

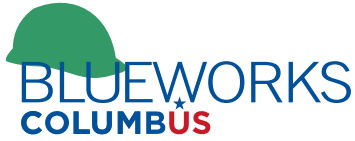
PROPOSAL FOR PROFESSIONAL SERVICES FOR  
GREEN INFRASTRUCTURE WORKFORCE DEVELOPMENT  
PROGRAM DESIGN & SERVICES

JULY 23, 2013



"The pathway to economic self-sufficiency and family stabilization is strengthened by training opportunities that lead to stable employment – especially in the emerging green industry. The City of Columbus' Green Infrastructure Workforce Development bolsters the Columbus Urban League's impactful work to jumpstart economic development in our city's urban core."

– STEPHANIE A. HIGHTOWER, PRESIDENT AND CEO  
COLUMBUS URBAN LEAGUE



July 23, 2013

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

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

Dear Ms. Smith:

T&M Associates, on behalf of our team, **Blueworks Columbus**, is pleased to submit our proposal to support the City of Columbus in its desire to create a sustainable green workforce development program, targeting hard to employ populations in our City. This program has the potential to address poverty and unemployment within these communities and promote the development of small, minority and female-owned businesses.

Our Blueworks Columbus team represents a collaboration of local, state and national experts in the fields of market analysis, workforce projection, workforce development, community engagement, marketing, funding procurement, entrepreneurship promotion, and green infrastructure design & implementation. We are unequivocally committed to the success of the Program.

Thank you for 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

Ihsan Al-Fayyomi  
Senior Vice President

Donald Pinto, PE BCEE  
Project Manager

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## SECTION 1 | INTRODUCTION TO OUR TEAM

“WORK IS MORE THAN A LIVING,  
AS VITAL AS THAT IS.  
IT’S FUNDAMENTAL TO OUR  
HUMAN DIGNITY, TO OUR SENSE  
OF SELF-WORTH AS USEFUL  
INDEPENDENT, FREE PEOPLE”

– WILLIAM J. CLINTON

As echoed by the words of our former President, we celebrate Mayor Michael Coleman and the City of Columbus' commitment to promoting workforce development through the green infrastructure program currently underway. Including as a focus of the workforce development program, the underserved and hard to employ will allow the City to bring economic opportunities and the potential for prosperity to those who have traditionally not shared in the wealth of our nation.



Successful execution of this Program requires a team of dedicated professionals, seasoned in the many facets of workforce development, to work collaboratively with the City on a common vision. Our team of partners, branded **Blueworks Columbus**, is the team.



T&M ASSOCIATES is one of the most diverse and fastest-growing engineering, planning and environmental consulting firms providing comprehensive services for private, local and government authorities and agencies. T&M has provided workforce development services to many public and private clients and has completed numerous nationally recognized green infrastructure projects. CCN 221806708



The Workforce Development and Career Services Department of the COLUMBUS URBAN LEAGUE offers employment services to individuals to encourage economic self-sufficiency and family stabilization. The services in the Department include career counseling, job placement, retention and advancement. CCN 314379453



The Center for Workforce Development at COLUMBUS STATE COMMUNITY COLLEGE partners with many public and private entities in the Columbus, Ohio community to address workforce improvement and economic development needs through innovative approaches to education, career counseling, talent development, customized training and organizational performance. CCN PENDING



REGIONOMICS provides experience in economic development organizations and a thorough understanding of the workings of regional economies and workforce development to Regionomics' clients. Regionomics offers an array of economic and workforce analysis and planning services to clients in public, private, academic, and not-for-profit sectors. CCN PENDING



GREEN FOR ALL is an organization whose stated goal is to build a green economy while simultaneously lifting citizens out of poverty. Our best solutions to climate change are also our best tools for creating job opportunities and pathways out of poverty for the folks on the front lines of climate change: Low-income Americans and people of color. CCN 261140201



Founded in 1999, the PMM AGENCY, is a midwest based brand strategies firm which provides comprehensive creative services, marketing, PR/media relations, reputation management, event production, interactive & new media, communications and sports agent representation services to its clientele. CCN 311643608



Clarence Simmons started SIMCO CONSTRUCTION LTD to address the need for more quality contractors in urban areas with the capacity for multiple small and large projects. SIMCO utilizes Mr. Simmons' urban renovation, new construction, and development expertise to be a multifaceted construction company capable of successfully completing all types of single family, multifamily and commercial projects. CCN 270264262



WILLIAMS CREEK CONSULTING is an ecological engineering firm specializing in the integration of Infrastructure, Science, and Technology to deliver long-term sustainable solutions to clients across the country. Williams Creek is comprised of highly trained and committed professionals in the disciplines of engineering, hydrology, biology, botany, ecology, landscape architecture, urban planning, public relations, and finance. CCN 364498641



RAMA CONSULTING GROUP is a Columbus-based, performance management consulting firm specializing in Strategic Planning, Stakeholder Research and Engagement, Leadership Development and Diversity and Inclusion. RAMA is a leader in Research and Data Assessment, Corporate Training and Group Facilitation. RAMA holds EDGE and MBE certifications for the state of Ohio and is certified with the City of Columbus and the South Central Ohio Minority Supplier Development Council. CCN 204647970



RA CONSULTANTS LLC is a consulting and design company specializing in water and wastewater engineering services in Ohio and Kentucky. RA provides management and technical consulting services in the infrastructure market including: planning through design, construction administration, construction inspection, surveying services, pursuit of funding and small business program development and implementation. CCN 200654077



ECDI, a 501(c)(3) nonprofit community development corporation, is the 7th largest U.S. Small Business Administration intermediary micro lender in the U.S. and a U.S. Treasury designated Community Development Financial Institution (CDFI). ECDI's mission is to invest in people to create measurable and enduring social and economic change. Since its inception in 2004, ECDI has made more than \$14 million in loans to create 2,000 small businesses in Ohio, creating or retaining 4,000 jobs. CCN PENDING

To help prepare the local workforce for the emerging economic opportunity in green infrastructure, thereby increasing local employment through sustainable opportunities that will revitalize the city's neighborhoods.

**Mission.**

We are a city that embraces green, sustainable solutions to water quality problems and that hands down to future generations a safer, healthier urban environment with economic opportunity for all.

**Vision.**







Integrity  
Openness  
Empowerment  
Collaboration  
Diversity  
Sustainability  
Stewardship

**Values.**

## Advisory Panel

We have also assembled a team of community-wide leaders and experts who have agreed to participate on an Advisory Panel for our team. They will not be active participants in the workforce development program; rather, we will use them as “counselors” and “sounding boards” for ideas as warranted during the course of the project. The following are areas in which we may seek their counsel and support:

- **FUNDING SOURCES**
- **MARKETING, MESSAGING AND REACHING TARGET AUDIENCES**
- **CONNECTION WITH EMPLOYERS**
- **FOSTERING ENTREPRENEURSHIP AND BUSINESS FORMATION**
- **APPRENTICESHIP OPPORTUNITIES**
- **FEEDBACK ON PROGRAM APPROACH & TRAINING CURRICULUM**
- **PROGRAM ADVOCACY**

