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Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="10/18/2022"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="REDACTED"/>	* c. UEI: <input type="text" value="REDACTED"/>
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d. Address:

* Street1:	<input type="text" value="1255 Euclid Avenue"/>
Street2:	<input type="text" value="Suite 300"/>
* City:	<input type="text" value="Cleveland"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="OH: Ohio"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="44115-1807"/>

e. Organizational Unit:

Department Name: <input type="text"/>	Division Name: <input type="text"/>
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f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text"/>	* First Name: <input type="text" value="Adaora"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Schmiedl"/>	
Suffix: <input type="text"/>	

Title:

Organizational Affiliation:

* Telephone Number: <input type="text" value="216 696 5750"/>	Fax Number: <input type="text"/>
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* Email:

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.270

CFDA Title:

Reentry Employment Opportunities

*** 12. Funding Opportunity Number:**

FOA-ETA-22-03

* Title:

Growth Opportunities

13. Competition Identification Number:

FOA-ETA-22-03

Title:

Growth Opportunities

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Towards Employment Pathways to Success

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="1,999,751.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="1,999,751.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Planning - 6 months	17.270	\$	\$	\$ 71,060.00	\$	\$ 71,060.00
2. Operations Phase - Year 1	17.270			832,214.00		832,214.00
3. Operations Phase - Year 2	17.270			845,031.00		845,031.00
4. Follow-Up Phase - 12 months	17.270			251,446.00		251,446.00
5. Totals		\$	\$	\$ 1,999,751.00	\$	\$ 1,999,751.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) Planning - 6 months	(2) Operations Phase - Year 1	(3) Operations Phase - Year 2	(4) Follow-Up Phase - 12 months	
a. Personnel	\$ 32,000.00	\$ 301,606.00	\$ 310,420.00	\$ 149,690.00	\$ 793,716.00
b. Fringe Benefits	9,600.00	93,497.00	99,335.00	49,398.00	251,830.00
c. Travel	0.00	3,000.00	0.00	0.00	3,000.00
d. Equipment	0.00	0.00	0.00	0.00	0.00
e. Supplies	4,500.00	2,000.00	2,000.00	500.00	9,000.00
f. Contractual	13,000.00	81,000.00	81,000.00	15,000.00	190,000.00
g. Construction	0.00	0.00	0.00	0.00	0.00
h. Other	5,500.00	303,000.00	303,000.00	14,000.00	625,500.00
i. Total Direct Charges (sum of 6a-6h)	64,600.00	784,103.00	795,755.00	228,588.00	\$ 1,873,046.00
j. Indirect Charges	6,460.00	48,110.00	49,276.00	22,859.00	\$ 126,705.00
k. TOTALS (sum of 6i and 6j)	\$ 71,060.00	\$ 832,213.00	\$ 845,031.00	\$ 251,447.00	\$ 1,999,751.00
7. Program Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

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Prescribed by OMB (Circular A -102) Page 1A

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Planning - 6 months	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9.	Operations Phase - Year 1	<input type="text"/> 0.00	<input type="text"/>	<input type="text"/>	<input type="text"/> 0.00
10.	Operations Phase - Year 2	<input type="text"/> 0.00	<input type="text"/> 0.00	<input type="text"/>	<input type="text"/> 0.00
11.	Follow-Up Phase - 12 months	<input type="text"/>	<input type="text"/> 0.00	<input type="text"/> 0.00	<input type="text"/> 0.00
12. TOTAL (sum of lines 8-11)		\$ <input type="text"/> 0.00	\$ <input type="text"/> 0.00	\$ <input type="text"/> 0.00	\$ <input type="text"/> 0.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text"/> 487,167.00	\$ <input type="text"/> 35,530.00	\$ <input type="text"/> 35,530.00	\$ <input type="text"/> 208,053.00	\$ <input type="text"/> 208,054.00
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text"/> 487,167.00	\$ <input type="text"/> 35,530.00	\$ <input type="text"/> 35,530.00	\$ <input type="text"/> 208,053.00	\$ <input type="text"/> 208,054.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	Planning - 6 months	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
17.	Operations Phase - Year 1	<input type="text"/> 416,107.00	<input type="text"/>	<input type="text"/>	<input type="text"/>
18.	Operations Phase - Year 2	<input type="text"/> 422,515.00	<input type="text"/> 422,515.00	<input type="text"/>	<input type="text"/>
19.	Follow-Up Phase - 12 months	<input type="text"/>	<input type="text"/> 125,723.00	<input type="text"/> 125,723.00	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)		\$ <input type="text"/> 838,622.00	\$ <input type="text"/> 548,238.00	\$ <input type="text"/> 125,723.00	\$ <input type="text"/>

SECTION F - OTHER BUDGET INFORMATION

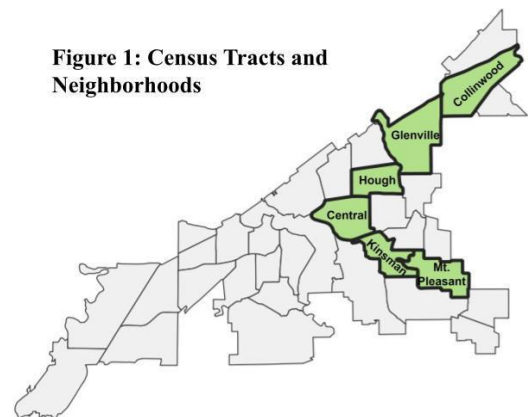
21. Direct Charges: <input type="text"/> \$1,873,046	22. Indirect Charges: <input type="text"/> \$126,705
23. Remarks: <input type="text"/>	

Towards Employment: Pathways to Success

Introduction. The City of Cleveland ranks as one of the poorest big cities in America¹ and among the worst in terms of violent crime.² This application seeks funding for the *Pathways to Success* initiative, to enhance re-entry services for justice-involved young adults in Cleveland's highest-need and most at-risk neighborhoods. Lead applicant Towards Employment (TE) is a nonprofit community-based organization that, for decades, has been providing nationally recognized re-entry services in the targeted areas. Partners include Euclid Municipal Court, ReNOUNce DeNOUNce Gang Intervention Program, Salvation Army Transitional Control Facility, Cleveland-Cuyahoga County Workforce Development Board, Northeast Reintegration Center, Frontline Service, MAGNET, Reach Success, and a network of committed education partners and employers. TE and partners will use grant resources to enhance service models and deepen collaborations with employers serving 160 justice-involved young adults.

Statement of Need

Poverty Rate. This initiative targets 44 high-poverty contiguous census tracts (six neighborhoods) on the east side of the City of Cleveland (OH) containing some of the most concentrated poverty in the country. As detailed in Attachment 1: Poverty Rate Data, these census tracts



comprise the neighborhoods of Central, Hough, Glenville, Mount Pleasant, Kinsman, and Collinwood (see Figure 1). In total, a weighted average of 41% of people within this area live in poverty - 34,749 (# persons in poverty) out of 84,451 (total population). Some census tracts reach poverty rates as high as 95.2%.

¹Ohio Capital Journal. (2020, September 22). *Cleveland now ranks as the poorest big city in the United States.* <https://ohiocapitaljournal.com/briefs/cleveland-now-ranks-as-the-poorest-big-city-in-the-united-states/>

²Cleveland 19. (2018, May 8). *Cleveland ranked among the nation's most dangerous cities.* <https://www.cleveland19.com/story/38141805/cleveland-ranked-among-the-nations-most-dangerous-cities/>

Towards Employment: Pathways to Success

Violent Crime Rate. This application targets census tracts within the City of Cleveland. Shown in detail in Attachment 2: Violent Crime Rate Data, the City of Cleveland has a violent crime rate of 1516.6 per 100,000 inhabitants according to the FBI's *Crime in the United States* (2019)³.

