the reason why manufacturing is not pursued as a career choice as compared to health care and other professions. The focus group will consist of students, parents, and teachers. There will also be a focus group of displaced workers to determine their perception of manufacturing as a career with additional training.

The information gathered from these various surveys will allow the Manufacturing Industry Partnership to align with the local stakeholders to develop a comprehensive strategic plan on how to develop an effective pipeline to meet the skill job needs by the Northern Kentucky Industry Partnership. Results will easily be monitored by meeting those forecasted manufacturing skilled job requirements while continuing to build the Northern Kentucky manufacturing base.

Appendix A

Evaluation and Reporting

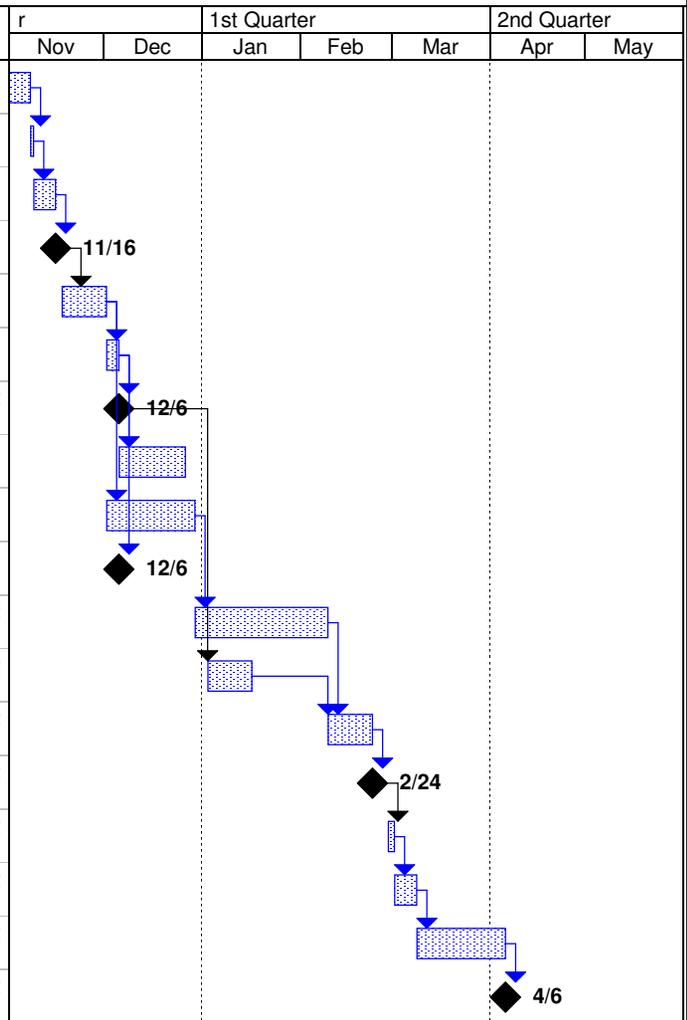
The Northern Kentucky Industrial Park as the lead applicant is willing to:

1. Collect partner data as required.
2. Participate in a third-party evaluation by providing data and access for interviews, and by participating in networking with other partnerships.
3. If invited, will participate to serve as part of state and national learning collaborative on innovation and sector-based workforce development.