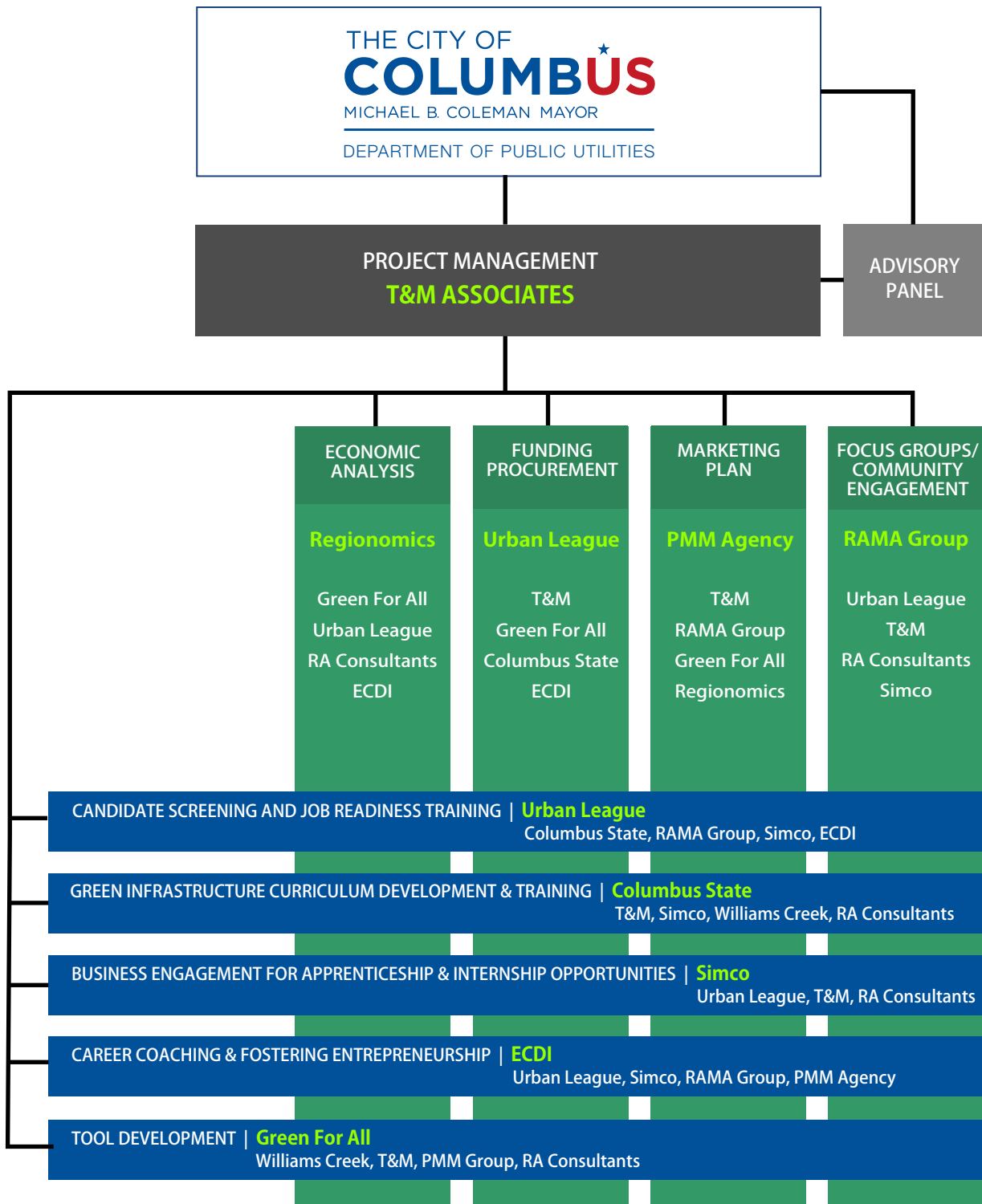
ADVISORY PANEL MEMBERS					
					
<p><b>Suzanne Coleman-Tolbert</b> President &amp; CEO</p> <p><b>Frankie Nowlin</b> Director of Workforce Services</p>	<p><b>Judy Czarnecki</b> Centripetal Strategies</p>	<p><b>Kristin Easterday</b> Local Government Director</p> <p><b>Kate Neithammer</b> State Policy Analyst</p>	<p><b>Trudy Bartley</b> Interim Executive Director</p> <p><b>Autumn Williams</b> Project Director</p>	<p><b>Valerie Powell</b> Administrator</p>	<p><b>Maudie Moreno</b> Certification Coordinator</p>

## Recommended City Panel

We recommend the City consider assembling a panel whose role would be somewhat parallel to that of the Advisory Panel; however, their focus would include internal capacity building in addition to Program support. Suggested members would include staff from:

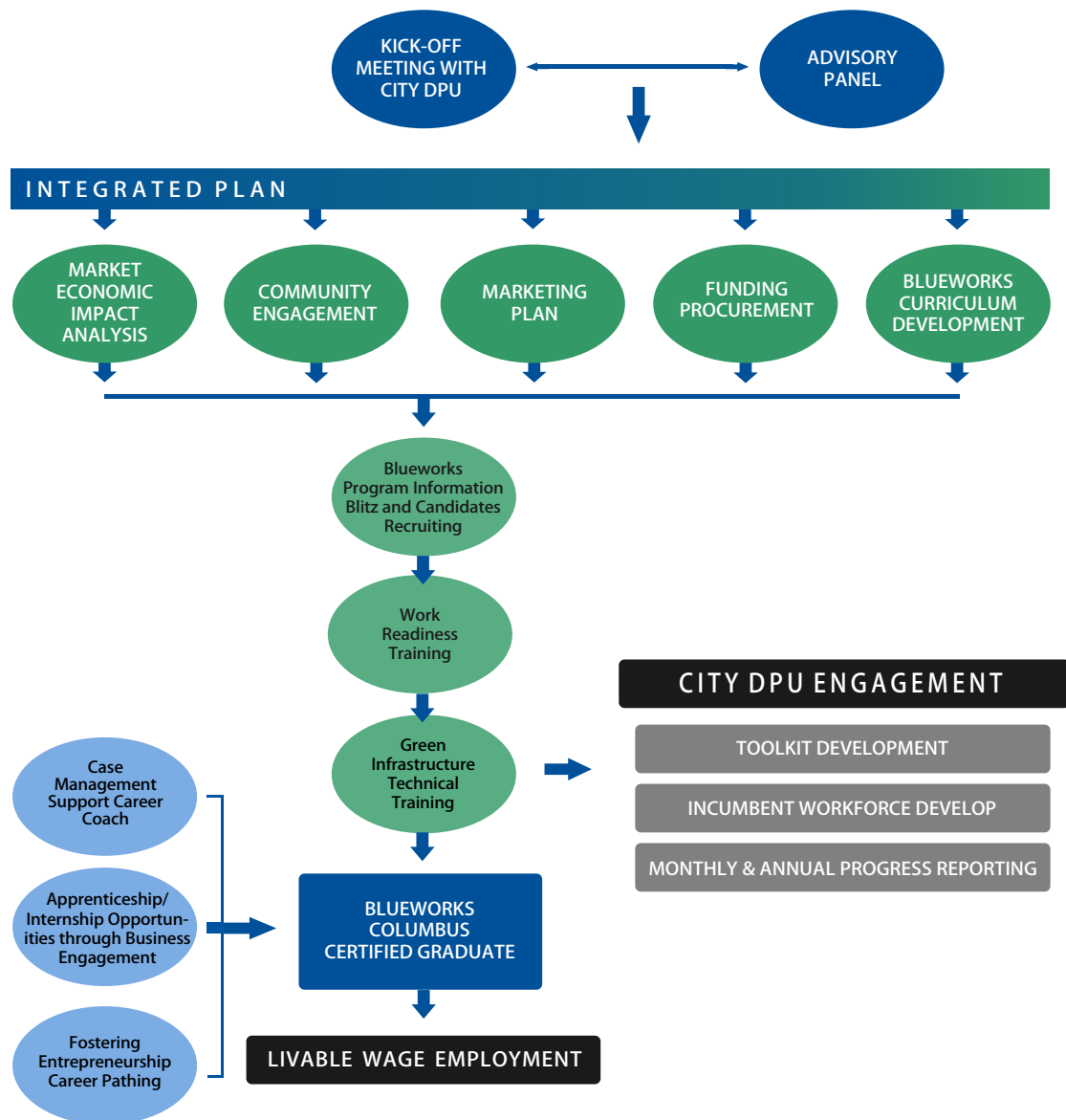
- **DEPARTMENT OF PUBLIC UTILITIES**
- **DEPARTMENT OF PUBLIC SERVICE (INCLUDING KEEP COLUMBUS BEAUTIFUL)**
- **DEPARTMENT OF RECREATION AND PARKS**
- **DEPARTMENT OF DEVELOPMENT**
- **EQUAL BUSINESS OPPORTUNITY COMMISSION OFFICE (INCL. 2013 COLEMAN EBO ACADEMY)**

While we have not included union representation on the Advisory Panel, with union membership across the state of Ohio on the decline, and the spending in green infrastructure on the rise, there may be an opportunity for increased union membership through the creation of green workforce job classifications. This could help a workforce development program become more sustainable by creating a potential entry point into the union. These members may have access to skill development tracks which then result in higher wages. The benefit for the unions would be increased membership. To explore this idea further, we would suggest that DPU consider adding union leadership to the City's advisory committee, if one is created.



## SECTION 2 | PROJECT APPROACH

Successful project execution is not defined by any one critical step or milestone; rather, it is dependent on the City and Blueworks Columbus working collaboratively together on a process with a shared sense of mission and purpose. The process for the project we design together, while structured, should be flexible enough to be modified as assumptions and conditions change along the way. To that end, we have prepared a **Process Flow Chart** as a generalized illustration of how we envision the project being executed. This process will be modified with input from the City and our Advisory Panel at the outset and reviewed periodically thereafter to determine whether any course corrections or additions are required.



As presented on the Process Flow Chart, several discrete tasks are required. Several of these tasks will begin concurrently while others follow once the initial tasks are completed. The City is assumed to be an active participant throughout the process, while we will seek Advisory Panel input on a quarterly basis or whenever warranted. Each task is discussed in brief on the following pages.



## Green Infrastructure 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.

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.

## Community Engagement

To ensure the development of a sustainable workforce development program, there must be a strong link between the actual training provided and desired training from the future labor employers. More specifically, it is imperative to reach out to the businesses that could and will be committed to employing the workers to be developed, and the training/job eligibility requirements they may favor. For example, for the underemployed to be viable candidates for employment, there may be specific employment obstacles from both an employee and an employer standpoint.

Our approach seeks to understand these perspectives prior to deciding on a definite Program model to ensure our services remain both relevant and responsive to the employer pool as well as the emerging green workforce. Community engagement is a key component to building a sustainable Program to support Blueprint Columbus as well as ensuring the community understands the benefits of the Program.