Figure 2: Violent Crime Data

Area	Population	Violent Crimes	Crime Rate per 100,000
City of Cleveland	381,829	5,791	1516.6

Source: FBI Crime in the United States (2019)

Recent Community Unrest. On May 30, 2020, protests of the George Floyd murder in downtown Cleveland escalated into unrest. In response, the City of Cleveland enacted a Proclamation of Civil Emergency from Civil Unrest, including an enforced curfew.⁴ The unrest included dozens of fires, burned buildings and cars - including police cruisers, vandalized property, looting, over 100 businesses destroyed, tear gas, nearly 100 individuals arrested, and numerous hospitalizations.⁵ In the months that followed, Cleveland suffered a surge in violent crimes. Domestic violence increased 20% from 2019 to 2020—a 62% increase over 2018-2019.⁶ Murders in Cleveland increased 42% in 2020.⁷ A 2021 New York Times article profiled the

³US DOJ: FBI: Criminal Justice Information Services Division. (2019). *Table 6: Crime in the United States by Metropolitan Statistical Area, 2019*.

<https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-6>

⁴Cleveland.com. (2020, June 1). *Cleveland cleans up after George Floyd protests turn riotous: The Wake Up for Monday, June 1, 2020*.

<https://www.cleveland.com/news/2020/06/cleveland-cleans-up-after-george-floyd-protests-turn-riotous-the-wake-up-for-monday-june-1-2020.html>

⁵Shaffer, C. (2020, June 2). *Cleveland's George Floyd protests went from an afternoon of peace to volatile in minutes: See the timeline*. Cleveland.com.

<https://www.cleveland.com/court-justice/2020/06/clevelands-george-floyd-protests-went-from-an-afternoon-of-peace-to-volatile-in-minutes-see-the-timeline.html>

⁶Ferrise, A. (2021, October 5). *Domestic killings on the rise in Ohio, new survey finds*. Cleveland.com.

<https://www.cleveland.com/metro/2021/10/domestic-violence-killings-on-the-rise-in-ohio-new-survey-finds.html>

⁷Carlson, T. (2021, January 12). *New FBI task force focuses on Cleveland gangs*. News 5 Cleveland.

<https://www.news5cleveland.com/news/local-news/new-fbi-task-force-focuses-on-cleveland-gangs>

Towards Employment: Pathways to Success

poverty in Cleveland’s east side neighborhoods. It described the area as “unraveling to the brink of collapse” due to high crime compounded by deep social and economic gaps.⁸

Cleveland’s Office of Prevention, Intervention, and Opportunity for Youth and Young Adults has initiated “A New Model for Addressing Youth Violence”— a broad-based plan to promote youth and young adult opportunity and prevent violence. The Justice Department recently awarded city of Cleveland \$2 million to collaborate with partners in developing community violence intervention.⁹ TE has been a key partner to the city in this plan, as well as the Cuyahoga County Office of Reentry (OOR), serving on the county’s Community Leadership Coalition, co-chairing the employment committee, and serving on advocacy and housing committees. In addition, TE is a lead partner in OOR’s employment strategy, providing post-release employment services to justice-involved individuals. In 2016, TE, the Cleveland-Cuyahoga County Workforce Development Board, and partners launched the Young Adult Resource Center to assist at-risk and justice-involved young adults to transition into in-demand jobs by attaining skills, gaining work experience, and addressing barriers. In response to recent unrest, city and county are expanding collaboration with OH Department of Youth Services (Ohio’s juvenile corrections system) to engage young adults in pre-release workforce services.

Performance Measurement, Outcomes, and Outputs

Performance Measurement. Driven by the elements in the Logic Model and Project Design, Towards Employment commits to serving **160 young adults at a total cost per participant of**

⁸Kelley, B. T., Haskins, P. A. (2021, August 10). *Dual system youth: At the intersection of child maltreatment and delinquency*. National Institute of Justice.

<https://nij.ojp.gov/topics/articles/dual-system-youth-intersection-child-maltreatment-and-delinquency>

⁹Tucker, J. (2022, October 6). Cleveland receives \$2 million Justice Department grant to develop community violence intervention work.

<https://www.cleveland.com/news/2022/10/cleveland-receives-2-million-justice-department-grant-to-develop-community-violence-intervention-work.html>

Towards Employment: Pathways to Success

\$12,498 and achieving the WIOA Primary Indicators of Performance indicators and REO-Specific Indicators listed in the Funding Opportunity Announcement.¹⁰

Plan to Track and Report Arrests, Recidivism, and Returns-to- Incarceration. TE uses a secure data system called Commence to maintain all participant demographic and program data, including indicators of success such as job placement, starting wage, job retention, credentials gained, and advancement wage. With privacy-compliant capabilities, including capability to hold Social Security Numbers, the system tracks individual-level inputs including participation and attendance by activity (career readiness, mock interviews, work experience, career coaching, mentorship, etc.), type and number of interactions between participant and staff, updates to documents (career interest inventories, resume, career plans), supports service provision, feedback from work experience sites, etc. Commence, can deliver customized and automated reports and has successfully supported federal grant reporting.

To collect data on recidivism (arrest, conviction, and/or return to incarceration), four primary sources will be used: Cuyahoga County Clerk of Courts Case Records Search System via the Common Pleas website for arrests and case dispositions; 2. Cleveland Municipal Court public lookup database 3. Data from 12 separate and distinct municipality courts in Cuyahoga County; and 4. Ohio Department of Rehabilitation and Correction Offender Search website. TE's Career Coaches and Case Managers have responsibility for entering all information regarding participant interactions and milestones; TE Sr. Manager, Data Analytics has responsibility for gathering recidivism data, and for all data and reporting systems in collaboration with project staff and partners. TE routinely engages in data sharing agreements with Salvation Army (SA) and the Workforce Development Board to capture engagement in workforce services, supportive services, credential training, work experiences, job placement,

¹⁰ Pages 17 and 18 of Growth Opportunities FOA-ETA-22-03

Towards Employment: Pathways to Success

and post-employment outcomes. Additional data sharing partners include Violence Prevention and Mentoring; Education, and Work Experience Partners.

Logic Model: Provided in Attachment 3, this creates the framework for building on existing programs and service models by enhancing Leadership and Mentoring components, leading to required program performance and scalable and sustainable outcomes.

Project Design. Figure 3 is a flowchart of activities and organizational roles, as described in this section. TE's approach uses evidence-based methods to mitigate risk of recidivism.

Figure 3: Flowchart of Activities

Proprietary Information.

Basic Services

- *Approach to identify, recruit, select, and retain justice-involved participants.*

The Pathways to Success Justice System Partners (Salvation Army Transitional Control Facility, Euclid Municipal Courts, and Northeast Reintegration Center) will provide direct referrals anticipated to total greater than 150 annually. Additionally, each year, Towards Employment (TE) receives over 1,800 inbound participant referrals, including referrals of 500+ justice involved young adults, from over 150 community-based partners and organizations in Cleveland. FrontLine Service, a nonprofit supportive service provider, is a major source of referrals, connecting justice-involved individuals to TE services continuously. Collectively, these partners represent a referral pipeline that will generate a grant-eligible, including

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justice-involved, young-adult candidate pool of several hundred individuals annually. TE will conduct weekly Pathways to Success program orientations and information sessions to drive recruitment. Orientations will be held at TE and referral partner locations to drive recruitment; inform participants of available programs and services, and raise awareness of career pathway opportunities (education, experience requirements and wage progression).