NKIP FEIN: 20-8579011

MANUFACTURING INDUSTRY PARTNERSHIP STRATEGIC PLAN DEVELOPMENT TIME LINE

ID	Task Name	Duration	Start	Finish	1st Quarter					2nd Quarter		
					Nov	Dec	Jan	Feb	Mar	Apr	May	
1	Develop the Survey RFP with Detail Direction on the Survey For Pricing	1 wk	Tue 11/1/11	Mon 11/7/11								
2	Send out the Survey RFP to the # Companies	1 day	Tue 11/8/11	Tue 11/8/11								
3	Receive Back the Responses from the RFP & Analyze to make a Selection	1 wk	Wed 11/9/11	Tue 11/15/11								
4	Award Business	2 days	Wed 11/16/11	Thu 11/17/11								
5	Develop the Procedure for the Industry Survey with the Survey Questions with the Chosen Survey Firm	2 wks	Fri 11/18/11	Thu 12/1/11								
6	Select 15 Companies to Survey & Develop the Core Competencies for each Position	2 days	Fri 12/2/11	Mon 12/5/11								
7	Email the Link to the Survey to the Pre Approved Listing of Manufacturers	4 wks	Tue 12/6/11	Mon 1/2/12								
8	Interview the 15 Selected Companies	3 wks	Tue 12/6/11	Mon 12/26/11								
9	Develop the Procedure for the Pipeline Survey which includes all Secondary Education Groups	4 wks	Fri 12/2/11	Thu 12/29/11								
10	Determine the Best Vehicle to Distribute the Quantitative Survey (website, Phone Call, Mail, Etc.)	3 days	Tue 12/6/11	Thu 12/8/11								
11	Perform the Focus Groups with Teachers, Guidance Counselors, Students, & Parents	6 wks	Fri 12/30/11	Thu 2/9/12								
12	Team Follow-up on Manufacturers that have not responded to the Survey	2 wks	Tue 1/3/12	Mon 1/16/12								
13	Accumulate Research Information	2 wks	Fri 2/10/12	Thu 2/23/12								
14	Present Research Findings	3 days	Fri 2/24/12	Tue 2/28/12								
15	Kick-Off the Manufacturing Industry Partnership Strategic Plan Development	2 days	Wed 2/29/12	Thu 3/1/12								
16	Present Manufacturing & Pipeline Information to Various Partners	1 wk	Fri 3/2/12	Thu 3/8/12								
17	Marketing Meetings held with Various Partners to discuss Manufacturing Requirements and Marketing to Build the Pipeline for the needed Positions	4 wks	Fri 3/9/12	Thu 4/5/12								
18	Complete the Strategic Plan	4 wks	Fri 4/6/12	Thu 5/3/12								



Project: Project Schedule Date: Fri 9/30/11	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

Appendix C

MANUFACTURING INDUSTRY PARTNERSHIP JOB DESCRIPTION

Position: Industry Partnership Project Manager **Name:** Janice Urbanik

Supervisor: Manufacturing Industry Partnership **Department:**

Salary: **In Kind** _____ **Date:** 10/4/11

Overview of the Position: This position is responsible for the project management the activities of the Manufacturing Industry Partnership which is part of the Northern Kentucky Industrial Park Association. of either a new product for a customer or a new product for many customers. The position requires leadership in managing project assignments by the Program Manager to achieve the end results.

Key characteristics of this position require excellent organization, communication skills, problem solving skills, financial monitoring skills, meeting organization, and project management skills. This person will plan, execute, and finalize projects according to strict deadlines and within budget. This includes acquiring resources and coordinating the efforts of the Manufacturing Industry Partnership team members and third-party contractors or consultants in order to deliver projects according to plan. The Project Manager will also oversee quality control throughout its life cycle. This position will alert the Manufacturing Industry Partner Program Manager of any issues that will delay the project or cause it to run over budget

Responsibilities:

1. Reviews project guidelines and understand the desired end results.
2. Understands the use of project management tools including PERT and GANT charts.
3. Understands resource leveling and the impact on the project schedule.
4. Maintains task lists with due date, critical paths, and milestones.
5. Updates issues and resolutions identifying those responsible with due dates.
6. Communicates effectively on project needs, questions, and requirements.
7. Prepares reports on project status for the Manufacturing Industry Partnership and the Program Manager.
8. Alerts partnership of project issues, missed dates, and project changes.
9. Schedules both project meetings and partnership update meetings.
10. Submit the Survey and Marketing RFP to various independent firms.
11. Excellent computer skills including project management software, Excel, Word, and PowerPoint.
12. Provide timely reports to the NKWIB for review and approval and maintain the necessary files that are made available to the Department of Workforce.
13. Submit timely Quarterly and Year-end Reports along with any other requested reports to the NKWIB.
14. Perform all other duties as required by the Manufacturing Industry Partnership Program Manager.