Several community engagement tactics may be utilized throughout the Program's design and implementation stages. For example:

**FOCUS GROUPS** | We anticipate at least three initial focus groups with eight to ten participants. We anticipate the groups to include businesses that will be directly and indirectly impacted by DPU's integrated plan. These focus groups would provide input on Program curricula and eligibility requirements at a minimum.

- One group may consist of large construction firms that may be interested in bidding on green infrastructure work with the City. These firms could directly employ program participants on these projects.
- A second group may consist of subcontractor firms interested in supporting projects through primes. In addition, there may be private companies that have interest in supporting the program for internal projects.
- Furthermore, one group may consist of City Department staff, including human resources staff, which may be interested in hiring Program participants within their departments. This focus group may be helpful in better understanding the requisite skills and competencies necessary to incorporate into our program to make participants more marketable to City job opportunities.

**KEY INFORMANT INTERVIEWS** | Interviews with key community stakeholders including Advisory Panel members, may prove to be an effective strategy for gaining understanding about historic barriers to developing workforce for municipal projects, what additional skills our Program should seek to develop, and how to ensure traditional barriers to employment are addressed or mitigated in our final Program model.

**COMMUNITY INFORMATION FORUMS** | These forums are designed to present information on the Program to the broader community and those who seek to learn more. It is anticipated that they will be held in diverse locations throughout the Columbus area after the Program model and marketing materials are developed. Each forum will include a question and answer period as well as an opportunity to register for the Program for follow-up by our Team.

**JOB FAIRS** | These outreach events will be conducted after the Program model is up and running and will serve as recruitment fairs for the program as well as an opportunity for Program graduates to connect to job opportunities with partner employer organizations. Invited participants would likely include both prime and subcontractor firms, City department representatives, and educational partner organizations.

Our approach to proactive community engagement will ensure our approach to workforce development is grounded in the reality of the potential Program participants as well as potential employers. By better understanding the environment in which we will operate, our Program model is expected to increase in likelihood for success.

## Marketing Plan

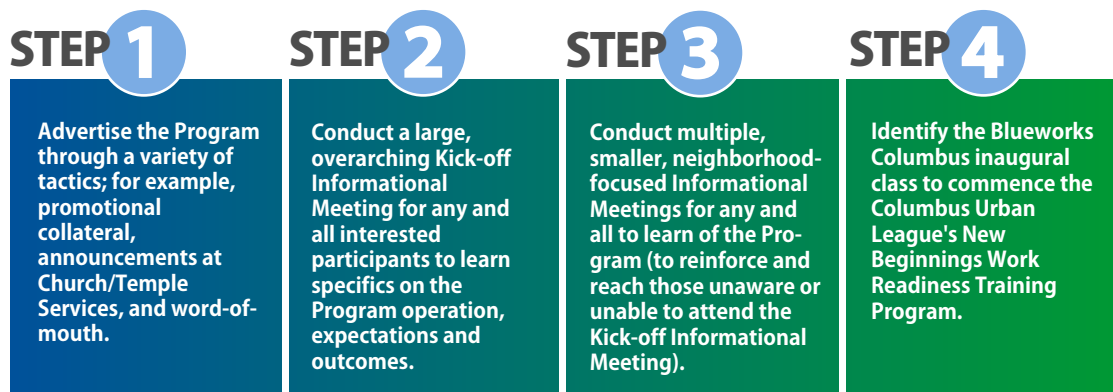
The key to successfully marketing the Blueworks Columbus Program will be connecting with potential Program participants from all areas of the City. Our mission is to share with the economically-challenged populations the exciting opportunity for them to embark on relevant career tracks, empowering them to become self-reliant. Members of our Advisory Panel will be instrumental in helping to identify populations, neighborhoods, and venues where our message will have the broadest reach and impact.

With its long-standing presence and reputation for excellence in Columbus, the PMM Agency (PMM) knows how to develop effective marketing strategies that resonate in the communities that will be the focus of the Green Infrastructure Workforce Development Program. They will be supported by Green For All, who will provide advice on best practices from their green infrastructure advocacy work on a national basis. Highlights of our marketing approach are:

- Blueworks Columbus will be fully integrated into Blueprint Columbus to ensure all marketing and outreach efforts are aligned and coordinated.

A Program website for Blueprint Columbus is currently being developed, and as an extension of Blueprint Columbus, a webpage within the website can be dedicated to Blueworks Columbus. In addition, Blueworks Columbus information may be shared using social media platforms (Facebook, Twitter, etc.) As several of our Team members, particularly the PMM Agency, are already leading the marketing efforts for Blueprint Columbus, this should be readily accomplished.

- We will begin with a kickoff meeting with the City and our Advisory Panel. At this meeting, we will discuss:
  - Planned Marketing Strategies (i.e., tools/avenues for getting the message out)
  - Nature of the Message (i.e., what are we going to say)
  - Target Neighborhoods
  - Promotional Collateral and Giveaways (to be co-branded with the Blueprint Columbus program)
- Following this meeting, the steps our Team will take to plant the seeds for success for Blueworks Columbus are as follows:



Another aspect of our Team's Marketing Plan will be an outreach effort to local businesses to identify and solicit Program partnerships, apprenticeship opportunities and financial support.

## Toolkit Development

A toolkit of the Blueworks Columbus Program will be developed to assist the City in conducting future workforce training programs. The toolkit will be a compilation of all communication tools, media strategies and crisis management tactics developed as part of the Program.

## Funding Plan

To ensure the growth and long-term success of the workforce development Program and to broaden its depth and reach into the community, it is critical that we secure funding from public and private sources to augment what is provided by the City. Our team is very well positioned to secure such funding.

To support operations, several of our team members already tap into the same funding resources that we would target for the workforce development Program. As such, we are very familiar with what it takes to win such grants, including having long-term relationships with the key decision makers on the grant award committees.

### OUR TEAM'S STRENGTHS IN THE AREA OF GRANTS PROCUREMENT INCLUDE:

The Columbus Urban League and Columbus State Community College Center for Workforce Development have a long history of securing grants from organizations such as the United Way and the Department of Job & Family Services at the state and county levels.

COWIC, our Advisory Panel member, has indicated willingness to fund training in the program.

T&M Associates has a dedicated team of grant procurement specialists focused on securing funding for our private sector clients. Our team has secured over \$20 million in the last five years to support our municipal clients in the areas for water & wastewater, green infrastructure, renewable energy, and brownfields redevelopment.

Green For All has many models for obtaining funding as summarized in their recent publication, *Where to Get the Green: Sources of Funds for Green Entrepreneurs*.

The RFP discussed preparation of a grant application for the Ohio Environmental Education Fund 2013 round. Letter of Intents were due July 18th with applications due July 25th for 2013. As the focus of this grant has shifted to primarily funding pre-K through university programs, our partner Columbus State Community College is well positioned to secure EEF funding in future rounds.



We also plan to target the private sector as a source of funding. This will include our community-based Fortune 500s such as American Electric Power, Huntington National Bank, and Columbia Gas as well as local business and trade associations who would benefit from our City's green infrastructure and a trained workforce. Stephanie Robinson in her role as Employer Relationship Coordinator will lead our Blueworks Columbus team in actively marketing the workforce development Program to the private

sector and championing grant donations to the Program. Our Advisory Panel members will also be instrumental in supporting this effort by providing direction (if not direct funding in some cases), identifying targets, facilitating introductions, and being passionate advocates. We will work collaboratively with the City to chart out a funding plan aligned with the project goals as one of the first action items upon project award.

## Work Readiness Training


The **Blueworks Columbus Work Readiness Training Initiative**, developed for implementation by the Columbus Urban League (CUL), will infuse concepts from the CUL New Beginnings Work Readiness Training Initiative (New Beginnings) to create an overall comprehensive strategy for the Blueworks Green Infrastructure Design & Services Program.

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.

What we know for sure:

- Columbus has the highest poverty rate among 16 similar metropolitan areas, with 30% of Columbus' children and one in five urban residents living in poverty.
- Of the 40,000 people returning to Franklin County from incarceration every year, unemployment soars to 60%, affecting these individuals and their estimated 55,000 children.
- Columbus ranks 16th of 16 metropolitan areas in the percentage of all firms with fewer than 20 employees.  
(SOURCE: BENCHMARKING CENTRAL OHIO 2011)

The Blueworks Columbus Work Readiness Training Initiative is designed to address each of the areas listed above by preparing 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 of Columbus' green infrastructure efforts while simultaneously having a positive impact on area economic development and the sustainability of our families and communities.



In 2012, the CUL provided over 7,300 hours of work readiness training to unemployed individuals and placed 140 individuals in employment, many of whom received food and/or cash assistance from Franklin County Department of Job & Family Services.