Following orientation and prior to grant enrollment, TE's Case Managers engage potential participants in a trauma-informed integrated reentry and employment assessment process that assesses potential barriers to success, risk of re-offense, supportive service needs, work readiness, and career interest to develop an **Individual Development Plans (IDP)**. Tools incorporated into the assessment include the validated Ohio Risk Assessment System (ORAS), which helps identify factors that drive a person toward negative or criminal behaviors and can help determine risk of reoffending. Eligible candidates will then collaborate with TE's Case Managers to decide upon enrollment into Pathways to Success.

- *Employment and Career Services; Job Preparation; Career Exploration/Planning.*

Following program enrollment, participants engage in a three-week Facilitator led **Career Readiness Training (CRT) Workshop**. The CRT Workshop will run **up to 10 times per year, engaging cohorts of at least 10 participants per iteration**. The workshop is the gateway to TE's employment and career services, work readiness and job preparation, career exploration/ planning, mentorship and leadership programming, paid work experiences, financial literacy, digital literacy, occupational training and career pathway opportunities, permanent job placement, and job retention/ advancement support. It also integrates required violence prevention, conflict resolution, and leadership curricula. Described in expanded detail in sections below, CRT is a trauma-informed workshop specific for justice-involved young adult. The

Towards Employment: Pathways to Success

workshop simulates workplace environments with expectations for attendance, punctuality, performance, and collaborative engagement and participants are paid \$15/ hour to attend. Job preparation topics include: (1) orientation and exploration of career ladders in in-demand sectors, (2) employer visits and presentations including employer expectations, (3) soft skills (communication, teamwork, problem solving, and conflict management), (4) resume development, and (5) interview preparation.

- *Trauma-Informed, Growth-Focused Case Management; Individual Development Plans; Employment Barrier Identification; Needs Assessment.*

CRT Workshop incorporates elements of the trauma-informed cognitive-behavioral model Thinking For A Change. During CRT, participants work with Career Coach to create a **Personal Career Map (PCM)**, addressing employment-focused identified career pathway goals and steps. **Two full-time Career Coaches**, included in proposed grant budget, provide customized 1:1 advice to develop **labor-market-informed, growth-focused career pathway strategies**, including plans for Paid Work Experience, basic education, occupational training, job placement, and career advancement. Career Coaches ensure participants engage in robust career readiness and supportive services programs available at TE and register with Cleveland-Cuyahoga County Workforce Development Board, to leverage their technical training dollars, services, and job listings. Career Coaches collaborate closely with Case Managers, Mentors, and employer site supervisors during work experiences, to ensure participants receive robust, coordinated support leading to skill attainment, job retention and advancement.

For the duration of enrollment, participants receive intensive case management services driven by the integrated assessment and IDP. A full-time Case Manager is included in the grant budget. TE uses a 30:1 ratio of Case Management/Coaching to Participants, which allows for a

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balanced caseload between those in the early stages of programming, requiring the most intensive support, and those in later stages. Guided by the IDP, TE collaborates with a network of over 100+ external service provider partners throughout Cleveland to address participant needs including basic educational services, transportation, housing, childcare, food insecurity, healthcare, substance abuse, and mental health. TE has two in-house attorneys on staff to help participants navigate the legal system to expunge/ seal records, prevent foreclosure or eviction, reinstate driver's licenses, modify child support orders, address protective/ restraining orders, and pursue Certificates of Qualification for Employment which reduce collateral sanctions and provide employers negligent hiring protection in Ohio.

- *Follow-Up Services*

Follow-Up services, including ongoing Career Coaching, Case Management (supportive services), and Mentorship, beginning immediately upon completion of the CRT Workshop and are provided for 12 months as participants engage in Basic Education Services, Workforce Services (including Paid Work Experiences), and Job Placement and Training opportunities. Career Coaches and Mentors will serve as the participant's primary points of contact and connection; Case Managers will be engaged if supportive service needs arise. Paid Work Experiences are structured so participants are working on the job site four days per week, then attend Coaching and Mentoring sessions one day per week until the Paid Work Experience concludes. Following Paid Work Experiences, as participants transition into permanent work and/or occupation training, each participant will continue to receive 1:1 career coaching to promote job retention and career pathway advancement. Career Coaches will connect with participants at least monthly to ensure retention in employment and/or training; assist in addressing work or training related problems; assist in securing better paying jobs or career

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development; track career pathway progress made by participants in employment and/or education. Additionally, Mentors will communicate with their participants at least monthly during the 12 months of Follow-Up Services, which is described in additional detail below.

- *Prepared for Adversity*

Pathways to Success is designed to address twin challenges faced by young adults with justice involvement: numerous life barriers and significant skill gaps coupled with disconnects from employment-focused services. To ensure the flow of participants is on pace to achieve grant goals and outcomes, TE will leverage a city-wide network of strong relationships including a network of over 300 employers; plus partners for referral, supportive services, basic education, occupational training, and job placement. During the pandemic TE demonstrated tremendous resilience and adaptability by remaining open, pivoting programming to online and hybrid models, and doubling-down on services to meet the drastically heightened needs of participants. All organizational performance goals were met during the pandemic. TE's senior leadership and staff is prepared to address adverse conditions to meet grant goals.

Towards Employment: Pathways to Success

Proprietary information.

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Proprietary information.

¹¹ Lightcast,(formerly EMSI). 2022.

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Proprietary information.

Proprietary information.

Mentorship and Leadership Development

Mentorship.

- *Qualifications and experience of the Mentorship staff of the Violence Prevention partner*

Violence Prevention partner ReNOUNce/ DeNOUNce will deliver a violence prevention and conflict resolution curriculum and provide participant mentorship, staffed by **two qualified and experienced Mentors** with directly relevant lived experience. This program originates from

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founder Laron Douglas' lived experiences as a youth in Chicago, Illinois and East Cleveland, Ohio. While incarcerated, Mr. Douglas developed this hands-on program directed towards helping at-risk youth and young adults with bullying, peer-pressure, conflict resolution, cognitive thinking, and decision-making skills.

- *Design and integration of the required program components, including: violence prevention, mentorship, and conflict resolution.*

Required Violence Prevention and Conflict Resolution program components will begin during CRT Workshop through a curriculum that focuses on participant's current self—building positive self-perceptions, affirming their ability to grow and evolve, demonstrating emotional control, utilizing a support network, listening, and articulating personal values and feelings. Mentors will initiate work with participants during the workshop; continue to engage participants during the Paid Work Experience phase, especially when participants return for Coaching and Mentoring sessions one day per week; and continue at least monthly during Follow-Up phase.

- *Describe the intended conflict resolution curriculum*

The ReNOUNce/ DeNOUNce curriculum includes: (1) De-Escalation and Body Language Techniques (Pre-Test), (2) Conflict Resolution Skills, (3) Rational vs Irrational Thinking, (4) Reacting/ Reaction vs. Responding/ Response, (5) Mediation, (6) Problem Solving and Listening Skills, (7) Anger/ Bullying/ Peer Pressure, (8) How to Manage Your Emotions, (9) Empathy and Making Amends, and (10) Becoming a Master of Your Circumference Skills (Post-Test).

- *Identify the intended conflict resolution competencies, and describe the framework or tool for tracking participants' progress toward them.*

Conflict resolution competencies delivered in the curriculum include: emotional control, utilizing a support network, listening skills, and articulating personal values and feelings. The curriculum

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uses a pre-test/post-test approach for tracking progress. Post CRT workshop, Mentors continue to monitor progress using a framework that describes stages of mastery for each competency, and checking participant ability to apply each competency during the previous month. The competency framework will be used by Mentors for duration of mentoring and Follow-Up to assess progress towards mastery of violence prevention and conflict resolution competencies.