Janice L. Urbanik, CDS, CIT

10042 Honeywood Drive
Cincinnati, OH 45241

Mobile: 513-673-6186
Email: janice@cincinnatiworkforce.org

Objective

A highly-skilled professional with project management skills, program development experience and over 25 years of leadership experience in the area of developing high level strategic action plans that deliver results to all organizations. A successful career of delivering above and beyond expectations on programs, critical paths and projects, despite industry challenges faced in the construction business, non-profit housing development segment and consumer products industry. Significant and demonstrated strengths include:

➤ Leadership through Influence and Demonstration	➤ Communicating across diverse organizations and people
➤ Inter-organization Partnering and Coordination through group facilitation	➤ Creative Problem Solving
➤ Visionary Project Management	➤ Systemic Thinker

Professional Achievements

Leadership:

- Creates a vision, energizes and aligns others – has long recognized the need to recruit and train women and minorities into the construction industry to meet the growing workforce shortage and to provide expanded career opportunities to women and minorities. Formed Construction Career Pathway Partnership Team for GCWN and has led it to become a national benchmark within the construction workforce industry. Used compelling data on retention in registered apprenticeship programs to drive national and local activities to identify means to improve. Proactively identified the need to create a systemic fix to the women in construction issue by focusing on middle-school youth rather than the traditional approach to only high school students. Researched existing programs across the country and found Rosie's Girls in Vermont. Enrolled the leadership of the Cincinnati chapter of NAWIC and negotiated a partnership agreement with the YWCA of Greater Cincinnati to bring Rosie's Girls to Cincinnati. Led the cross communication of the national organizations of NAWIC with the YWCA to further expand the reach of Rosie's Girls across the country by promoting similar partnerships in other cities.

Inter-organization Partnering/Group Facilitation:

- Lead, motivate, and manage extended project team – Facilitating the SWORWIB Construction Cluster youth-focused workgroup. Led the development of the group's strategic plan, development of the current construction career pathway, identified issues with the current state, in process of developing the team structure, goals and action steps to resolve the current issues and create the new construction career pathway. This was the beginning of the GCWN Construction Career Pathway Partnership Team.

Visionary Project Manager:

- In 2007, working with the ownership of Construction Process Solutions, saw the opportunity to provide additional services (management consulting) to their construction contractor clients. Created a new corporate division, Syniad Ltd., developed business plan, marketing plan, website, and marketing materials to establish and sell the new services. First client experienced a 25% growth in sales and opened a second office as a result of the strategic plan developed via Syniad.

Communication:

- Recognized by GCWN key stakeholders as an excellent written and oral communicator of the progress and issues facing the Pathway Partnership Teams. Uses a variety of approaches including newsletters, social media, and presentations to reach the target audiences.
- Effectively defined needs of key stakeholders and provided numerous reviews to client CEO's, COO's, Presidents, Vice Presidents, General Managers, and client attorneys throughout career.

- Coach and mentor less experienced employees - Well-known and heavily sought-after technical and organizational resource and mentor for new hires or people new to the project team. Highly effective developer of people – had direct managerial control of workgroups of up to 20 people at any given time. Nearly 90% of direct organization was promoted at least once.

Creative Problem Solver:

- In 2001 stepped in as the project manager when work stoppage jeopardized completion of a very complex build out of a 28-unit condominium project (\$4,500,000) due to architect leaving the project and communications breakdown between general contractor and management of the developer. Creatively developed a plan to meet objectives and monitor progress, which included a streamlined and prioritized the punch list, developed the critical-path schedule, negotiated resources, held contractors accountable for results, and managed several schedule crises due to sprinkler system line breaks and lead paint residue in the building. Managed interface with Cincinnati Health Department for occupancy inspections. Develop and maintain productive work relationships and rebuilt relationship by setting and role modeling new norms and expectations and completed 400-item punch list in less than 3 months with an average of 3 people on site.

