

October 2, 2013

Ms. Keena Smith, Assistant Director
Department of Public Utilities
City of Columbus
910 Dublin Road, 4th Floor
Columbus, OH 43215

**RE: REVISED FOR PROPOSAL FOR PROFESSIONAL SERVICES
GREEN INFRASTRUCTURE WORKFORCE DEVELOPMENT PROGRAM DESIGN & SERVICES**

Dear Ms. Smith:

On July 23, 2013, T&M Associates, on behalf of our team, Blueworks Columbus, submitted our proposal to support the City of Columbus in its desire to create a sustainable green workforce development program (Program), targeting hard to employ populations in our City. Based on our August 9 and August 28, 2013 meetings with Susan Ashbrook, Assistant Director and you, we have refined our proposed project approach and budget as presented below.

OUR TEAM PARTNERS

We have revised our team of partners from those originally proposed to the following core members, based on our aforementioned meeting discussions:

- T&M Associates
- Columbus Urban League
- Columbus State Community College
- Regionomics, LLC
- SIMCO Construction
- Williams Creek Consulting

Other members on our originally proposed team are already part of Blueprint Columbus and as such their efforts are, for the most part, already covered by the overarching scope of that program. Should their services be required that are justifiably beyond the scope of the Blueprint Columbus program, we will discuss this with the City before soliciting a proposal from them for their participation.

Informal Resource Group

We understand that an Advisory Board and City Panel have already been assembled for Blueprint Columbus. We will look to the City to guide our team on when and how we involve the Advisory Board and City Panel as

resources in this Program. To the extent that they can be of assistance, we have reached out to other community-based leaders and organizations who can provide guidance and, in some cases, funding, to help grow the Program. These organizations will not be assembled as a collective, but will be consulted for their expertise and support where needed. In no case will we reach out to them without first discussing with the City and obtaining approval to proceed. Organizations in this category include:

- Central Ohio Workforce Investment Corporation (COWIC)
- Southern Gateway
- Columbus Chamber of Commerce
- Partners Achieving Community Transformation (PACT)
- Franklin County Department of Jobs and Family Services
- Ohio River Valley Women's Business Council (ORV-WBC)
- Economic and Community Development Institute (ECDI)

PROJECT APPROACH

TASK 1 | Kick-off Meeting and Periodic Project Meetings

While we assume an initial kick-off meeting between the City and our team upon project award, we envision there will be periodic meetings over the course of the project as we progress. Topics to be covered in the initial meeting will include:

- Review of Mission, Vision and Values
- Discussion of Approach
- Establishment of Communication Protocols
- Participation of Blueprint Columbus Advisory Board and City Panel
- Review of Schedule
- Discussion of Program Class Size and Curriculum
- Discussion of Community Messaging and Recruitment

TASK 2A | Market Analysis and Workforce Projection

The ready availability of a trained workforce is crucial for the success of the Program. Workers must be skilled both in the development and maintenance of infrastructure using environmentally sustainable methods and in basic skills in construction, installation, and repair and maintenance. The workforce analysis needs to reflect both the specific needs of the City's infrastructure and the overall regional need for workers in the specific occupations that the analysis will identify. An additional benefit of developing these programs is they can be accessed by students in addition to those needed by the City. This will help to infuse environmental sustainability principles and practices in these industries throughout the region. Thus, the benefits of this initiative will go beyond the City's Program itself.

The first requirement is a projection of the number of workers required for specific occupations as the program is implemented, including both installation and ongoing operations and maintenance and repairs. As discussed below, economic impact modeling will provide an initial estimate of the total number of workers required for each activity in addition to the overall impact of the program on the economy. This is the "direct employment" estimate that is a standard output of these models.

But this total is insufficient for planning purposes. The real requirement is the number of workers needed in each specific occupation within these industries.

An initial estimate of these occupational needs can be obtained from the Industry–Occupation Employment Matrix from the U.S. Bureau of Labor Statistics. This reports the percentage of total employment in each occupation within a specific industry. This provides only an initial estimate, however, both because of the limitations of the occupational and employment classification systems and because of the unique requirements of environmentally sustainable practices. These estimates thus serve as a “straw person” presented to the advisory group for comment. Previous experience using this approach suggests that the employment needs are generally verified by the industry experts, but they often suggest several critical occupations that are too new or too specialized to be listed in the occupational classification system. The occupational needs are refined given this input. The result of this analysis will be the number of workers required in each occupation in each year given the City's investment and maintenance budget.