- *Describe capability to maintain mentorship relationships one year or more in duration.*

Following the CRT phase, two Mentors will connect with participants weekly during the Paid Work Experience phase and then monthly during the Follow-Up period, focusing heavily on continuing to build positive self-perceptions and applying the lessons taught during the curriculum to real life situations. The Mentor staffing plan is based on internal modeling, which estimates that mentors will have an average caseload of 30:1 participants per year for the duration of the Follow-Up period. Mentors collaborate closely with Career Coaches and Case Managers, described in the next section, to provide robust support to participants to navigate social services; identify other growth opportunities; support (in collaboration with the Coach) work experiences; assist recruiting new participants; or assist with Cognitive Behavioral Treatment.

Leadership.

- *Qualifications and experience of the staff delivering the Leadership Component*

TE will deliver a leadership curriculum during the CRT Workshop, facilitated by a **full-time CRT Workshop Facilitator** with directly relevant lived experience. TE's CRT Facilitator grew up and continues to live in the targeted geography, has a justice-involved background, and has over 10 years' experience working with justice-involved young adults. Described previously, **two full-time, qualified, and experienced Career Coaches** with directly relevant lived

Towards Employment: Pathways to Success

experience will staff the project. The TE Career Coaching staff is experienced at guiding justice-involved participants to build long-term visions and goals for their careers and take achievable steps to advance towards their goals.

- *Design and integration of the required Leadership program components*

Required Leadership program components will begin during the CRT Workshop through a curriculum that focuses on the participant's future self, including: exploration of personal strengths, areas of growth, and needs; identification of personal or civic interests and goals (parallel to career interests and goals); resources on civic rights/duties (e.g. voting, serving on juries); exposure to postsecondary educational opportunities; teamwork training and projects; and learning about community role models and accomplishments in a culturally effective manner. During CRT, Career Coaches will incorporate leadership competencies taught in workshop into PCM goals. Post-CRT, Career Coaches will connect with participants at least weekly during the Work Experience phase, especially when participants return for Coaching and Mentoring sessions one day per week, and will review application of leadership competencies in their WE. Career Coaches will engage participants at least monthly during the Follow-Up period.

- *Leadership curriculum:* This curriculum seeks to tap into each participant's positive motivation, identify interests and strengths, and support participants to envision a growing and evolving future, incorporating: Exposure to postsecondary educational possibilities; Exposure to community and service learning projects; Peer-centered activities, including peer mentoring and tutoring; Organizational and teamwork training, including team leadership training; Training in decision-making, including determining priorities and problem solving; Citizenship training, including life skills training such as parenting and work behavior training; Civic engagement activities which promote the quality of life in a community; Other leadership

Towards Employment: Pathways to Success

activities that place youth in a leadership role, such as serving on youth leadership committees. Curriculum is informed by the Youth Leadership Toolkit (developed by the National Resource Center for Youth Development) and TE's work with Generation Work (Annie E. Casey national initiative focused on improving workforce services for Young Adults) which provided young adults opportunities to inform strategies and provide feedback to employers on job quality.

- *Leadership competencies and framework or tool for tracking participants' progress:*

Leadership competencies delivered in the curriculum include: scheduling, goal-setting, note-taking, public speaking, teamwork, and community mapping of influential local groups, organizations, businesses, and individuals. The curriculum uses a pre-test/post-test approach for tracking participant progress. The competency framework, which describes what mastery of each competency looks like, is used by Career Coaches for the duration of Follow-Up activities to assess progress towards mastery of competencies.

Placement into Educational Opportunities

The PCM serves as the key internal tool to guide connections to educational opportunities. Career Coaches will support participants to connect with Basic Education Services partner Reach Success or Occupational Training partners Cuyahoga Community College, Cleveland Industrial Training Center, West Side Catholic Center, or Lutheran Metropolitan Ministries to advance the educational goals in their PCM. Reach Success, a highly successful nonprofit that provides young adult educational programming, including GED programming, will be onsite at TE two days per week. The Occupational Training partners provide labor market relevant Industry Recognized Credential training in the targeted Construction, Manufacturing, and Culinary/Hospitality career pathways. The goal is to achieve 50% of participants earning Industry Recognized Credentials and 70% achieving a Measurable Skills Gain.

Towards Employment: Pathways to Success

Timeline: A timeline is included in Attachment 4.

Staffing Plan: Figure 5 depicts the Staffing Plan and Partnership Chart for the project. All positions are currently filled with existing staff, including:

One full-time (1.0 FTE) Project Director with overall responsibility for managing the scope of work and deliverables, partner coordination, data and fiscal management in partnership with TE's leveraged staff resources, reporting, compliance, and DOL communication. An individual will be hired for this role emphasizing lived experience and project management experience serving at-risk and justice-involved youth and young adults.

One full-time (1.0 FTE) CRT Workshop Facilitator with overall responsibility for the coordination and delivery of the CRT Workshop, participant enrollment and management, coordination with Case Managers, Career Coaches, and Mentors for service delivery, and coordination with employers for CRT Workshop participation.

Two full-time (2.0 FTE) Career Coaches with responsibility for participant PCM development, coordination with Basic Education Services and Occupational Training partners for enrollment, coordination with TE's Business Services team for Paid Work Experience and permanent job placement, coordination with employer site supervisors, and provision of coaching services to participants and coordination with Mentors through the Follow-Up phase.

One full-time (1.0 FTE) Case Manager with responsibility for managing participant intake, coordination and communication with justice system and other referral partners, integrate assessment processes, program enrollment, development of Individual Development Plans, and supportive service coordination, including outbound referrals.

A part-time (0.1 FTE) Outreach/Engagement Manager to conduct outreach to justice system and referral partners, delivering orientation and info sessions at TE and referral partner locations.

Towards Employment: Pathways to Success

A part-time (0.1 FTE) Employment Specialist connects participants to employment opportunities.

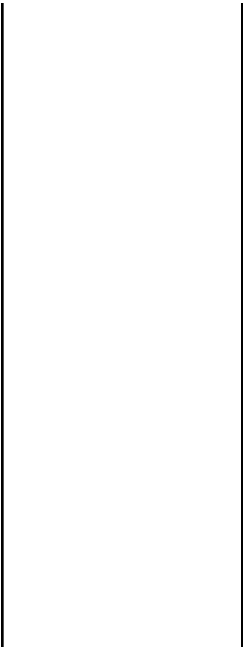
A part-time (0.1 FTE) Program Data Assistant to provide data entry and tracking for reports.

Existing TE staff will contribute key grant management functions, including Director of Programs (all programming), Senior Manager of Data Analytics (reporting), Chief Financial and Administrative Officer (fiscal management), attorneys in Legal Services department, and Job Developers (Paid Work Experience and permanent job development). Via subaward, Violence Prevention partner ReNOUNce/ DeNOUNce will contribute two Mentors.

Figure 5: Staffing Plan and Partnership Chart

Proprietary Information

Proprietary Information



RECOMMENDED PARTNERSHIPS

Workforce Services Partner

Proprietary Information

Towards Employment: Pathways to Success

Organizational, Administrative and Fiscal Capacity

- *Management and staffing:* Towards Employment Inc. is a nonprofit organization formed in 1976 with a mission to empower individuals to achieve and maintain self-sufficiency through employment. We connect people to careers – helping them prepare, get, and keep a job; and then advance – by helping them gain skills, build relationships, navigate life’s obstacles, and secure a long-term career. TE serves an average of 1800 people/year with a range of employment and career building activities, including referrals of 500+ justice involved young adults. 400-500 of TE’s participants start jobs for the first-time following engagement in TE’s services. Many others receive services to advance in their careers. TE receives inbound participant referrals from over 150 community-based partners and organizations in Cleveland, and collaborates with over 100 organizations to provide supportive service for TE participants. Employer engagement is crucial to TE’s success, and the organization works with over 300 businesses annually who have confidence in our training programs, case management, and career coaching to prepare new and current employees for career success.