Systemic Thinker:

- Chartered and funded a cross-functional team of educators, consultants, employers, and apprenticeship coordinators to conduct a thorough study of best practices for recruiting, training, and supporting individuals seeking apprenticeship positions. Goal is to identify systemic approaches that will maximize retention of apprentices in our region. Outcomes from this study may likely have national reapplicability.
- While an employee with P&G, led the development and execution of a project with the scope of developing a “disposable wearable product that delivered thermal pain relief.” This required systemic and lateral thinking to connect all the different aspects of the project that went across the entire company to include numerous division plans, schedules, and options to meet the business criteria. Identified key risk areas and developed plans to address each area and led numerous project team meetings at the appropriate frequency (depending upon the phase of the project) to assess status vs. the plans, identify issues and plans to resolve, and to identify issues that needed to be elevated to top management. The net result was the development of a manufacturing process for an absorbent products and thermal pain relief projects that led to capital scope in the \$10,000,000 - \$25,000,000/line range. Managed operating budgets in the \$10,000,000 - \$14,000,000 range.

Professional Experience

Greater Cincinnati Workforce Network Director, Industry Partnerships	2009-Present
Construction Process Solutions, Ltd., Cincinnati Ohio Construction Claims Consultant Management Consultant (Syniad Division)	2005-2009
Global Lead Management Consulting, Cincinnati, Ohio Independent Workplace Training and Development Consultant	2004-2009
Women’s Research and Development Center, Cincinnati, Ohio Volunteer Program Manager, Consultant	2001-2004
The Procter & Gamble Company, Cincinnati, Ohio Health Care: Section Head in Over the Counter Product, Process, and Material R&D Baby Care: Diaper Product, Process, and Material Research and Development, Engineering	1983-2001

Education/Professional Training

University of Pittsburgh, BS in Mechanical Engineering, Summa Cum Laude	1983
Clemson University, Department of Construction Science and Management Certifications: Construction Document Specialist and Construction Industry Technician	2006
National Career Readiness Certificate – Platinum	2011
Cincinnati USA Regional Chamber – WE Lead Class 5 – Women’s Leadership	2010-2011
Aspen Institute – Marano Fellow – Sector Skills Academy	2011-2012

Professional Memberships, Associations, and Community Involvement

National Association of Women in Construction (General member and Past Board Member)

American Society for Training and Development

Associated General Contractors – Workforce Development Committee

100 Wise Women – mentoring/networking events sponsored by Deloitte, Procter & Gamble, Ashland, US Bank, Taft – steering team member, recruiter of Wise Women

Cincinnati USA Regional Chamber of Commerce – Women Excel Program Leadership Committee member (WE Lead, WE Celebrate, WE Speak)

YWCA of Greater Cincinnati– recognized as a 2008 Volunteer of the Year for Rosie’s Girls program, member of Girls Advisory Committee

PULSE Study – Women’s Fund of the Greater Cincinnati Foundation – member of Women in Leadership study group

Publication and Presentation Experience

“*Strategic Planning Essentials for Construction and Design Firms*”, NAWIC Image, June/July 2008, and multiple national and local presentations (NAWIC, glaserworks, Boyer Guild, National Organization of Minority Architects, CFMA)

“*Collaborative Team Processes in Construction*”, ACI Constructor, Fall 2008

“*Diversity in the Workplace: Unleashing the Power of a Multigenerational Workplace*” – multiple national and local presentations (NAWIC, SMPS, ACEC, COATS/CURT, Hemmer Construction, Cincinnati USA Regional Chamber of Commerce C-Change)

“*Anatomy of a Construction Claim*”, multiple national and local presentations (NAWIC, ASPE, University of Cincinnati)

“*Developing a Cost Effective Claims Management Program*”, presented to NAWIC Annual Meeting, Orlando 2007

“*Rosie’s Girls*”, NAWIC Image, December/January 2009 and AGC Knowledge Source, October 2008.