## Green Infrastructure Curriculum Development and Training

Based on the results of the Green Infrastructure Market Analysis, we will identify the number of workers and specific occupations required for the Green Infrastructure program. Under the leadership of the Columbus State Community College Center for Workforce Development, we will develop a training curriculum to match these needs. Steps involved include:

- With the City and our Advisory Panel, conduct focus groups within the business community, including the construction trades, to ensure that the training we are providing aligns with the job market needs.
- 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 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 Columbus State but are hopeful that some of the labs and field trips can take place at the City facilities, as well as green infrastructure developments within Franklin County close to the neighborhoods where the prospects will be located. Additionally, we expect to recruit City employees as well as some of the local business with vested interests to support the training Program with guest instructors, field demonstrations using heavy equipment, and tours of completed or ongoing green projects.

### SAMPLE GREEN INFRASTRUCTURE TRAINING CURRICULUM (6 WEEKS)

OSHA 10-HOUR CONSTRUCTION INDUSTRY SAFETY & HEALTH OUTREACH COURSE

APPLIED ENVIRONMENTAL TOPICS:

- Hydrology & Water Pollution
- Water/Wastewater Infrastructure
- Hardscaping
- Basics of Soils
- Wetland/Wetland Plants

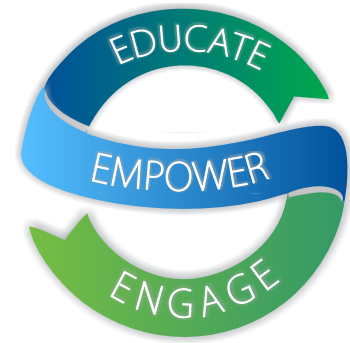
SUSTAINABLE INFRASTRUCTURE FUNDAMENTALS:

- Pervious Pavement
- Detention/Retention Basins
- Bioswales and Rain Gardens
- Rain Barrel and Cistern Systems
- Heavy Equipment Basics
- Hand Tool Basics
- Landscape Maintenance

EPA HUD LEAD SAFETY FOR REMODELING, REPAIR AND PAINTING

## Apprenticeship and Internship Opportunities

On-the-job training is a 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. 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 Green Infrastructure Training 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 in Blueworks Columbus will tap into their network of industry contacts for placement opportunities.
- Our Advisory Panel members will act as Program advocates and identify resources and opportunities both within their organizations and beyond to support placement.
- Green For All will identify and guide best practices in this area that have worked in other communities.

## Career Coaching and Fostering Entrepreneurship

ECDI will lead this subtask to assist the City in developing new businesses in the green industry. Since 2004 ECDI has participated in the creation of more than 4,000 jobs that have had an aggregate economic impact in Ohio of over \$2.4 billion. ECDI's Plan of Action envisions eight distinct phases of green industry business development. These phases consist of:

- 1) Client Recruitment (primarily from graduates of the Columbus Blueworks Program)
- 2) Client Assessment (of entrepreneurial skills, interests and strengths)
- 3) Entrepreneurship Basic Training
- 4) Advanced Entrepreneurship Training
- 5) Connecting Clients with Mentors (in the same industry/profession)
- 6) Access to Capital (in the ECDI loan funds)
- 7) Access to ongoing Technical Assistance (including legal support and financial literacy training)
- 8) Access to ongoing Personal Support (in partnership with CUL on issues such as affordable housing/childcare, professional interview clothing, and obtaining identification)

### ENTREPRENEURSHIP BASIC TRAINING

Describe Your Business  
 Develop a Marketing Plan  
 Develop an Operations and Management Plan  
 Management Administrative Structure  
 Financial Analysis/Plan  
 Risk Management

### ADVANCED ENTREPRENEURSHIP TRAINING

What Should Be in Your Loan Package  
 Building Your Wealth with IDAs  
 Creating Your Business Plan  
 Accounting Principles  
 Social Media (SEO)/Strategies  
 Sales Strategies and Techniques  
 Retail Industry-Related Courses  
 Growth Strategies for Existing Businesses

## Incumbent Workforce Development

For the green infrastructure workforce development Program to be judged a true success requires that the Program continue and grow under DPU's leadership after our contract on this project expires. With that in mind, early in the project, we propose to lay out a plan for DPU staff engagement over the course of the project. We anticipate heavier involvement in the latter stages of the project as the Program is more fully developed. Some examples of DPU staff engagement include:

- Community Engagement
- Curriculum Development
- Curriculum/Field Training
- Candidate Mentoring
- Internship Opportunities
- Green Infrastructure Site Tours
- Final Program Report at Project Conclusion

This DPU internal capacity-building effort will be closely coordinated with that of Blueprint Columbus so the efforts are aligned. In addition to delivery of the toolkit discussed earlier, recommendations on staffing needs (number of employees and qualifications), class size, curricula, and other best practices will be provided to the City toward the end of the project.

## Kick-off and Periodic Project Meetings

While we assume an initial kick-off meeting between the City and Blueworks Columbus 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 meetings will include:

- Review of Mission, Vision and Values
- Resolution of Budget
- Discussion of Approach
- Establishment of Communication Protocols
- Review of Advisory Panel and Internal City Panel (members & roles)
- Identification of Subgroups to Focus on Various Project Tasks
- Review of Schedule



## 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 Blueworks Columbus, the number of graduates, and their advancement in their careers. Economic impact analyses of the Program will also be detailed.



## Proposed Project Schedule

### GREEN INFRASTRUCTURE WORKFORCE DEVELOPMENT PROGRAM, CITY OF COLUMBUS DPU

TASK	DESCRIPTION	2013			2014												2015												2016									
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	Project Meetings with DPU	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
2	Advisory Panel Meetings	♦			♦			♦																														
3	Market Impact Analysis																																					
4	Community Engagement																																					
5	Marketing Plan/ Tool Kit Development																																					
6	Funding Procurement																																					
7	Training Program Development																																					
8	Green Infrastructure Workforce Training																																					
9	Business Engagement for Apprenticeship and Internship Opportunities																																					
10	Coaching and Fostering Entrepreneurship																																					
11	Incumbent Workforce Development																																					
12	Delivery of Final Report and Toolkit to City																																					

**NOTES:**

- For DPU project meetings, we budgeted bi-weekly meetings for the first six months and monthly meetings thereafter.
- Advisory Panel meetings will occur once a quarter.
- Market Impact Analysis will be completed w/in the first three months and updated annually thereafter. Quarterly updates will also be provided. A final report on the Program's economic impact over the 3-year period will be submitted at project close.
- Community Engagement will be more intensive for the first six-months followed by quarterly engagement activities.
- The Marketing Plan will be developed and deployed in the first six months; a dedicated website and social media interactions will be on-going for the project duration. Toolkit development will be ongoing as the project progresses.
- Funding Procurement strategy will be developed within the first two months; on-going solicitations from federal, state, local and private sources will continue throughout the project duration.
- The Work Readiness and Green Infrastructure Training Programs will be tailored/developed during the first six months. This includes technical curriculum development and certificate/diploma market-acceptability resolution.
- Green Infrastructure Workforce Training includes 4-week Work Readiness training at CUL and 6-week Technical Training at CSCC.
- The plan for Business Engagement for Apprenticeship and Internship Opportunities will be developed within the first two months and will be executed throughout the project duration.
- Incumbent Workforce Development while planned early with the City is not expected to be active until after a few classes of students have successfully graduated and the Program is running as planned.
- Final deliverables will include the toolkit, recommendations for internal capacity building, and the final Program impact analysis report.

## SECTION 3 | PROJECT TEAM EXPERIENCE

### Team Members

#### Bios and Project Roles

Biographical sketches of our key team members are provide in Appendix A. Included therein are descriptions of their relevant experience and their proposed roles on the Project.

#### Relevant Projects

Profiles of projects completed by our team members within the last five years relevant to their proposed roles on the project are provided in Appendix B.



TEAMWORK...  
COMING TOGETHER IS A BEGINNING  
KEEPING TOGETHER IS PROGRESS  
WORKING TOGETHER IS SUCCESS

– HENRY FORD

“EACH YEAR MORE THAN 2,000 EX-OFFENDERS IN STATE PRISONS RETURN TO FRANKLIN COUNTY AFTER PAYING THEIR DEBTS TO SOCIETY. WE CAN DEAL WITH THE REENTRY OF EX-OFFENDERS INTO OUR COMMUNITY IN TWO WAYS: CAST THEM ASIDE INTO THE CYCLE OF CRIME AND VIOLENCE OR HELP THEM RESTORE OUR COMMUNITY BY RESTORING THEIR LIVES. IF WE CHOOSE THE DO-NOTHING APPROACH, WE WILL PROBABLY SEE THEM BACK IN PRISON, AND THAT COMES AT A FINANCIAL AND SOCIAL COST... BUT IF WE HELP TO TRAIN EX-OFFENDERS AND PREPARE THEM FOR A PRODUCTIVE LIFE, WE CAN BREAK THE CYCLE OF DESTRUCTION IN FAVOR OF RESTORATION.”