OUTPUTS OF OF THIS TASK INCLUDES

Labor Craft Forecasting
Small Business Impact

An economic impact analysis will help the City understand the effects of this Program on local output (gross domestic product), household and business earnings, and employment. It will also provide a tool to help the City communicate Program benefits to its diverse stakeholders and build support for the Program. The impacts can be calculated on Franklin County, the Columbus Metropolitan Statistical Area, or both. There are three generally-accepted economic impact models; this analysis will be based on Regional Impact Modeling System (RIMS II) from the U.S. Bureau of Economic Analysis because of its transparency. The model as supplied includes only the multipliers, so the user must create the equations to estimate the indirect impacts. This gives far more control over the process than the “black box” aspects of the other models. The results of the analysis will include the direct, indirect, and total impact on output, earnings, and employment by major industry sector, as well as estimated impacts on City income tax revenues of direct and indirect employment for each year. It will also include a careful, jargon-free discussion of the assumptions and results, together with assistance for City staff in crafting messages from the analysis tailored for any specific audience.

The only requirement to be supplied by the City for both the workforce and economic impact analysis is a detailed, phased budget including planned expenditures for both installation and maintenance.

TASK 2B | Small Business Focus Enterprise Group Involvement

To support this Program, a Small Business Enterprise (SBE) Focus Group will be formed. The Focus Group will consist of existing small businesses, particularly minority (MBE) and female (FBE) business enterprises, who are interested in the potential Columbus' green infrastructure initiative has to help grow their businesses. The Focus Group will be engaged in:

- Providing feedback on the green infrastructure training program curriculum
- Sending employees to the green infrastructure training program recognizing the potential to grow their businesses once the green infrastructure projects are underway
- Identifying apprenticeship/internship opportunities for the Program graduates

TASK 3 | Technical Curriculum /Web-Based Training Courses Development

The Program curriculum will be built from existing college green infrastructure training programs and Columbus State Community College's course offerings. In addition, the curriculum will be structured around jobs that will be created as a result of the City's implementation of green infrastructure. Our team will work closely with the City and the Focus Group to develop, fine-tune and incorporate feedback into the curriculum to ensure that the training we are providing aligns with the job market needs. A sample curriculum was provided in our original proposal.

To accommodate employees of SBEs who are interested in sending students to the training program, we will explore the development of Internet-based courses. Columbus State Community College already has several Internet-based course offerings that we believe we can use and build upon for our Program. We assume the City will address where the web-based course platform will be hosted; our team can provide recommendations.

**OUR TRAINING PROGRAM
WILL BE FLEXIBLE, DESIGNED TO
ACCOMMODATE THE WORK LIFE
SCHEDULES OF OUR PARTICIPANTS.
AS SUCH, WE WILL INCLUDE:**

Evening Classroom Sessions
Internet Courses
**Field Trips for Hands on
Experience**

TASK 4 | Work Readiness Candidate Recruitment and SBE Recruitment

Our Work Readiness Training Initiative infuses concepts from the Columbus Urban League's (CUL) New Beginnings Work Readiness Training Initiative (New Beginnings) to create an overall comprehensive strategy for the Program. The CUL will lead the charge in the general recruitment of participants and in the identification of participants in their New Beginnings classes who have interest in and may excel in a green infrastructure-related career.

In addition, as part of this Program, SBEs will be able to enroll employees in one or more courses aligned with the service offering of the company, for example nurseries, landscapers, or construction contractors. Our team will work in conjunction with the Focus Group to identify SBEs, including MBEs and FBEs, interested in enrolling their employees in one or more technical training courses offered as part of this Program. There will be a nominal course fee for SBE participants and our web-based course offerings will be particularly targeted to this segment.