“*Leveraging Diversity*”- Pella Windows, Case Western Reserve University, Columbus Children’s Hospital)

AN OVERVIEW OF THE NKIP

The Northern Kentucky Industrial Park Management Council was formed over thirty-five years ago in the early stages of the development of the Industrial Park. The NKIP is a volunteer association of members.

The main purpose in the formation of this group was to establish common meeting place for the firms in the park, to provide a group voice, better the conditions of its members and to provide for an exchange of views and mutuality of action in areas of joint concern.

Members of the Northern Kentucky Industrial Park Management Council are able to propose any subject for discussion at any of its meetings.

Historically, the items of greatest concern that have been addressed through the NKIP are:

- Annexation
- Taxation
- Roads and Traffic
- Planning Standards in the Park
- Public Safety including Police, Fire and Emergency Services
- Snow Removal
- Utilities
- Community Issues
- Education and Training

When originally formed, membership was limited to companies within the boundaries of the Northern Kentucky Industrial Park. Subsequently, the membership was opened to other companies having mutual business and community interests.

For a strong organization, we need for every company in the Park to be a member of this organization and to attend the quarterly luncheon meetings. There is a great value in knowing your neighbors.

If you are interested in membership, call me for an application or more information at 859-371-4410, or email at kschmidt@bawac.org.

Kenneth R. Schmidt
Chairman

William Hemmer, Jr.
Vice-Chair / Treasurer

NKIP Manufacturer List as of 10/5/2011

A.O. Smith Corporation 8160 Holton Dr. Florence, KY 41042 727-3500 Fax: 727-6776	Glenn Pfendt Terry Redlinger	Biologics International 8054 Production Drive Florence, KY 41042 342-6450 Fax:	Amy Tuemier-Miles Phil Courie
Abrapower, Inc. 8055 US 25 Florence, KY 41042 282-6717 Fax:	Natasha Bousher	BWF America Inc. 7453 Empire Drive, 100 Florence, KY 41042 282-4550 Fax:	Clinton B. Scoble, Jr.
ACE Machine 7964 Kentucky Dr. Florence, KY 41042 282-0345 Fax:	Curt Tucker	Camco Chemical 8150 Holton Drive Florence, KY 41042 727-3200 Fax: 727-1508	Richard Rolfes Rick Deerwester
Advo, Inc. 10176 Dixie Highway Florence, KY 41042 283-2386 Fax: 283-1809	John Sloss Georgie Cummins	Cincinnati Ventilating Co. 7410 Industrial Road Florence, KY 41042-2916 371-1320 Fax:	Kevin Martin
American Fin 7970 US 25 Florence, KY 41042 Fax:	Jason Barnhurst	Corken Steel Products Co. 7920 Kentucky Dr. Florence, KY 41011 859-815-1220 Fax: 859-655-8267	Jeff Corken Denny Smith
AmeriPride Services 7360 Industrial Road Florence, KY 41042 371-4037 Fax: 282-5873	Bill Muske Mark Manis Nate Thieme	Crane Composites 8015 Dixon Drive Florence, KY 41042 Fax:	John Fularz
Apex Technology Solutions 8045A US 25 Florence, KY 41042 Fax:	Manager	Crescent Paper Tube PO Box 517 Florence, KY 41042 371-0250 Fax: 371-8938	Paul Seltman Stuart Seltman
Aristech Acrylics LLC 7350 Empire Drive Florence, KY 41042 283-1501 Fax: 283-736177	David B. Knowles Beth Califf Mark Salchli	DRS Technologies 7375 Industrial Road Florence, KY 41042 525-2102 Fax: 525-6667	Larry Ezell Greg Beane
BAF 8010 US 25 Florence, KY 41042 Fax:	E. Jolc	Duro Bag Co. 7600 Empire Drive Florence, KY 41042 371-2150 Fax: 371-1310	Charles Shor Tim Young
Balluff , Inc. 8125 Holton Drive Florence, KY 41042 727-2200 Fax: 727-4823	Kent Howard Mark Pollard Kim Mardis	Eagle Manufacturing 7100 Industrial Road Florence, KY 41042 282-5900 Fax: 282-5925	John Ornella Lloyd Moore
BAWAC, Inc. 7970 Kentucky Drive Florence, KY 41042 371-4410 Fax: 371-1726	Ken Schmidt Al Latta Bonnie Shields		