A Leadership Committee facilitated by TE (see Fig. 5) will guide the Pathways to Success initiative with special focus on integrating braided funding and driving the plan for program sustainability after the grant period of performance. Each organization on the Leadership Committee represents a critical program component including violence prevention, conflict resolution and mentoring via ReNOUNce/ DeNOUNce; employer engagement via MAGNET’s manufacturing industry sector partnership; WIOA Title 1 services and funding via

Towards Employment: Pathways to Success

the Cleveland-Cuyahoga County Workforce Development Board; and participant referrals via Euclid Municipal Court.

TE's Director of Programs, Robin Smalley, will oversee the program and be responsible for development and implementation of program strategies; monitoring of program implementation; and oversight of program results and program financial results. She has over 25 years of experience overseeing programs for low-income adults and young adults with barriers to employment, including work experience-based programming. Robin will work closely with all members of the TE team to ensure the successful delivery of this project.

A full-time Project Director will be hired immediately upon award. S/he will direct day-to-day operations and supervision of the direct project staff, ensuring implementation of quality, timely, and effective programming, regular and timely utilization of resources, and performance management and reporting. Project Director will manage two full-time Career Coaches, one full-time CRT Workshop Facilitator. S/he will coordinate with the one full-time Case Manager, part-time Outreach Coordinator, other members of TE's staff, and ReNOUNCE/DeNOUNCe full-time Mentors. As described above, Career Coaches, CRT Workshop Facilitator, and Mentors are individuals with relevant lived experience and have shaped overall program design.

All staff delivering services, including Case Managers and Career Coaches have at a minimum a bachelor's degree in social work or a related field. All but the Project Director positions are currently filled, and we will immediately begin recruitment to fill the position upon award. Postings will be sent throughout the provider community with a focus on partners who provide re-entry services seeking to identify individuals with relevant lived experience with

Towards Employment: Pathways to Success

incarceration and/or community violence to ensure the program is informed and delivered by personnel with similar life experiences as those who are participating.

During the first quarter of the period of performance, TE will finalize its scope of work with DOL, hire positions that are unfilled at that time, issue subawards, and conduct procurement. A weekly project meeting will be established, led by the Project Director, to ensure all funded partners and staff are clear on the scope of work and making progress. This will include a weekly review performance data, discuss participant-related issues, and any workflow challenges that arise. The Project Director will convene monthly meetings with broader project partners to ensure alignment and progress and identify opportunities for improvement.

- *Fiscal and administrative controls:* TE has successfully led and implemented DOL-funded grants previously, using a system for compliance with accounting principles and federal rules, which includes financial and human resources modules. Accounting records and financial reporting are maintained on an accrual basis in accordance with generally accepted accounting principles. Financial statements are reported in accordance with Governmental Accounting Standards and are reported on a business activity basis and comply with State of Ohio prescribed requirements. Staff consists of a Chief Financial Officer with over 20 years of experience managing federal grants, and an Assistant Comptroller. Both ensure that accounting and financial reporting is done in an accurate and timely manner. Grant funds will not be commingled with other funds, and will be audited in accordance with auditing schedules and procedures. Funds will be expended only on items allowable per applicable OMB circulars and DOL requirements. TE will monitor partner expenses to ensure compliance and financial reports monthly to ensure expenses and revenue for the program are on track. In addition, an Operational Review Meeting is held once per month with the Project Director, TE Chief Financial Officer,

Towards Employment: Pathways to Success

Director of Programs and President & CEO to review the financial, operational, and programmatic performance, including a review of Program Dashboards to ensure strong outcomes and program management. Our annual A133 audit consistently provides an unqualified opinion. We are also audited by a WIOA system representative annually, with consistently clean reports. Our 2022 budget is \$6.7 million, and we have a strong track record of managing federal awards. TE's Board Finance Committee meets quarterly and reviews financial reports to monitor revenues and expenses against budget and recommends actions to address any variances.

- *Commitment to Equity:* TE works to assist in building an equitable workforce system where racial income gaps have been eliminated and everyone, especially those most affected by systemic racism, has access to family-sustaining wages and quality jobs.

Past Performance - Programmatic Capability. TE is a former DOL REO grantee having successfully implemented a Training to Work 2 grant.

Proprietary Information.

Budget Narrative. A Budget Narrative, in alignment with the SF-424A, is attached. It resources all positions described in the Staffing Plan and key roles at subaward partners, including Violence Prevention Partner ReNOUNce/ DeNOUNce, and includes description of costs associated with each line. As a Direct Applicant, the calculated cost per participant is \$12,498.

Abstract Template

Lead Applicant Name: Towards Employment						
Project Title and Purpose: Pathways to Success is intended to enhance re-entry services for justice-involved young adults in Cleveland's highest-need and most at-risk neighborhoods.						
Lead Applicant Entity Type: Direct						
<p>Description of Target Area(s) to be Served: This initiative targets 44 high-poverty contiguous census tracts (six neighborhoods) on the east side of the City of Cleveland (OH) containing some of the most concentrated poverty in the <u>country</u>.</p> <p><u>Description Zip Codes</u> <u>Collinwood 44110, 44119</u> <u>Glenville 44108</u> <u>Hough 44106, 44103</u> <u>Central 44104, 44115</u> <u>Kinsman 44104, 44105</u> <u>Mt. Pleasant 44120</u></p>						
Target Age Group and Number of Participants to be Served: 160 young adults aged 18-24						
Intended Beneficiaries: At risk or justice-involved young adults in the Cleveland, Ohio neighborhoods described above.						
Funding Amount Requested: \$1,999,751						
Total Cost-Per-Participant: \$12,498						
<p><u>Sub-Grantees</u> Insert Names Intermediary Applicant?</p> <table border="0"> <tr> <td style="text-align: center;">(Y/N)</td> <td style="text-align: center;">Subrecipient Activities</td> </tr> <tr> <td>reNOUNce/deNOUNce N Provides Conflict Resolution, Violence Prevention, and Leadership training</td> <td style="text-align: center;"><u>Ongoing mentorship</u></td> </tr> <tr> <td>Reach Success N Provides adult educational services including GED, onsite</td> <td style="text-align: center;"><u>at Towards Employment</u></td> </tr> </table>	(Y/N)	Subrecipient Activities	reNOUNce/deNOUNce N Provides Conflict Resolution, Violence Prevention, and Leadership training	<u>Ongoing mentorship</u>	Reach Success N Provides adult educational services including GED, onsite	<u>at Towards Employment</u>
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Reach Success N Provides adult educational services including GED, onsite	<u>at Towards Employment</u>					

Justice System and Violence Prevention Partners

Insert Names Insert Types of Organizations reNOUNce/deNOUNce

Violence Prevention Partner Cuyahoga County Office of Reentry Justice

System Partner

Euclid Municipal Court Justice System Partner

Northeast Reintegration Center (NERC) Justice System Partner

Salvation Army - Harborlight Justice System Partner

Attachment A. Project Abstract

Towards Employment- Growth Opportunities

Project Summary (Including Activities To Be Performed):

Towards Employment and partners will recruit, assess, and enroll at-risk and/or justice-involved young adults into specifically aligned career and educational pathways, detailed in the Individual Development Plan (IDP) and the Personal Career Map (PCM). Each young adult will receive 1:1 supports through a trauma-informed Case Manager and Career Coach, and a Mentor with relevant lived experience. Young adults will attend Career Readiness Training (CRT) Workshops that include violence prevention and conflict resolution, as well as other leadership and life-skills training. Participants will receive wages for attending CRT, and will transition to a paid work experience that aligns with the IDP and PCM. The participant's Case Manager, Career Coach, and Mentor will continue communication with the participant and provide follow-up services throughout the work experience and follow-up service period of 12 months.