**SBEs will have the ability
to choose specific course
offerings that align with their
business interests. In addition,
offering our training courses on-
line will allow their employees
to participate according to
their schedules.**

TASK 5 | Work Readiness Training

New Beginnings offers a four-week work readiness training program designed to prepare individuals to enter (or re-enter) the workforce after being out for an extended period of time. The program offers the most critical "soft skills" training through workshops such as Work Ethics, Conflict Resolution, Effective Communication and Job Survival Skills. In addition the Program offers more technical trainings such as Resume Development, Interviewing Advantage, Searching and Applying for Jobs Online and Computer Literacy Training. In addition to the four-week training, participants are assigned a Career Coach who will provide one-on-one support during their job search and beyond. The CUL coaches help participants identify personal strengths and build on previous work experience, existing skills and talents. Along with the work readiness training, participants will receive the same support as individuals participating in the New Beginnings trainings. In addition to the career coach, participants will also have the continuous support of a "Success Advocate" who will provide case

management support in the areas of stable housing, access to childcare, coordination of available medical/vision/dental services, alcohol and substance abuse challenges and other life management services that represent barriers to successful employment.

Our Work Readiness Training Initiative is designed to prepare individuals for employment opportunities within the green infrastructure and building, construction and maintenance trades thereby creating their ability to compete for the livable wage jobs that this emerging industry will create. The CUL workforce development team, in conjunction with our technical training partners, will offer comprehensive work readiness and skill-based training that ensures we have a workforce specifically tailored to support the City's green infrastructure efforts while simultaneously having a positive impact on area economic development and the sustainability of our families and communities.

TASK 6 | Green Infrastructure Technical Training

For this training Program to have credibility, it is very important that:

- **Graduates of the Program receive a training certificate or diploma that will be recognized by the City.**
- **Graduates will be offered intense placement assistance in securing a green infrastructure job, be it with the City or a private entity.**
- **Employment will provide livable wages.**
- **Training will not end at "entry point" but will continue with a career development pathway.**

The green infrastructure training curriculum we develop will include lectures, hands-on labs, and field trips. We expect the lectures to be conducted at CSCC but are hopeful that some of the labs and field trips can take place at the City facilities, as well as green infrastructure project areas within Franklin County close to the neighborhoods where the participants reside. Additionally, we expect to recruit City employees as well as some of the local businesses (with vested interests) to support the training Program with guest instructors, field demonstrations using heavy equipment, and tours of completed or ongoing green projects.

With regard to schedule, we are proposing two sessions during the year, spring and fall or summer and winter for example. With regard to student-body size, we are recommending no more than 30 students per session. Of the 30 students in each session, we are budgeting for 10 to be graduates of Work Readiness Training. The other 20 will be direct enrollees from SBEs and from the targeted communities at large. We anticipate the direct enrollees will not participate in the entire green infrastructure training curriculum but will rather cherry-pick classes that align with their occupation. Therefore, the total number of students we propose to train in the first year is 60. This number is by no means fixed and can be adjusted up or down based on the City's desires.

TASK 7 | Finding Apprenticeship/Internship Opportunities and Fostering Entrepreneurship

On-the-job training is good way for new entrants in the workforce to gain hands-on experience. Apprenticeships and internships are some of the means to receive such training. Employers generally favor such programs as they afford them the opportunity to screen candidates for their effectiveness in the job role before they make a full-time commitment to hire the person. In addition, as some green infrastructure jobs are seasonal (i.e., not active during winter months), apprenticeship and internship positions may help fill the gaps.

Finding such positions for our Program graduates will be among the focal point of our efforts. Our approach will include:

- Stephanie Robinson, CUL's Employer Relationship Coordinator, will be responsible for business engagement, including finding apprenticeship and internship opportunities.
- The individual partners on our team will tap into their network of industry contacts for placement opportunities.
- We will reach out to our Resource Group members to help identify resources and opportunities both within their organizations and beyond to support placement.
- We hope to obtain commitments from some of the participants in our Business Focus Group to open up apprenticeship/internship opportunities within their organizations.