NKIP Manufacturer List as of 10/5/2011

EGC 30 W. 4th. Newport, KY 41071 746-0206 Fax: 431-7825	Fred McCoy Chris Riggins Shad Sletto	Kentucky Fluid Air 9003 Empire Connector Florence, KY 41042 525-0636 Fax:	Mike Smith
Emerson Power Transmission 7120 New Buffington Road Florence, KY 41042 342-7900 Fax: 342-9045	Joe DeVillez Leslie Shumate Jeff Ludwig	Kiswell 7950 US 25 Florence, KY 41042 Fax:	John Kim
Firestone Building Supplies 8170 Holton Dr. Florence, KY 41042 Fax:	Mary Hub	Krauss-Maffei Corporation 7095 Industrial Road Florence, KY 41042 283-0200 Fax: 283-1878	Rick Hawk Sandy Winter
Fischer Scientific 7383 Empire Drive Florence, KY 41042 371-0417 Fax: 371-8642	Tom Siemen Mockbee Marz	Kustom Blending, Inc. 3 Carbon Way Walton, KY 41094 485-8600 Fax:	Michael F. Gerkin, Sr. Mr. Jim Volz Michael F. Gerkin, Jr.
Grief 7425 Industrial Road Florence, KY 41042-2917 Fax:	Randall Stacy Pete Loeb	Lingo Manufacturing Co. 7400 Industrial Road Florence, KY 41042 371-2662 Fax: 371-0283	Mark Lingo Troy Klaphake Jeff Carroll
HKS Tool Company 7841 Foundation Dr. Florence, KY 41042 342-7841 Fax: 342-5865	Plant Manager	Littleford Day, Inc. 7451 Empire Drive Florence, KY 41042 525-7600 Fax: 525-1446	Donald Bowers Barry Pinsky Janet Muck
Indelac Controls 6810 Powerline Drive Florence, KY 41042 Fax:	Larry Robinson	L'Oreal USA 7080 New Buffington Road Florence, KY 41042 727-4700 Fax: 727-6872	Ed Babka Richard Jones Elleen Walz
International Mold Steel 6976 Power Line Drive Florence, KY 41042 Fax:	Tom Schade	LSI Graphic Solutions Plus 3871 Turkeyfoot Rd. Erlanger, KY 41018 342-2273 Fax: 342-2275	R. Richard Jordan John Sullivan Don Lunnemann Jerry Combs
Jero Inc. 7915 Foundation Dr. Florence, KY 41042 342-5858 Fax: 342-5873	Donnie Boyers Patty Daniels	Mazak Corporation 8025 Production Drive Florence, KY 41042 727-5700 Fax: 342-1566	Brian Papke Mike Vogt
Johnson Controls 8040 Blue Grass Drive Florence, KY 41042 371-6030 Fax: 525-4099	Brent Yeager Sean Ensinger Stacey Miller	Meritor Automotive 7975 Dixie Highway Florence, KY 41042 525-3500 Fax: 525-3624	Rick Fulks Doug Dole Manoj Bhupatral
		Molded Container Corp. 8080 Production Drive Florence, KY 41042 Fax:	Walter Masnyk