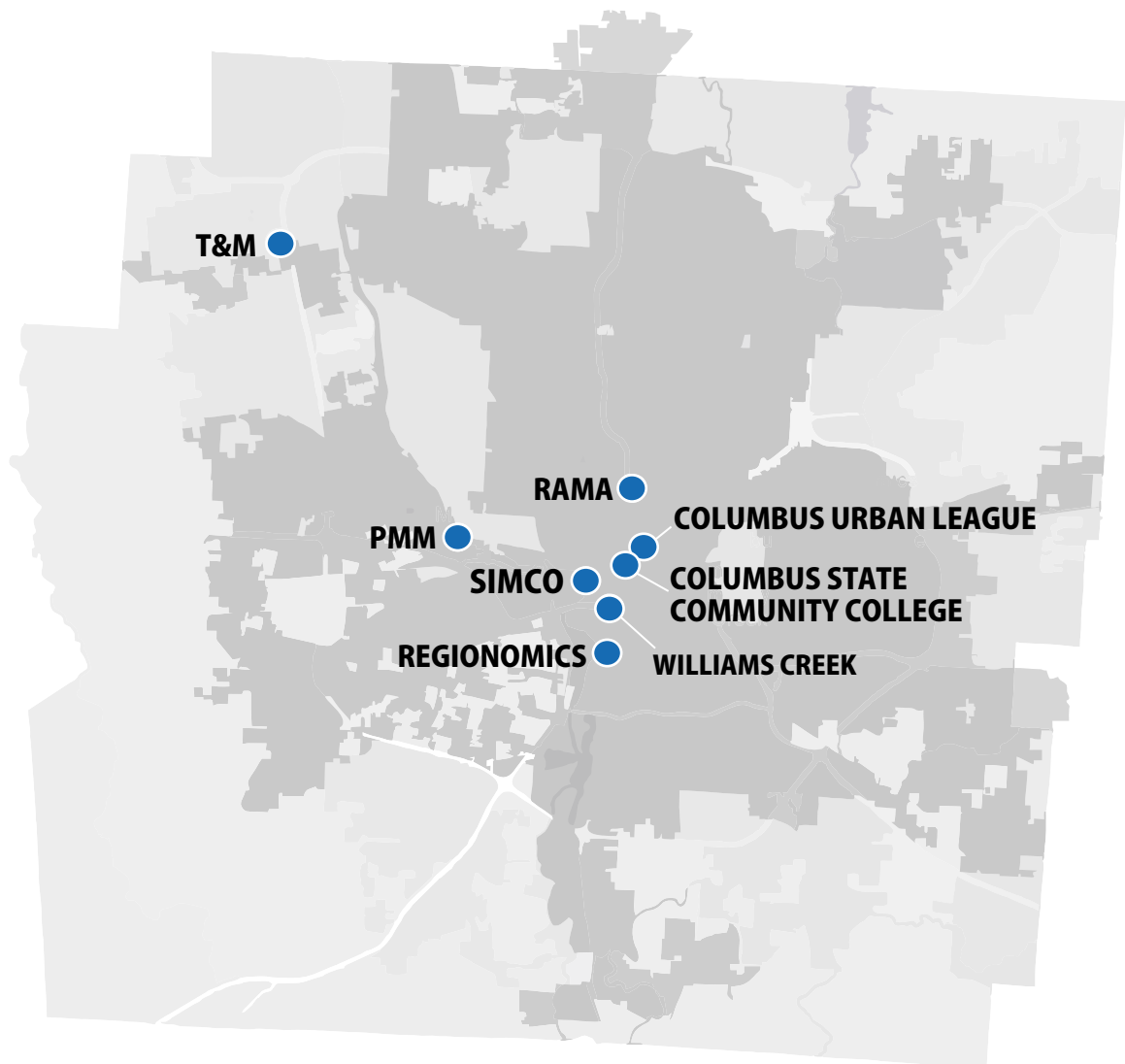
– MAYOR MICHAEL B. COLEMEN  
2012 STATE OF THE  
CITY ADDRESS

## SECTION 4 | LOCAL WORKFORCE

### We Exceed 90%

More than 90% of our Team's project labor costs are assignable to employees paying City of Columbus income tax. With the exception of Green For All and RA Consultants, who have advisory roles on our team, all of our Team members have offices located within the City of Columbus as illustrated by the graphic below.

■ = City of Columbus



## SECTION 5 | ENVIRONMENTALLY PREFERABLE OFFEROR

### Our Proposal

Our proposal is 100% recyclable. Specific attributes include:



PAPER COVER	100% Post-Consumer & FSC® Certified Environmentally Friendly Sheets
INK	100% Post-Consumer & FSC® Certified Environmentally Friendly Sheets
BINDING SPINE	Low VOC Ink
	Recycled Plastic Spine

### Our Team

Blueworks Columbus is proud to be part of the green movement, with our members striving to make positive changes in their professional and personal lives to benefit the environment and future generations. For example, our team partners are commercial or residential members of the Columbus Green Spot program founded by Mayor Michael B. Coleman.



Our team members also belong to other organizations dedicated to eco-consciousness, preservation and sustainable growth, such as the U.S. Green Building Council, Water for People, Simply Living, Support Our Local Economy (SOLE) and Indianapolis Green Congregations.

### Our Process

#### FOLLOW GREEN EVENT GUIDELINES

For internal meetings and community engagement activities, we will seek, where possible, to follow guidelines published in the Sustainability & Materials Management Green Events Guide, which was developed for the International EcoSummit 2012 held in Columbus.

#### USE ECO-CERTIFIED PRODUCTS

In purchasing products and equipment needed to implement this project, we will search for products that have achieved independent, third-party certification.

#### AVOID ALL "RED LIST" ITEMS

To the extent possible, we will avoid using in our community engagement activities "Red List" items as identified by the International Living Future Institute.



## APPENDIX A | MEET YOUR PROJECT TEAM







TEAM MEMBER AND CAREER HIGHLIGHTS	PROJECT ROLE
 <p><b>IHSAN AL-FAYYOMI</b>   SENIOR VICE PRESIDENT, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Mr. Al-Fayyomi is Division Manager for T&amp;M's Environmental Services Department, with responsibility for gross revenues up to \$21,000,000.</li> <li>• He will be accountable for the team's performance, dedicate the necessary resources, perform periodic quality reviews, and obtain regular client feedback.</li> </ul>	<p><b>PROJECT OFFICER</b> Client Feedback QA/QC</p>
 <p><b>DONALD PINTO, PE, BCEE</b>   PRINCIPAL, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Market Sector Manager for Green Energy and Sustainable Development, managing multi-million dollar portfolios at Malcolm Pirnie and ARCADIS, before joining T&amp;M in 2012.</li> <li>• Over 20 years of experience working with the City of Columbus DPU and other municipal entities in Ohio. Has led workforce development and technical training initiatives with many clients in the public and private sectors including Indiana Manufacturers Assoc., KYDEP, Whirlpool, HONDA suppliers, Delphi Automotive and County Landfills in Ohio.</li> </ul>	<p><b>PROJECT MANAGER</b> Business Engagement Marketing Plan</p>
 <p><b>TONI M. CUNNINGHAM</b>   DIRECTOR, WORKFORCE DEVELOPMENT &amp; CAREER SERVICES, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Manages a Department responsible for inspiring, motivating and preparing individuals for sustained employment to lead them to self-sufficiency. Services in the department include a variety of work readiness workshops, presentations, one-on-one coaching, individual career plans, along with job placement assistance.</li> <li>• In 2011, Toni was awarded the Community Leadership Award from Franklin County Children's Services for her work with Dress for Success Columbus in transitioning women into employment through work readiness training.</li> </ul>	<p><b>WORKFORCE DEVELOPMENT PROGRAM</b> Work Readiness Training Funding Procurement</p>
 <p><b>BILL LAFAYETTE, PH.D.</b>   OWNER &amp; ECONOMIST, REGIONOMICS</p> <ul style="list-style-type: none"> <li>• Measured the economic impact of the Columbus Wet Weather Management Program for DPU, 2007. Previously VP of Economic Analysis for the Columbus Chamber, implementing workforce initiatives such as the Columbus Healthcare Workforce Center, the workforce elements of the Columbus Logistics Roadmap, and Columbusinternships.com.</li> <li>• Served on the statewide steering committee of the Ohio Skills Bank, an initiative to align the programs of state-sponsored educational and training institutions with the skills needs of key industries. Performed the Central Ohio labor market analysis for the Skills Bank.</li> </ul>	<p><b>MARKET IMPACT ANALYSIS &amp; WORKFORCE PROJECTION</b> Funding Procurement Business Engagement</p>
 <p><b>KIMBERLY A. BLACKWELL</b>   CHIEF EXECUTIVE OFFICER, PMM AGENCY</p> <ul style="list-style-type: none"> <li>• Currently leading the marketing efforts for Blueprint Columbus.</li> <li>• In 2013, Black Enterprise featured her as one of its "Top Executives in Marketing &amp; Advertising." She also received national recognition in The Network Journal's "25 Influential Black Women in Business," and in 2012, she was featured in the Power Issue of Black Enterprise among its "Rising Business All-Stars 40 Under 40."</li> </ul>	<p><b>MARKETING</b> Business Engagement Fostering Entrepreneurship</p>

