



Industry & Inclusion Request for Proposals

Introduction

The Century Foundation (TCF) and the Urban Manufacturing Alliance (UMA) invite proposals for workforce developers to participate in **Industry & Inclusion (I&I)**, a new initiative to help workforce practitioners support equitable job growth alongside the major technological changes taking place in manufacturing. Together, we will explore how industry-recognized credentialing and deep-linkages between industry and educational partners are preparing diverse communities for emerging opportunities in the manufacturing sector.

Through this application process with support from the Lumina Foundation, TCF and UMA will select a **small group of** manufacturing-focused workforce development programs from cities across the U.S. to build our ***I&I Practitioner Cohort***. We are especially interested in programs that are offering “pre-apprenticeship” opportunities with a Diversity, Equity, and Inclusion (DEI) orientation and are looking to scale their impact, either in their own neighborhood, regionally or nationally.¹

Over one year, this cohort will leverage the peer network we develop together, as well as TCF’s and UMA’s resources to build capacity and knowledge, solidify new partnerships, deepen impact. The cohort will contribute to national research that advances the fields of manufacturing skill development and equitable job growth, by inspiring policy change, corporate and community action.

TCF and UMA will document each program’s work and impact, the outcomes of the cohort program itself, and provide a platform for storytelling and policy development.

Project Background

Manufacturing in the U.S. is on the cusp of a major inflection point. Automation, artificial intelligence, customization and the internet of things are transforming the sector and driving what is widely considered to be the fourth industrial revolution. Alongside the aging of the manufacturing workforce, it’s estimated that between 2015 and 2025 around 2 million manufacturing jobs will go unfulfilled because of recruitment and skill-building challenges -- and without those workers communities and manufacturing companies won’t be able to harness the potential of these new technologies.

This historical moment has major relevance to communities of color and other communities that have long counted on manufacturing jobs as a source of middle-class income, especially for those workers who don’t have a college degree. After decades of economic trends that have shook the faith of people of color in manufacturing careers, companies and communities now have the chance to create a more

¹ By pre-apprenticeship, we refer to programs that have the capacity to engage individuals lacking manufacturing experience and give them work-experience, education to achieve industry-recognized credentials, and pathways to further education and training including but not limited to apprenticeships. To be eligible programs do not need to meet the legal definition of pre-apprenticeship in the workforce innovation and opportunity act or other laws.

diverse, and ultimately inclusive, future for manufacturing. This includes correcting the history of manufacturing that has too often directed people of color to production jobs, and limited opportunities to careers in all other aspects of the sector. But without thoughtful community-led interventions, the opportunity could be missed.

Today there are education and workforce programs out there that are successfully connecting diverse communities with the skills they need to work in 21st-century manufacturing careers. These programs help people of color access good-paying production jobs in quality workplaces, and through that process create new, positive narratives around manufacturing and local communities. These include programs like Manufacturing Renaissance (MR) in Chicago, which has for 35 years advocate for the rebirth of manufacturing in inner city Chicago and is connecting youth and young adults to manufacturing careers. MR has partnered closely with UMA and TCF on the development of this project, will serve as an advisor and a leading peer participant in the cohort. To help successful models thrive and spread, we believe they should be connected with other leading workforce development programs across the country through rigorous, guided engagement, and alongside support from experts in fields that impact manufacturing workforce development.

Opportunity & Value to Participants

Selected practitioners will see their professional knowledge fortified over the course of the year as they interact with one another in-person and online to highlight gaps in their education and workforce development ecosystems, and draft up the types of cross-sector strategies they believe are needed to address challenges facing the field broadly. We will look deeply into successful approaches to local collaboration, and credentialing as strategies to create sustainable career ladders. Engagements will be supported by an Advisory Board of workforce and related experts with whom the cohort will work closely.

Practitioners will be able to access TCF and UMA's extensive national networks of peers engaged in equitable economic development and derive value and lessons gleaned from the different local contexts in which each cohort member is operating. We believe these engagements, and the national connections they produce, could lead to replication and growth of individual workforce programs and catalyze changes in policies that can drive inclusion. TCF and UMA will produce a blueprint for action based on our learnings to encourage federal, regional and industry leaders to take action, as well as profiles of each member organization.

TCF and UMA staff will work to ensure that selected practitioners come out more informed, and stronger programmatically, because of their participation in this cohort. **We are students of and advocates for your work, and our staff will be actively learning and engaging alongside you.**

Practitioners selected for the cohort will:

1. Have the opportunity for peer learning and exchange with other cohort members, creating an intimate network of moral and programmatic support. Engagements will occur over the phone

and through video calls, as well as during an in-person meeting alongside the Advisory Board (Milwaukee, April 20-21).