TASK 8 | Program Reporting

Recognizing that this Program not only has the potential to bring economic opportunities to our disadvantaged communities but also establish Columbus as a model in the nation for green infrastructure workforce development, it is imperative that the City have ready access to data on the Program's progress and economic impact to the community. This will allow the City to have "talking points" and data in near real time on the Program whenever needed. To accomplish this, we are proposing to provide the following:

- Monthly Progress Reports
- Annual Progress Reports
- Final Program Report at Program Conclusion

These reports will highlight the progress made in each Program task including reporting on the number of enrollees in the Program, the number of graduates, and their advancement in their careers. Economic impact analyses of the Program will also be detailed.

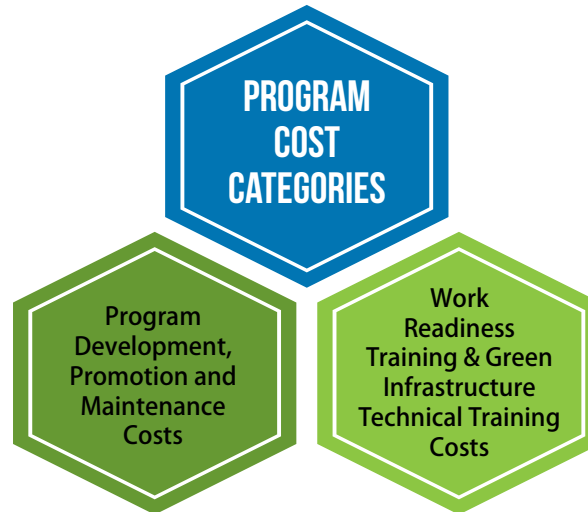
PROJECT BUDGET

Our proposed budget for providing the scope of services as described in this revised proposal follow.

TASK	DESCRIPTION	BUDGET
1	Kick-off and Periodic Project Meetings	\$ 30,000
2A	Market Analysis and Workforce Projection	\$ 30,000
2B	Small Business Enterprise Focus Group Involvement	\$ 15,000
3	Technical Curriculum / Web-Based Training Courses Development	\$ 36,000
4	Work Readiness Readiness Candidate Recruitment and SBE Recruitment	\$ 20,000
5 & 6	Work Readiness Training & Green Infrastructure Technical Training	\$204,000
7	Finding Apprenticeships / Internships & Fostering Entrepreneurship	\$ 20,000
8	Program Reporting	\$ 35,000
TOTAL		\$390,000

COST ANALYSIS

Our costs can be divided into two categories; a discussion of each follows:



Program Development, Promotion & Maintenance Costs

These costs should be viewed as a one-time expense toward development of a new Program for the City. These costs include:

- Project Meetings
- Market Analysis and Workforce Projection
- Small Business Focus Group
- Technical Curriculum/Web-Based Training Courses Development
- Work Readiness Candidate Recruitment and SBE Recruitment
- Finding Apprenticeship/Internship Opportunities and Fostering Entrepreneurship
- Program Reporting

In future years, these costs will be significantly less, primarily limited to tweaking the Program based on lessons learned in the preceding year.

Work Readiness Training & Green Infrastructure Technical Training Costs

Our training costs equate to \$3,400 per student (based on a total of 60 students in the Program). We believe these costs are commensurate with costs for similar training programs around the nation. For example:

- *Per Scholas*, a nonprofit social venture committed to breaking the cycle of poverty by creating technology education, offers a tuition-free, multi-week, accelerated training program for low-income and unemployed individuals. The cost per student is approximately \$6,900.

Our training program costs are commensurate with the costs for similar training programs nationally.

- *Year Up*, a 501(c)(3) college educational and workforce development organization that serves urban young adults by providing a pathway to enter livable-wage careers, has an intensive, one-year training program. Equating their program's training effort to that of ours yields a cost of \$5,700 per student for their program.
- *Verde*, a tax-exempt nonprofit group, serves communities by building environmental wealth through social enterprise, outreach and advocacy. Their cost to develop full-time members within their Landscape Enterprise is roughly \$2,900; however, their program does not include the intensive Work Readiness training component of our Program.

We sincerely appreciate the opportunity to submit our proposal and we look forward to hearing from you. Please do not hesitate to call us at 614.339.3380 if you have any questions or need any additional information.

Sincerely,

T&M ASSOCIATES



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