TEAM MEMBER AND CAREER HIGHLIGHTS	PROJECT ROLE
 <p><b>DR. JEFF BATES</b>   PROFESSOR, PROGAM COORDINATOR ENVIRONMENTAL SCIENCE, SAFETY &amp; HEALTH PROGRAM, COLUMBUS STATE COMMUNITY COLLEGE</p> <ul style="list-style-type: none"> <li>• Dr. Bates has taught at Columbus State for 18 years, and provides training for both the private and public sectors in various topics related to environmental sustainability, and is an authorized Building Operator Certificate instructor in Operation &amp; Maintenance Practices for Sustainable Buildings.</li> <li>• He will be able to leverage the knowledge of the diverse instructors in this department, including those in the Landscape Design and Management, Civil Engineering Technology, and Construction Management programs.</li> </ul>	<p><b>CURRICULUM DEVELOPMENT AND TRAINING</b> Funding Business Engagement</p>
 <p><b>ALVARO SANCHEZ SANCHEZ</b>   SR. ASSOCIATE, GREEN FOR ALL</p> <ul style="list-style-type: none"> <li>• Leads GFA's water-sector work and provides technical assistance to stormwater practitioners on workforce development, procurement strategies, community benefits policy, and communications.</li> <li>• Researched and authored several green infrastructure resources focusing on economic and job development and currently working on job creation strategies through investment in green infrastructure and stormwater management systems.</li> </ul>	<p><b>PROGRAM ADVISOR</b> Toolkit Development Apprentice/Intern Opportunities</p>
 <p><b>MATARYUN "MO" WRIGHT</b>   PRESIDENT &amp; CEO, RAMA CONSULTING GROUP, INC.</p> <ul style="list-style-type: none"> <li>• Currently task leader responsible for community engagement with Blueprint Columbus. Also engaged with Columbus DPU on the design and implementation of its PUMP Workforce Development initiative.</li> <li>• Designed and implemented training and development projects for more than 10 years to organizations such as IMPACT Community Action, City of Columbus, State of Ohio and Cardinal Health.</li> </ul>	<p><b>CLIENT AND COMMUNITY ENGAGEMENT</b> Business Engagement Fostering Entrepreneurship</p>
 <p><b>CLARENCE SIMMONS</b>   PRESIDENT &amp; CEO, SIMCO CONSTRUCTION, LTD.</p> <ul style="list-style-type: none"> <li>• Member of the Columbus Blueprint team.</li> <li>• Prior to founding SIMCO, during his tenure at the Affordable Housing Trust of Columbus and Franklin County, he served as the Executive Director of the Mayor's Home Again program, a \$25 million urban redevelopment effort in the City of Columbus.</li> </ul>	<p><b>FOCUS GROUPS</b> Apprentice/Intern Opportunities Fostering Entrepreneurship</p>
 <p><b>JOHN HAZLETT</b>   MANAGER – FOOTPRINTING SERVICES, WILLIAMS CREEK CONSULTING</p> <ul style="list-style-type: none"> <li>• Served as Director of the Office of Sustainability for the City of Indianapolis.</li> <li>• Led implementation of the Mayor's SustainIndy initiative and secured over \$18 million federal grant funds for various sustainability projects with workforce training and operation and maintenance components</li> </ul>	<p><b>STRATEGIC ADVISOR</b> Procedural Guidance Toolkit Development</p>
 <p><b>STEPHANIE ROBINSON</b>   EMPLOYER RELATIONSHIP COORDINATOR, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Responsibilities include increasing Workforce Development and Career Services employer partnerships and resources.</li> <li>• Extensive experience in project management, employment - recruitment process; including experience with developing professional relationships with businesses and community based organizations.</li> </ul>	<p><b>EMPLOYER RELATIONSHIPS COORDINATOR</b> Business Engagement Apprentice/Intern</p>

TEAM MEMBER AND CAREER HIGHLIGHTS	PROJECT ROLE
 <p><b>CHRIS WEBER, PE</b>   VICE PRESIDENT, RA CONSULTANTS, LLC</p> <ul style="list-style-type: none"> <li>• Experience with MSD of Greater Cincinnati since 2009, supporting the consent program, implementation of the SBE program, small business capacity building and mentoring, outreach, and green infrastructure planning and design.</li> <li>• For the City of Columbus, he led the development of and performed the majority of the work for the Economic Opportunity Analysis Report and is currently working with the City investigating the addition of a small business inclusion program.</li> </ul>	<p><b>FOCUS GROUPS</b> MBE &amp; SBE Inclusion Technical Resource</p>
 <p><b>RYAN GARNER</b>   CLIENT MANAGER, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Mr. Garner serves as a client liaison and has experience with grant planning, evaluation, implementation and management.</li> <li>• Facilitator for various committees, working groups and projects, and recently coordinated a shared services program (21 municipalities) including events and initiatives.</li> </ul>	<p><b>COMMUNITY OUTREACH</b> Focus Groups Business Engagement</p>
 <p><b>RONNIE GRANT</b>   CAREER COACH, WORKFORCE DEVELOPMENT &amp; CAREER SERVICES DEPARTMENT, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Coaches clients in finding employment, advancing in their current employment and transition into new fields and guiding some into starting a new business.</li> <li>• Prepares clients in presenting themselves professionally and knowing how to prepare and present their personal 30-second commercial. Ronnie's work readiness training capabilities include experience in assisting individuals with constructing resumes, cover letters, business communications, as well as "Letters of Explanation" for ex-offenders.</li> </ul>	<p><b>CAREER COACH</b> Fostering Entrepreneurship City Capacity Building Training</p>
 <p><b>JEREMY HAYS</b>   STATE &amp; LOCAL INITIATIVES CHIEF STRATEGIST, GREEN FOR ALL</p> <ul style="list-style-type: none"> <li>• Leads Green For All's state and local work, which focuses on the development, implementation, and replication of green economic and workforce development models.</li> <li>• Designed and led Green For All's Communities of Practice and Business Engagement programs, as well as a number of successful initiatives to expand energy efficiency, create pathways out of poverty, promote clean water, encourage high road employment, and build green infrastructure.</li> </ul>	<p><b>PROGRAM ADVISOR</b> Business Engagement Funding Procurement</p>
 <p><b>CINDY JACOBSEN</b>   REGIONAL CLIENT SERVICE MANAGER, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Ms. Jacobsen has worked with the City of Columbus DPU for the past 17 years, including as the Community Relations Coordinator for Columbus' CIPs 405.2 (Clintonville) and 405.5 (Walhalla).</li> <li>• She has served as an adjunct professor with Columbus State Community College teaching courses in geology and hydrogeology.</li> </ul>	<p><b>ADVISORY PANEL LIAISON</b> Business Engagement Community Outreach</p>

TEAM MEMBER AND CAREER HIGHLIGHTS	PROJECT ROLE
 <p><b>DERRICK OWENS</b>   CAREER COACH, WORKFORCE DEVELOPMENT &amp; SERVICES, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Primary responsibility as a Career Coach is developing an individual career plan for clients along with a resume, cover letter and letters of explanation, if needed, which will ensure the client is prepared for job interviews.</li> <li>• Provides clients with personal job leads from a developed employer list or leads from our Employer Relations Coordinator. Once clients are employed, he also develops relationships with the employer to provide additional support to assist with job retention.</li> </ul>	<p><b>CAREER COACH</b> Business Engagement Apprentice/Intern Opportunities</p>
 <p><b>BETSY BOWE</b>   PRINCIPAL GRANTS PROCUREMENT SPECIALIST, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Has secured \$25 MM in the last 10 years in grant funding for city and county clients in Ohio.</li> <li>• Grant sources include State of Ohio, Clean Ohio Assistance, Revitalization and Conservation Funds, U.S. EPA, Ohio Department of Natural Resources, Ohio Water Revolving Loan Fund, Ohio Environmental Education Fund, and other private resources.</li> </ul>	<p><b>FUNDING PROCUREMENT</b> Business Engagement Marketing</p>
 <p><b>NEIL MYERS</b>   PRINCIPAL, WILLIAMS CREEK CONSULTING</p> <ul style="list-style-type: none"> <li>• Over 13 years of experience in ecological engineering and natural resource construction, generating opportunities for truly sustainable, financially-responsible solutions for watershed management, green infrastructure, and community revitalization.</li> <li>• Extensive experience working with the City of Columbus helping to evaluate innovative applications and non-traditional uses of Green Infrastructure in an effort to make the City of Columbus the "Greenest City in the Midwest."</li> </ul>	<p><b>STRATEGIC ADVISOR</b> Fostering Entrepreneurship Apprentice/Intern Opportunities</p>
 <p><b>ANGELA CLARK</b>   CLIENT SERVICE COORDINATOR, WORKFORCE DEVELOPMENT &amp; CAREER SERVICES DEPARTMENT, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Collects customers' background, personal data and previous employment information by conducting intake and assessment procedures with them.</li> <li>• Helps the client to identify any barriers that may be keeping them from being ready, willing and able to go to work. Once these barriers are identified, she works in conjunction with the Case Manager to develop the plan to remove the barriers.</li> </ul>	<p><b>WORKFORCE CANDIDATE SCREENING</b> Counseling Workforce Re-entry Planning</p>
 <p><b>PHIL CUNNINGHAM</b>   PROGRAM MGR., WORKFORCE DEVELOPMENT &amp; CAREER SERVICES, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Responsible for the effective implementation of department programs and services including the management of budgets, grant compliance related matters, and establishing key partnerships and relationships that support the successful implementation of established programs.</li> <li>• Serves as department leadership in absence of the director and ensures that programming is high quality and exceeds expectations of funders and agency leadership.</li> </ul>	<p><b>WORKFORCE DEVELOPMENT PROGRAM MANAGER</b> Funding Procurement Business Engagement</p>