Proposed Outcomes, if any, for WIOA primary performance indicators and REO-specific indicators in Section IV.B.3.b; and any other expected outcomes: 160 participants served. In addition to commitment to achieving WIOA Primary Indicators of Performance and achieving REO-Specific Indicators of Performance, Towards Employment expects to create new systems and enhanced Reentry Pathways programming that deepens the focus on Leadership and Mentoring, and for these targeted Cleveland neighborhoods to experience a decrease in violence and recidivism rates as a result of enhanced programming. Towards Employment also anticipates a demonstration of a successful model that scales in the Cleveland ecosystem, and that this model is sustained by leveraging existing braided funding support from philanthropic and public sector funders.

owards Employment Logic Model

Inputs	Outputs (Activities)	Required Performance Indicators	Outcomes
<i>Proprietary Information</i>			

Towards Employment: Timeline of All Activities

The following Tasks, Milestones, Assigned Leads, and Timelines are developed for the project and align with Project Narrative.

Proprietary Information.



Proprietary Information.

Proprietary Information.

Attachment A – Past Performance

Towards Employment

Proprietary Information.



Name of Previous Grantor Organization: Fund for Our Economic Future
--

Proprietary Information.

Authorized Representative

April 21, 2022

Date



reNOUNce deNOUNce GANG INTERVENTION PROGRAM

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. As the Violence Prevention Partner, reNOUNce deNOUNce Gang Intervention Program is committed to working on the development of these pathways.

The reNOUNce deNOUNce Gang Intervention Program (RDGIP) was born from the life experiences of Laron Douglas who lived in Chicago, Illinois and East Cleveland as a youth going back and forth between his parents and RDGIP was officially founded in 2014. Laron Douglas is a trained violence interrupter and certified gang specialist (certified through the National Gang Crime Research Center). He developed this program while incarcerated in 2009 and has seen the program change the lives of participating students. The curriculum targets participants that are proven risk and at-risk youth from ages 11 to 25 years old who are gang members, who carry weapons, and who engage in violent activities. The RGIP mission is to help change many of our youth's way of thinking about how being involved in gang activity can affect their responsibilities to their families, communities, and to themselves.

The reNOUNce deNOUNce program will directly help identified young adults (18-24) increase conflict resolution skills and develop strategies to prevent and avoid violence, while Towards Employment works with these young adults to identify career interests and attain relevant skills for employment. Since 2017

17325 Euclid Avenue Suite 2110 Cleveland Ohio 44112
info@renouncedenoucegangprogram.org
www.renouncedenoucegangprogram.org
440-723-8190



reNOUNce deNOUNce GANG INTERVENTION PROGRAM

the reNOUNce deNOUNce Gang Intervention Program has had partnerships with Cuyahoga County Juvenile & Adult Probation and Parole offices with young adults mandated by Cuyahoga County Common Pleas Court judges & magistrates to attend. To date, over 100 young adults (age 18 & over) have been referred to RDGIP. Through the Ohio Department of Youth Services, RDGIP provides ongoing programming at Indian River & Cuyahoga Hills Juvenile Correctional Facilities engaging an additional 50 young adults. reNOUNce deNOUNce young adult programming is also being planned with the Ohio Department of Rehabilitation for Grafton, Grafton Camp and Allen Correctional facilities.

As the Violence Prevention Partner for this grant, RDGIP is committed to providing the following services:

- Participant recruitment and referral in collaboration with Towards Employment, Justice System Partners, and other partners
- Receiving (number) referrals from Justice System Partners
- Providing and utilizing of risk assessments to guide participant engagement and services
- Delivering the RDGIF curriculum, which includes modules on de-escalation and conflict resolution led by instructors with lived experience
- Providing ongoing mentorship to help participants continue to use conflict resolution tools shared in the curriculum. Use identified tool to track progress towards competency. In partnership with Towards Employment Career coaches, mentors will support work experience or other career growth opportunities as well as helping participants to navigate social service supports needed
- Shared provision of participant information and data with appropriate participant consent
- Establish a data-sharing agreements to track justice outcomes
- Meeting regularly, at least monthly, with Towards Employment staff; and participation on the project's Leadership Committee
- Designate a contact person



reNOUNce deNOUNce GANG INTERVENTION PROGRAM

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,

Laron Douglas Sr

Laron Douglas Sr
Executive Director & Founder



October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

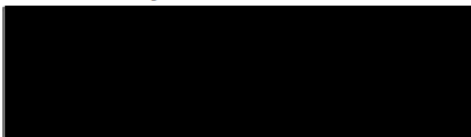
I am writing to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. Cuyahoga County Office of Reentry is committed to working on the development of these pathways.

The Cuyahoga County Office of Reentry is committed to strengthening a network of community partners by coordinating innovative programs and services that assure quality opportunities needed for a successful reintegration. The Office of Reentry does this by serving as a funder, convener, and collaborator in the reentry space. Ultimately, the Office of Reentry seeks to organize an ecosystem of providers, funders, policy makers that work to increase visibility, efficiency, services, collaboration and opportunities for returning citizens.

For the purposes of this grant, Office of Reentry (OOR) is committed to promoting to the community the various opportunities and services that are birthed from this initiative. The OOR is also willing to explore the possibility of being a work experience site and help identify the possibility of additional work experience sites with the county.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,



Simeon Best
Director, Office of Reentry



Euclid Municipal Court

555 East 222nd Street
Euclid, OH 44123
Phone: (216) 289-2888
Fax: (216) 289-8254

Patrick J. Gallagher
Judge

Keith M. Hurley
Clerk of Court

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

We write to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. As a Justice System Partner for this grant, Euclid Municipal Court is committed to working on the development of these pathways.


The Euclid Municipal Court is a single-jurisdiction court within the City of Euclid with civil and criminal divisions. The City of Euclid is an inner-ring suburb of Cleveland located in Cuyahoga County. Given its proximity to the City of Cleveland, a significant percentage of its criminal defendants are Cleveland residents. It is from this number that the Euclid Municipal Court will make referrals.

For the purposes of this grant, we are committing to:

- Referring up to 70 justice-involved young adults and at-risk individuals, from the Cleveland neighborhoods targeted by this grant, to the program operated by Towards Employment.
- With participant consent, share pertinent documents (risk assessments) with Towards Employment and Renounce/ Denounce (identified Violence Prevention partner) to ensure participants receive robust and connected services that minimize the risk of further justice involvement.
- Meeting regularly, at least monthly, with Towards Employment staff; and participation on the project's Leadership Committee.
- Designating a contact person.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,


Presiding Judge


India George
Chief Probation Officer



Department of
Rehabilitation & Correction

John R. Kasich, Governor
Gary C. Mohr, Director

October 7, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom it May Concern:


I am writing to express our commitment to Towards Employment's application to the U.S. Department of Labor Growth Opportunities initiative, Pathways to Success. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. Cuyahoga County Office of Reentry is committed to working on the development of these pathways.

The Northeast Reintegration Center is a part of the Ohio Department of Rehabilitation and Corrections. The Northeast Reintegration Center is a level 1 Female facility that holds a maximum of 620 incarcerated individuals. The Northeast Pre-Release Center was built in 1988 as a men's pre-release facility and re-named the Northeast Reintegration Center In 2013 for the purpose of reintegrating incarcerated individuals back into society and becoming productive citizens. With that purpose the Northeast Reintegration Center has partnered with outside entities and currently have incarcerated individuals out in the community earning a wage. It gives them an opportunity to earn a wage and gain skills they will utilize once they are released from incarceration.