NKIP Manufacturer List as of 10/5/2011

Molding Resources LLC 8055 US 25 Florence, KY 41042 Fax:	Bill Rouse, Jr.	Schwan's Global Supply Chain, Inc. 7605 Empire Drive Florence, KY 41042 371-0500 Fax: 746-5482	Randy Ingolia Mike Meister
Mubea, Inc. 8252 Dixie Highway Florence, KY 41042 746-5300 Fax: 727-2885	Stephen Bates John VanFossen	Signode 7080 Industrial Road Florence, KY 41042 342-6400 Fax: 727-4540	Rick Moore
Nickless Schirmer & Company 6820 Power Line Drive Florence, KY 41042 727-6640 Fax: 727-6658	Paul Nickless	Southern Graphic Systems 7435 Empire Drive Florence, KY 41042 525-1190 Fax: 647-8205	Chris Cash
Graham Packaging, Inc. 8283 Dixie Highway Florence, KY 41042 371-1126 Fax: 371-6625	Bill Humpert Ms. Pat Moore	SWECO 8029 Dixie Highway Florence, KY 41042 727-5104 Fax: 727-5106	Brenda Beers Mr. Mark Weber Richard Biggs
Pinney Machinery & Supply 7053 Production Court Florence, KY 41042 Fax:	Joe Pinney Steve Shields	Ticona 8040 Dixie Highway Florence, KY 41042 372-5699 Fax: 525-4770	Hal McCord
Prestolite Electric 7585 Empire Drive Florence, KY 41042 525-8801 Fax: 525-8814	Don Feldhaus		
Reinert Manufacturing 7968 Kentucky Dr. Florence, KY 41042 859-525-8488 Fax:	Mr. Fardo		
Republic Crane & Equipment 8075 Production Avenue Florence, KY 41042 Fax:	Mark Russo		
Ronan Engineering 8050 Production Drive Florence, KY 41042 342-8500 Fax: 342-6426	Chuck Baldwin Jackie Garmany Mike Duddey		
Rotek, Inc. 8060 Production Drive Florence, KY 41042 342-8430 Fax: 342-7017	Nancy Waggoner Jim Goddard Peggy Sams		

MANUFACTURING SURVEY

ANALYSIS BY PROFESSIONAL SURVEY COMPANY

SUMMARY

A detailed survey of manufacturers and in Northern Kentucky the Tri-County Economic Development Corporation to determine their current employment requirements in the next two, five and ten years taking in consideration of area growth, aging, technological advances, emerging career fields, and turnover. The survey includes both skilled and non-skilled positions. The survey will also determine the core competencies for each position how those positions are tested for employment. The outcome of the survey will provide the information for the Northern Kentucky community on the manufacturing employment requirements to assist in developing a plan to meet those positions required.

Quantitative Research – This will be a survey of all manufacturers to determine the current and future position requirements for both skilled and non-skilled workers. The skilled positions will include:

- Welding both steel and aluminum (MIG & TIG)
- Sheet Metal Forming
- Engineering
 - Mechanical
 - Industrial
 - Chemical
 - Electrical
 - Electronic
- Machining
- Maintenance
 - Electrical
 - Hydraulic
 - Mechanical
- Quality Control
- Production Control
- Supervisors
- Robotics
- Purchasing

Qualitative Research – There will be 20 companies selected for qualitative research will be one-on-one interviews that will not only survey the above positions but also discuss with each position the core competencies for each position.

RESULTS

The results of the survey will provide the following information:

1. The overall skilled and unskilled jobs that are currently open along with a forecast of those jobs in two, five, and ten years.
2. The detail by position currently required, with a forecast of those positions in two five and ten years.
3. Those competencies required for those positions.

PIPELINE SURVEY

ANALYSIS BY PROFESSIONAL SURVEY & MARKETING COMPANY

SUMMARY

A detailed resource survey of the required pipeline to fill the projected manufacturing current and future skilled and non-skilled positions identified by the Northern Kentucky Manufacturers Survey. This survey will focus on secondary high schools including the area technology center to determine the perception of manufacturing as a career. Those surveyed will be the various Northern Kentucky school systems that would include superintendants, principals, guidance counselors, teachers, student and parents.

Quantitative Research – This will be a statistical survey of the various school districts that would include the various groups mentioned above. The survey company will provide the formula to provide the best overall analysis to determine the road blocks on why manufacturing is not considered a career choice and what criteria is important to the student on the career choice including barriers.