TEAM MEMBER AND CAREER HIGHLIGHTS	PROJECT ROLE
 <p><b>JACLYN FLOR</b>   SUPERVISING ENGINEER AND PLANNER, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Guest lecturer at Columbia University on the design of Green Cities.</li> <li>• Serves as planning and engineering consultant for various municipalities and counties, and organizes and administers technical advisory committee and stakeholder meetings.</li> </ul>	<p><b>TECHNICAL RESOURCE</b> Curriculum Development Internal Capacity Building</p>
 <p><b>ASHLEY BLACKBURN</b>   CASE MANAGER, WORKFORCE DEVELOPMENT &amp; CAREER SERVICES, COLUMBUS URBAN LEAGUE</p> <ul style="list-style-type: none"> <li>• Although, the job title is “Case Manager,” Ashley is considered to be a “Success Coach” because people are more than just a case or number.</li> <li>• Assist individuals in overcoming life barriers that have previously held them back from becoming the best versions of them.</li> </ul>	<p><b>CASE MANAGER</b> Worker Readiness Training Counseling</p>
 <p><b>INNA KINNEY</b>   FOUNDER AND CEO, ECONOMIC AND COMMUNITY DEVELOPMENT INSTITUTE</p> <ul style="list-style-type: none"> <li>• ECDI's work in Ohio focuses on small business development, home ownership, post -secondary education and access to capital for all.</li> <li>• ECDI's curriculum training will focus on financial literacy and business development strategies.</li> </ul>	<p><b>FOSTERING ENTREPRENEURSHIP</b> Curriculum Training Funding Procurement</p>
 <p><b>VICTORIA CALDERÓN</b>   ACCOUNT MANAGER, PMM AGENCY</p> <ul style="list-style-type: none"> <li>• Ms. Calderón began her career as a community development officer at Fifth Third Bank and joined PMM in January 2012.</li> <li>• Her involvements, past and present, include United Way of Central Ohio, LEON (Latino Empowerment Outreach Network) and LULAC (League of United Latin American Citizens), as well as NSHMBA (National Society of Hispanic MBAs) and the YWCA of Columbus Governing Board.</li> </ul>	<p><b>MARKETING</b> Toolkit Development Business Engagement</p>
 <p><b>LORI THOMPSON</b>   GRANTS PROGRAM SPECIALIST, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Ms. Thompson has secured over \$50 million in funding for local and county governments.</li> <li>• She assists municipal and non-profit clients in planning and determines eligibility for a wide range of grant and loan programs.</li> </ul>	<p><b>FUNDING PROCUREMENT</b> Business Engagement Apprentice/Internship Opportunities</p>
 <p><b>MARK WORTHINGTON</b>   ENVIRONMENTAL SERVICES GROUP MANAGER, T&amp;M ASSOCIATES</p> <ul style="list-style-type: none"> <li>• Has assisted numerous municipalities, cities and counties with developing, implementing and compliance-auditing of their safety, right-to-know, and EPA &amp; OSHA-related programs.</li> <li>• Provided hand-on training including train-the-trainer sessions with municipal clients for incumbent workforce development.</li> </ul>	<p><b>TECHNICAL TRAINING</b> Curriculum Development Internal Capacity Building</p>

## APPENDIX B | RELEVANT PROJECT EXPERIENCE

### T&M WORKFORCE DEVELOPMENT AND EMPLOYEE TRAINING

For over 50 years, T&M has provided workforce development and employee training services for our public & private sector clients. Settings have included one-on-one, classroom, and train-the-trainer types of sessions. Subject matter has been varied from technical topics related to air, water and waste regulations to personal development topics such as employee conduct, ethics, workplace violence, and drug & alcohol abuse. Recent clients have included:

- AMERICAN ELECTRIC POWER (AEP) PRO SERV
- ARCHER DANIELS MIDLAND (ADM)
- ENVIRONMENTAL JOINT INSURANCE FUND
- FLORIDA POWER & LIGHT
- INDIANA MANUFACTURERS ASSOCIATION (IMA)
- KENTUCKY EXCEL PROGRAM
- NEW JERSEY CLEAN COMMUNITIES PROGRAM
- OHIO GALVANIZING
- HANCOCK AND PREBLE COUNTIES, OHIO
- PASSAIC VALLEY WATER COMMISSION
- TWO RIVERS WATER RECLAMATION AUTHORITY
- UTILITY WORKERS OF AMERICA

### T&M GREEN INFRASTRUCTURE DESIGN AND ENGINEERING

T&M has been nationally recognized for its green infrastructure design and engineering services on many high-profile projects across the eastern U.S. Recent examples include:

- John C. Anderson Apartments in Philadelphia, the nation's first dedicated LGBT retirement community. This project was featured on The White House website.
- The Pavilion Building at the Community College of Philadelphia, designed to comply with the LEED Gold Standard.
- Canal Crossing, a 111-acre redevelopment area for the Jersey City Redevelopment Agency designed as a sustainable community.
- RiverWinds at West Deptford, NJ, a \$100 million project that included many green infrastructure elements such as infiltration and biofilter wetlands.



### CUL WORKFORCE DEVELOPMENT AND CAREER SERVICES

CUL “wraps” services around families, addressing housing, employment, parenting, health, wellness and nutrition –foundational building blocks that foster healthier, more stable families and neighborhoods. A major component of stabilization is workforce development. The CUL has become the premier organization serving those with multiple barriers to employment, including those with a criminal record on their background, by providing innovative approaches to comprehensive work readiness training for the hardest to employ. In 2012, the CUL placed 140 individuals in employment, many of whom received food and/or cash assistance from Franklin County Department of Job & Family Services. With an average assistance cost of \$1,100 per person, the results are estimated to be over \$150,000 in public savings for each year these individuals remain employed. In addition, the CUL provided teens with summer job readiness training and employment. The result was over 300 job placements, with approximately 50% of those teens living in households receiving food and/or cash assistance.



## CUL'S HUNTINGTON EMPOWERMENT CENTER

The new Huntington Empowerment Center in the heart of the King Lincoln district will serve as a hub of activity, including:

- An “economic gardening” incubator where existing high-growth-potential businesses work with CUL and its community partners to grow high-wage jobs and profitable companies.
- Services will include crowd funding, micro loans, revolving loans and access to mentors, suppliers and other vital networks.
- A state-of-the-art training facility that prepares people to master the high performance skills needed for today's workplaces.
- Social enterprises that provide life-changing transitional jobs to those hardest to employ.
- A wired learning laboratory and presentation room for classroom, business and community use.



## REGIONOMICS WORKFORCE DEVELOPMENT ECONOMIC ANALYSES

Dr. Bill LaFayette's experience with economic analyses geared toward workforce development and training opportunities is best expressed by the sentiments of his clients.

“Dr. LaFayette was critical to developing an accurate photo of both the current and potential labor market in healthcare, logistics, insurance and information technology. Additionally, he assisted us in targeting the areas of talent development that were most likely to bring the greatest short-term and long-term returns, enabling us to best flow our project funds. Our business partners also took advantage of his expertise to have him present the labor photo to their leadership. Dr. LaFayette has an often hard to find skill set in taking complex data sets for analysis and incorporating a laymen's understanding in the delivery of that data that enables organizations and groups to be able to clearly set directions and mobilize implementation. He continues to be vital to our work at both the state and regional level.”

**COLUMBUS STATE**  
community college  
Center for Workforce  
Development

CHERYL HAY, ADMINISTRATOR  
BUSINESS AND INDUSTRY TRAINING SERVICES  
COLUMBUS STATE COMMUNITY COLLEGE

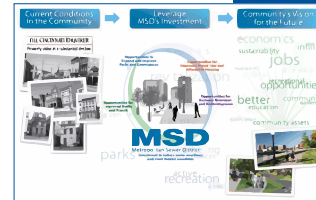
“I worked with Bill LaFayette for many years while with the Columbus Chamber of Commerce. I relied on his expertise in helping to uncover and explain workforce trends that would impact local businesses. His analysis of local and regional labor market statistics allowed me to speak knowledgeably to employers, local elected officials, and workforce agencies and non-profits on community-wide issues, like where to focus funding for training for skills projected to be in-demand. Though tasked with articulating the realities of a complex economy, Bill takes care to not talk over one's head, yet avoids dumbing things down. A fine balance that he handles with ease.”