For the purpose this grant, Northeast Reintegration Center (NERC) is committed to help promote the program to our incarcerated individuals as a resource of their at-risk young adult children. We will allow Towards Employment to provide program information sessions for the individuals with children 18-24 years of age, outlining the opportunities for their children to embark on a different pathway of life to deter and prevent their continuing in their path of their parent. Additionally, as a community partner, we will work with Towards Employment to provide collateral information that the individual can share directly with their children.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goals of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project

Respectfully,


LaShann Eppinger, Warden

- NEW HOPE RECOVERY CORPS
- ZELMA GEORGE FAMILY SHELTER
- COMMUNITY CORRECTIONS PROGRAMS
- ALCOHOL & DRUG ADDICTION SERVICES
- PASS TRANSITIONAL LIVING PROGRAM

THE SALVATION ARMY Harbor Light Complex

1710 Prospect Avenue • Cleveland, Ohio 44115
Phone (216) 781-3773 • Fax (216) 781-9535

BRIAN PEDDLE
GENERAL
WILLIAM A. BAMFORD
TERRITORIAL COMMANDER
ARTHUR B. HILL III - BEAU
EXECUTIVE DIRECTOR



October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to *Towards Employment's* application to the U.S. Department of Labor's Growth Opportunities initiative. *Towards Employment* will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. As a partner to this grant, *The Salvation Army Harbor Light Complex* is committed to working on the development of these pathways.

As a community-based corrections halfway house, *The Salvation Army Harbor Light Complex* has a long history of providing services to justice-involved individuals and has maintained a strong, twelve-year partnership with *Towards Employment*. This strategic collaboration has been of significant benefit to our justice-involved/halfway house clients, particularly as it relates to their reintegration back into society and their search for and acquisition of gainful employment. Having a *Harbor Light Complex* staff member who works specifically in conjunction with *Towards Employment* ensures that our clients are readily informed of and fully engaged in every facet of the program/services.

For the purposes of this grant, *The Salvation Army Harbor Light Complex* committed to:

- Referring up to 20 justice-involved young adults (every year) and at-risk individuals to the program operated by *Towards Employment*.
- With participant consent, share pertinent documents (risk assessments) with *Towards Employment* and *Renounce/Denounce* (identified Violence Prevention partner) to ensure participants receive robust and connected services that minimize the risk of further justice involvement.
- Meeting regularly, at least monthly, with *Towards Employment* staff; and participation on the project's *Leadership Committee*.

HARBOR LIGHT IS FUNDED IN PART BY THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, OHIO DEPARTMENT OF REHABILITATION & CORRECTION, OHIO DEVELOPMENT SERVICES AGENCY, ALCOHOL, DRUG ADDICTION & MENTAL HEALTH SERVICES BOARD OF CUYAHOGA COUNTY, CLEVELAND DEPARTMENT OF COMMUNITY DEVELOPMENT, CUYAHOGA COUNTY & THE UNITED WAY OF GREATER CLEVELAND

SERVICES ARE AVAILABLE WITHOUT REGARD TO RACE, RELIGION, NATIONAL ORIGIN, DISABILITY, AGE & SEXUAL ORIENTATION
THE SALVATION ARMY IS AN EQUAL OPPORTUNITY EMPLOYER

- Designating a contact person.

We recognize the importance of *Towards Employment's* programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,



Arthur B. Hill III – Beau
Executive Director

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03


To Whom It May Concern:

I am writing to express our commitment to Towards Employment's application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. As a partner to this grant, FrontLine Service is committed to working on the development of these pathways.

FrontLine Service provides the largest continuum of services in Ohio for those who experience homelessness—including street outreach, permanent supportive housing, coordinated entry, an integrated health clinic, and a 24/7 crisis and suicide prevention hotline and mobile crisis services. Each year, our agency serves more than 20,000 individuals each year so that they are not alone in their crisis. Since 2016, FrontLine has implemented a series of innovative practices to improve young adult homelessness in Cuyahoga County, Ohio. Our agency manages the community's young adult by-name list, has restructured services for young adults who experience homelessness so that every young person can engage with the same social worker to access whatever services they need, implemented Critical Time Intervention so that young adults who obtain housing have the skills and support to maintain it, and created young adult-focused positions in the county's Coordinated Entry and shelter systems to address this population's unique needs and coordinate services.

For the purposes of this grant, FrontLine Service is committed to partnering with Towards Employment to provide housing and mental health resources and support for the young adults served by this grant who qualify for our services. We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,



Susan Neth
Executive Director

216.623.6555 (Main Phone)
216.623.6539 (Fax)
216.623.6888 (Mobile Crisis Hotline)

www.FrontLineService.org

1744 Payne Ave., Cleveland, OH 44114

A contract agency of the Alcohol, Drug Addiction & Mental Health Services Board of Cuyahoga County and a partner agency of United Way Services of Greater Cleveland.



Hilton

HOTELS & RESORTS

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. The Hilton Cleveland Downtown is committed to working on the development of these pathways.

I am the Director of Human Resources at the Hilton Cleveland Downtown. We are a 600 room hotel with 50,000 square feet of meeting space and four Food and Beverage outlets. We have 300 plus Team Members and are always looking for more help.

We are committed to:

- Providing paid work experiences for 3 of program participants. A successful work experience includes timely and regular attendance, collaboration with the workplace team, satisfactory performance of job requirements. Participants will be paid either through payroll based on their agreed-upon wage or in collaboration with Towards Employment and partners offering wage subsidies.
- Adhering to any Internal Revenue Service (IRS) guidelines.
- Prepare participants for the basic requirements for job-readiness at the worksite(s).
- Considering participants for full-time, unsubsidized employment upon completion of their work experience.
- Designating a contact person.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sin

[REDACTED]
Kelly Rose, PHR
Director of Human Resources

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employment's application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. Evergreen Cooperative Laundry is committed to working on the development of these pathways.

Launched in 2009 as the initial leg of worker-owned Evergreen Cooperatives, Evergreen Cooperative Laundry (ECL) is one of the few commercial laundry operators headquartered in the City of Cleveland. With more than 75 years of combined management experience in the laundry industry and two cost-effective, state-of-the-art facilities with industry-leading green innovations, we offer clients in the hotel, hospital and nursing home industries consistent premium service at competitive rates. ECL currently processes about 16 million pounds of bed sheets, towels and pillowcases for the Cleveland Clinic Health system, servicing about 90 locations a day. Evergreen also provides all pick-up and delivery with a fleet of nine vehicles and ten dedicated drivers servicing the Clinic. ECL has partnered with Towards Employment since its inception offering both work experience and jobs for TE graduates with criminal justice involvement.

We are committed to:

- Providing work experiences for up to 50 participants over the 2-year grant period. A successful work experience includes timely and regular attendance, collaboration with the workplace team, satisfactory performance of job requirements. Participants will be paid either through payroll based on their agreed-upon wage or in collaboration with Towards Employment offering wage subsidies.
- Adhering to any Internal Revenue Service (IRS) guidelines.
- Preparing participants for the basic requirements for job-readiness at the worksite(s).
- Considering participants for full-time, unsubsidized employment upon completion of their work experience.
- Designating a contact person.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults.

We are pleased to offer our commitment to this project.

Sincerely,



October 11, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employment's application to the U.S. Department of Labor's Growth Opportunities initiative, Pathways to Success. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. Goods Bank NEO is excited to see this opportunity come to Cleveland to help young adults and employers.

The Goods Bank NEO is a nonprofit resource center dedicated to providing nonprofits, schools and faith-organizations with the new goods they need for programs and to give to their clients – all at nominal cost.

For the purposes of this grant, Goods Bank NEO is committed to being a work experience site for young adults. These work experience slots can provide growth and experience in the areas of retail, merchandising, warehouse, and admin.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of young adults. We are pleased to offer our commitment to this project.

Sincerely,



Judy Payne
Founder



Manufacturing
Extension Partnership

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. As the lead agency for the Cuyahoga County Manufacturing Sector Partnership and a resource to manufacturers across Ohio, MAGNET is committed to working on the development of these pathways.