2. I&I will compensate travel and accommodations for selected practitioners to join the in-person meeting, and provide a participation grant of \$4,000 to each selected member.
3. Deepen their capacity by contributing to and accessing TCF and UMA knowledge development, such as research papers, case studies, webinars, and toolkits. TCF & UMA will help practitioners tailor the development of their work over the course of the year with resource provision that will support program refinements and future growth.
4. Work to create a shared language around equitable workforce development programming, that resonates both with prospective employees and employers.
5. Develop equity metrics and indicators to guide impact.
6. See their story told to TCF and UMA networks across the country. In journalistic profiles, webinars, and research, our staff will document selected organizations and their impact to help a broader swath of people recognize the organization's role as a workforce development provider, and how their work fuels the local economic power of manufacturing.
7. Be connected to a national Advisory Board of experts to help build knowledge, plan future strategies, and grow their programs—potentially beyond the program year.

Selected participants will be asked to cooperatively participate in a number of activities that include webinars, regularly-scheduled cohort calls, and at least one in-person meeting. The first in-person meeting will take place on **April 20-21st, 2020 in Milwaukee, Wisconsin**. Travel will be covered for 1 practitioner per organization.

Who Should Apply?

Do you train people in production/manufacturing skills for your own company or for other companies? Is your work rooted in urban communities that provide services to communities of color? Do you primarily work with individuals aged 16 and up? Then we'd like to hear from you.

Applicants to this RFP could include:

- Organizations that deliver education and training programs using industry-recognized credentials and build strong partnerships with community organizations, manufacturing employers and educational institutions.
- Organizations that build pre-apprenticeship pipelines for people of color into apprenticeship programs, including manufacturing.
- Programs, situated in higher education institutions, but with a key mission and pipeline into communities of color and non-traditional college students.

- An individual organization or a group of organizations that provide workforce development training or curricula to manufacturing companies.
- Organizations that are helping workers become competitive in the face of automation.
- Organizations that have provided production/manufacturing workers with credentials that have in turn given those workers more economic mobility.
- Organizations that can show they have successfully promoted equity and inclusion through their work, or would like to do so in the near future.

We're particularly interested in hearing from applicants that meet the above criteria and believe they're doing their work in innovative or groundbreaking ways. We hope to build a cohort of long-time practitioners and those who are implementing new models that prioritize diversity, equity and inclusion.

RFP Proposal Guidelines

Please submit your application [via this application](#), answering the following questions in short 2-3 paragraph answers. These questions aim to help you describe your program, your interest in this cohort, and how participation will benefit your work.

1. Please describe your program. How are you preparing workers for the changing demands of manufacturing, including increased automation, digitization and customization?
2. How does your program understand and pursue Diversity, Equity and Inclusion in manufacturing?
3. What kinds of partnerships have you cultivated to bring your workforce program to life (e.g. academic partners, industry groups, community based organizations)? Describe why this was/is important to your model. Are there any partners you wish you could involve in your program that are not yet engaged?
4. How have you approached creating metrics for your work in the past? If you've created metrics around equity, please describe those metrics here.
5. What value do you believe you will bring to this cohort, and what value do you hope to receive by joining this cohort?

Please submit your response [via this application](#) by **Tuesday, February 18th by 5pm EST**. TCF and UMA will review applications and select final participants by mid-March 2020.

On **Friday, February 7th at 12pmEST**, we will be holding office hours via Zoom Video to answer any questions applicants may have. Zoom meeting info: <https://zoom.us/j/6062530069>, or telephone: 646 558 8656, Meeting ID: 606 253 0069.

Please contact Katy Stanton (katys@urbanmfg.org) with any questions.

About TCF

The Century Foundation is The Century Foundation is a progressive, nonpartisan think tank that seeks to foster opportunity, reduce inequality, and promote security at home and abroad. Founded as the

Co-operative League in 1919 by the progressive business leader Edward Filene, and later renamed to the Twentieth Century Fund, TCF is one of the oldest public policy research institutes in the country.

TCF's High Wage America project (supported by the Bernard L. Schwartz Rediscovering Government Initiative) published nine policy research reports and held conversations with hundreds of stakeholders across the industrial Midwest. The initiative, one of a new generation of high-impact TCF policy research efforts to address inequality, attracted multiple 2020 presidential contenders (Senators Sherrod Brown and Kirsten Gillibrand, and former Vice President Joe Biden) to its events and national media attention for its recommendations. The Century Foundation is a founding member of the American Manufacturing Communities Collaborative, a group of multi-stakeholder regional coalitions pursuing comprehensive manufacturing economic development.

About UMA

The Urban Manufacturing Alliance (UMA) is a national coalition of over 800 organizations and individuals in approximately 200 cities. Our mission is to build robust, environmentally sustainable, and inclusive urban manufacturing sectors.

We focus on cultivating networks that learn from each other; sharing and amplifying what works between and within cities; and supporting the implementation of policies that encourage the development of sustainable, diverse, innovative, and equitable manufacturing in urban settings.

We believe that manufacturing is good for cities: a vibrant urban manufacturing offers unique pathways for diverse residents to share in economic prosperity through manufacturing employment, entrepreneurship, and business ownership. An authentic and inclusive local manufacturing economy also reinforces and celebrates a city's unique cultural assets and pride of place. We also believe that cities are good for manufacturing: they offer a rich concentration and diversity of people, resources, and creativity that lend themselves to stimulating more nimble, competitive, and innovative manufacturers. Learn more at urbanmfg.org.