The survey would also include displaced workers and their perception of manufacturing as a career including barriers.

Qualitative Research – There will be a series of focus groups that will allow for group discussions on the reason why manufacturing is not pursued as a career choice as compared to health care and other professions. The focus group will consist of students, parents, and teachers. There will also be a focus group of displaced workers to determine their perception of manufacturing as a career with additional training.

RESULTS

The results of the survey will provide the following information:

1. Provide assistance to the marketing survey company to assist in the Manufacturing Industry Partner how to change the manufacturing “brand” from a negative career choice to a positive.
2. Provide elements to market the positions to meet the number forecasted number of manufacturing jobs as determined by the Manufacturing Survey such as website, Face book, open houses, special speakers, etc.
3. Provide the data to complete the Manufacturing Partnership Strategic Plan with the assistance by the regional economic and workforce development partners.

Appendix D

Sustainability Plan

Sustainability of the industry partnership will be achieved through a Strategic Plan that provides clear and doable action steps to meet the future workforce needs of the 348 Northern Kentucky manufacturers. NKIP will sustain the project by growing the partnership by engaging more industries with this action plan. The involvement of secondary schools helps to broaden the scope of the partnership. By embedding this partnership in an already existing entity with a proven record of collaboration and economic development, the industry partnership will be sustained as a regular operation of NKIP.

From a fiscal standpoint, there will be costs identified in the implementation of the Strategic Plan. The costs may include marketing collateral materials, video, web page, social media (such as Facebook, Twitter, etc.), industry open houses, and other methods to increase the workforce pipeline. To make the implementation of the Strategic Plan successful, there will be contributions of financial support from the manufacturers and others along with in-kind time commitments. Tri-ED has committed \$10,000 to support implementation activities associated with the Strategic Plan.

Appendix E – Budget Form

NKIP Budget Information for Industry Partnership BUDGET SUMMARY				
Grant Program Activity	FY 2012 Budget Request	Cash Matching Funds	Value of In-Kind Services	TOTALS
Industry Partnership	\$65,000	0	\$12,000	\$77,000
BUDGET SPECIFICS – BREAKDOWN OF GRANT FUNDING REQUEST <i>(Do not list in-kind or matching funds on this sheet)</i>				
Categories	Industry Partnerships			Totals
Administration <i>(not to exceed 5%)</i>	0			0
Program Manager				
<i>Salary</i>	0			0
<i>Benefits</i>	0			\$ 0
<i>Travel</i>	0			\$ 0
<i>Subtotal</i>	\$0			\$ 0
<i>Other Costs</i>				
<i>Materials – Equipment not eligible</i>	0			\$ 0
<i>Outreach – Provide details</i>	0			\$ 0
<i>Contracted Services – List details separate</i>	62,205			\$ 62,205
<i>Office supplies, Misc. & Other Costs – provide details</i>	2,795			\$ 2795
<i>SUBTOTAL</i>	\$ 65,000			\$ 65,000
Provide sources and amounts of matching funds in budget narrative		Total Grant Request	\$ 65,000	

Budget Narrative:

Contracted Services: This is for the cost for conducting two comprehensive surveys as described in the project narrative. The plan is to 1) survey 400 manufacturers, as well as conduct interviews with a representative sample of manufacturing employers to determine the current and future employment needs and the core competencies required for these positions; and 2) survey parents,

students, teachers, guidance counselors, and area technology centers, as well as conduct focus groups to examine the perceptions of these groups about manufacturing careers.

A professional survey company will conduct both surveys that will utilize the industry metrics for both quantitative and qualitative surveys.

Office Supplies, etc.: This request includes the following:

- Presentation materials on the results of the surveys \$750
- Letterhead and Envelopes \$1,000
- Mileage for NKWIB Travels to Frankfort \$495
consisting of five round trips totaling 900 miles @ \$.55
- Mileage for Program Manager \$550

Total Office Supplies: \$2,795