For more than 35 years, MAGNET has been driving Northeast Ohio's manufacturing growth by supporting small- and medium-sized manufacturers. We roll up our sleeves to provide area manufacturers with hands-on support via business consulting, new product design, operations excellence and workforce innovation. Our leadership efforts bring together industry, education, and community leaders together to create tomorrow's manufacturers. Over the last 3 years, MAGNET has partnered with Towards Employment to build and deliver an on-ramp to manufacturing careers called Access to Manufacturing (ATM). ATM has a focus on serving young adults and those with criminal justice involvement. Our Manufacturing Leadership Team (MLT) consists of 12 manufacturers who have pledged their commitment to helping build manufacturing careers for this talent pool.

We are committed to:

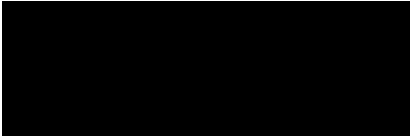
- Working with our MLT to identify and refer employers who will provide paid work experiences for up to 100 program participants. A successful work experience includes timely and regular attendance, collaboration with the workplace team, satisfactory performance of job requirements. Participants will be paid either through payroll based on their agreed-upon wage or in collaboration with Towards Employment offering wage subsidies.
- Helping to communicate to referred employers:
 - Internal Revenue Service (IRS) guidelines for paid work experiences
 - Expectations for preparing participants for the basic requirements for job-readiness at the worksite(s)
 - Willingness to consider participants for full-time, unsubsidized employment upon completion of their work experience
- Designating a contact person



**Manufacturing
Extension Partnership**

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,



Ethan Karp, PhD
President & CEO
MAGNET



Cleveland– Cuyahoga County

A proud partner of the
American Job Center network

October 5, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our commitment to Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. Ohio Means Jobs Cleveland|Cuyahoga County serves as the American Jobs Center for the target geography of this grant. As such we are serve over 5,000 residents, helping to connect them to in demand jobs to fulfill the talent needs of our local business.

OMJ|CC has partnered with Towards Employment for over 40 years, to provide supportive services and career pathways to residents. Since 2004, we have relied on TE to provide specialized career pathway services for the reentry population; and for the last 10 years, we have partnered with them to deliver specialized services for our young adults ages 18-24. In each of these partnerships, we have aligned services to ensure that TE graduates have access to the OMJ network of businesses for Work Experience and placement, and to Individual Training Accounts to provide industry recognized credential training.

For the purposes of this grant, we are committed to:

- Working with our Business Services provider to identify and refer employers who will provide paid work experiences for up to 50 program participants. A successful work experience includes timely and regular attendance, collaboration with the workplace team, satisfactory performance of job requirements. Participants will be paid either through payroll based on their agreed-upon wage or in collaboration with Towards Employment offering wage subsidies.
- Helping to communicate to referred employers:
 - Internal Revenue Service (IRS) guidelines.
 - Expectations for preparing participants for the basic requirements for job-readiness at the worksite(s).
 - Willingness to consider participants for full-time, unsubsidized employment upon completion of their work experience.
- Designating a contact person.
- Based on annual availability, committing to making 20 ITAs available to eligible young adults for credentialed training.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,



Michelle Rose
Executive Director
Ohio Means Jobs Cleveland | Cuyahoga



**WEST SIDE
CATHOLIC
CENTER**

3135 Lorain Avenue
Cleveland, Ohio 44113
P 216.631.4741
www.wscenter.org

**GROUNDING IN FAITH,
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FOR THOSE WE SERVE,
WE ASSIST ALL WHO COME IN
NEED OF FOOD, CLOTHING,
SHELTER, ADVOCACY AND A
PATH TO SELF-SUFFICIENCY.**

October 4, 2022

The U.S. Department of Labor Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, D.C. 20210

RE: FOA-ETA-22-03

To Whom It May Concern:

I am writing to express our support of Towards Employments' application to the U.S. Department of Labor's Growth Opportunities initiative. Towards Employment will enhance programs and partnerships that prepare justice-involved young adults for the world of work through paid work experiences, demand-driven educational pathways, and jobs. The establishment of new, systemic, and sustainable support services and pathways are critically essential for this population and for our community. West Side Catholic Center's Culinary Academy through Catalyst Kitchens is also committed to working on the development of these pathways.

The Culinary Academy of the West Side Catholic Center is an eight week job-training program focused on providing students with practical kitchen skills and culinary knowledge. Throughout the course, students are trained on the ServSafe Manager material and have the opportunity to receive their ServSafe Certificate, learn knife skills and cooking techniques, and are provided with hands on learning experiences with multiple food service operations within the West Side Catholic Center. At the end of the program, students are provided an opportunity to complete an internship with a local restaurant. The program offers supportive services for students through our Culinary Instructor, job coach, and employment specialists to ensure that they are reaching their employment goals.

BOARD OF DIRECTORS John Litten, *Executive Director* • Mary Kapferer, *President* • Kevin Lenhard, *President-Elect* • Korby Collins, *Treasurer* • Christina Schmitz, *Secretary*
George Angelato • Tim Atkinson • Jack Bedell • Steven Byrne • Benjamin Cooke • Robert Elwood • Robert Fedor • Neil Friery • Anthony Grego • Vincent Hvizda
Richard Jerdonek • Laura Kelleher • Rochelle Kovach • Dennis Kucler • Joseph Manning • Joseph Morford • Ron Patton • Steve Rini • Joyce Robinson • Julia Sieck
Michael Soleccki • Sharon Tufts • Marc Walrod • TJ Wichmann • Kellie Work

FOUNDERS Rev. Robert Begin • Kay Eaton • Sr. Brigid Griffin, CSJ* • Sr. Donna Hawk, CSJ* • Aggie Hoskin • Rev. Paul Hritz* • Sr. Mary Hurley, HM • Sr. Kathleen Kilbane, CSJ
Barbara Miller • Donna Kelly Rego* • Sr. Loretta Schulte, CSJ

*deceased



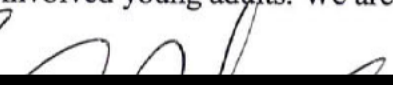

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PATH TO SELF-SUFFICIENCY.**

For the purposes of this grant, West Side Catholic Center's Culinary Training is committed to providing culinary training for the young adults served by this grant.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely, 


Frank Fontana
Workforce Development Manager



Ellen Saracina
Job Coach

BOARD OF DIRECTORS John Litten, *Executive Director* • Mary Kapferer, *President* • Kevin Lenhard, *President-Elect* • Korby Collins, *Treasurer* • Christina Schmitz, *Secretary*
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October 5, 2022

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LMM Workforce Development Programs come under two functional areas:

1. Employment/Career Services includes academic advising, job readiness, resume writing, interview skills, career counseling and coaching, and job placement.
2. Vocational Training, including technical education in the culinary arts and hospitality, that allows individuals to earn credentials to validate their skills. Credential opportunities include a Certificate in Culinary Arts, a Diploma in Hospitality Training, or an Associate of Applied Science (AAS) Degree. All students also earn Serv Safe Manager Certification, a nationally-recognized industry credential. LMM's Certificate, Diploma, and Associate Degree programs are accredited by the Ohio State Board of Career Colleges & Schools (OSBCCS) and the Council on Occupational Education (COE).

For the purposes of this grant, Lutheran Metropolitan Ministry Culinary Training is committed to providing culinary training for the young adults served by this grant.

We recognize the importance of Towards Employment's programming as an essential part of the reentry process and share the goal of aligning and coordinating services to increase the success of justice-involved young adults. We are pleased to offer our commitment to this project.

Sincerely,

[Redacted Signature]

Ian Marks
VP, Workforce Development