**COLUMBUS**  
CHAMBER  
OF COMMERCE

CANDREA APPEGATE, MANAGING DIRECTOR,  
COLUMBUS OFFICE, PER SCHOLAS  
FORMERLY DIRECTOR OF WORKFORCE DEVELOPMENT  
COLUMBUS CHAMBER OF COMMERCE

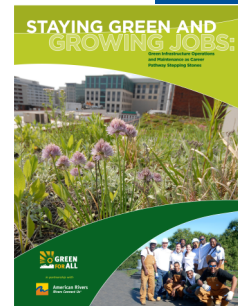
**RA CONSULTANTS GREEN INFRASTRUCTURE WORKFORCE DEVELOPMENT**

RA Consultants' staff experience connects all aspects of this project. We are currently assisting the Metropolitan Sewer District (MSD) of Greater Cincinnati with their consent decree program, "Project Groundwork." We have been assisting in all aspects, including green infrastructure planning and design, project management, easement acquisition and construction management. In addition, Chris Weber led the development of a construction labor force forecast model for the construction of the green infrastructure projects. Also, he has been supporting the small business enterprise implementation program as the consultant lead since 2009. In this role, he has been involved with many aspects of the program and has helped MSD dramatically increase small business spend in all categories. In addition, this role has included mentorship activities, training, outreach and capacity building. RA is currently engaged with the City of Columbus supporting the investigation of adding a Small Business Inclusion program to the City. Furthermore, Chris Weber recently led and authored the "2012 Minority Business Enterprise, Economic Opportunity Analysis" report for DPU, which is a precursor for this assignment.



**GREEN FOR ALL GREEN INFRASTRUCTURE WORKFORCE DEVELOPMENT**

Green For All is a recognized national leader on green economy, business, employment, and workforce development issues. The organization develops business tools for small green enterprises, crafts workforce development strategies, and promotes policies that create economic growth and employment opportunities, especially for low-income or vulnerable communities. Green For All has played a leading role in developing workforce strategies for green industries and initiatives, including the federal Green Jobs Act, state policy and programs for the utility sector, and many local efforts. Green For All also trains young community leaders to be world-class spokes people for the clean economy.



Some of our partners in green infrastructure include:

- METROPOLITAN SEWER DISTRICT OF GREATER CINCINNATI
- BUREAU OF ENVIRONMENTAL SERVICES, CITY OF PORTLAND
- SEATTLE PUBLIC UTILITIES
- ONONDAGA COUNTY – SAVE THE RAIN PROGRAM
- MILWAUKEE METROPOLITAN SEWERAGE DISTRICT
- LAND STUDIO – CLEVELAND
- CLEVELAND BOTANICAL GARDENS
- AMERICAN RIVERS
- PACIFIC INSTITUTE

In recent years, Jeremy Hays and Alvaro Sanchez Sanchez have developed a well-documented background studying the intersection of jobs, workforce, and green infrastructure. This team has collaborated on a number of leading research efforts documenting the growing green infrastructure sector. These include, Water Works: Rebuilding Infrastructure, Creating Jobs, and Greening the Environment; Green Infrastructure Job Tracking and Projection Guide; Staying Green and Growing Jobs: Green Infrastructure Operations and Maintenance as Career Development Pathways; and a forthcoming study of the operations and maintenance economic development potential associated with the North East Ohio Regional Sewer District's green infrastructure investments. Additionally, the team has guided and influenced strategies for creating entry points to employment using green infrastructure investments and delivering community benefits from public investments in stormwater management.

## COLUMBUS STATE COMMUNITY COLLEGE WORKFORCE DEVELOPMENT

**LOGISTICSART (ATTRACT & RETAIN TALENT) GRANT**

Secured \$4.6 million Department of Labor Grant from March 2010 to June 2013. Three pathways were developed: Warehouse and Distribution (entry level), CDL Class A Truck Driving licensure, and 21st Century Workskills Training for new or emerging incumbent employees. More than 1,000 individuals were served; 915 dislocated, underemployed, or veterans completed education/training activities in Logistics Industry entry level skill sets; 247 Graduated the CDL Pathway; and 150 incumbent workers were given enhanced skills training in Leadership and 21st Century Skills. The LogisticsART program was awarded the Workforce Innovation Award in 2010.

**BIOOHIO SCIENCE GRANT**

In the Bioscience field, Columbus State has worked closely with BioOhio the industry association and was awarded \$1 million from BioOhio to develop a Bioscience manufacturing program to meet industry hiring needs. This was a nine-month program that served the unemployed and underemployed. In all, 116 students were enrolled; 72 graduated; and 42 were placed in jobs to date.

**H1B/IT-ART (ATTRACT & RETAIN TALENT) GRANT**

Recently, the college was sub-awarded \$1.8 million as part of an H1B Training grant secured by the Ohio Department of Job & Family Services (ODJFS). This program is targeted at developing a talent pipeline of IT professionals to meet the skills gap for Information and Communications Technology workers for regional business. The goal is to develop 100 new workers for the industry regionally.



## RAMA GROUP BLUEPRINT COLUMBUS OUTREACH AND ENGAGEMENT

RAMA is currently leading the community outreach and public engagement effort for the Blueprint Columbus effort. The engagement process encompasses a two-phase “boots on the ground” strategy to engage Columbus residents in both education about the sewer overflow issue as well as assessing their perceptions and attitudes toward the Blueprint Columbus green approach to eliminating this issue. The RAMA team is employing a number of community engagement tactics including survey, focus groups, informational forums, and neighborhood presentations. RAMA has also assisted heavily in the development of the Blueprint brand and community advisory panel efforts and integrates its efforts to ensure messaging is consistent and accurate. The community engagement component will be critical to the overall acceptance of the Blueprint Columbus plan to be submitted to the Ohio EPA in September 2015.

## RAMA GROUP CITY PARTICIPATION SURVEY PROCESS FOR HUD CONSOLIDATED PLAN

The City of Columbus Department of Development solicited community assistance in setting its priorities for the use of funds for community development issues in the City. Responses were included in the citizen participation portion of the 2010-2014 HUD Consolidated Plan submitted to the federal government. RAMA was engaged to execute the community outreach portion of the consolidated plan. A public survey designed by RAMA was made available for approximately a month during July and August of 2009 to gather input on community needs and ways to prioritize government resources and action. The survey drew a total of 1,113 responses, 861 online and 252 in hard copy.

### WILLIAMS CREEK SUPPORT TO BLUEPRINT COLUMBUS' CLINTONVILLE INTEGRATED SOLUTIONS

The objective of the Clintonville Integrated Solutions project is to mitigate overflows of the designed sanitary relief in the Whetstone Park of Roses, designated DSR 335, to the 10-year level of service, which is a goal of the Wet Weather Management Plan. The project will also provide water quality and quantity benefits to the municipal separate storm sewer system. These objectives will be met with public, and private sourced inflow and infiltration controls such as downspout disconnects and green infrastructure within the right of way and on city property. The Clintonville Integrated Solutions project is comprised of six project areas and is part of the larger Blueprint Columbus initiative.

Williams Creek Consulting will support the Blueprint Columbus goal of clean streams and stronger neighborhoods as part of two teams responsible for two of the six project areas. These are Blenheim/Glencoe (CIP 650870-100001) and Schreyer/Springs (CIP 650870-100006). Williams Creek will support and/or perform a quality assurance role to determine the most beneficial and cost effective placement and extent of green infrastructure practices to achieve the desired level of service. Once the design is accepted, Williams Creek will support the creation of construction plans and bidding documents and perform engineering services during construction. This project will help determine City of Columbus protocols in achieving the goals of the WWMP in a manner that is sustainable, cost effective, and beneficial to all stakeholders. Williams Creek will also support public outreach efforts for the project.

### WILLIAMS CREEK GREEN INFRASTRUCTURE SERVICES TO COLUMBUS DPU

The City of Columbus continues to evaluate innovative applications and non-traditional uses of Green Infrastructure (GI) in an effort to support the broad objective of making Columbus the “Greenest City in the Midwest”. As part of its evaluation, the City has tasked Williams Creek Consulting with hydraulically analyzing how to implement retrofitted GI into built-out urban areas for CSO abatement as part of the City's Wet Weather Management Plan. The objective of this analysis has been to reduce or eliminate previously proposed off-line storage tanks in several of the Upper Olentangy Combined Sewer Overflow (CSO) basins. Williams Creek is working with the collection system engineering team to integrate the GI modeling into the City's overall collection system SWMM model.



Initial analysis focused on functionality and cost effectiveness of utilizing GI for CSO abatement. Williams Creek developed a 'sensitivity' curves to evaluate the effects of soil types, under-drains, and land uses on the storage and infiltration of stormwater runoff. The results showed that GI was cost effective with comparable proposed tank solutions. Williams Creek has since completed two more in depth evaluations on CSO drainage basins to further plan and analyze the effectiveness of GI on CSO abatement.

## Our Vision for the Future...

“Education is for improving  
the lives of others and for  
leaving your community  
and world better than you  
found it.”

– MARIAN WRIGHT EDELMAN,  
FOUNDER AND PRESIDENT  
OF THE CHILDREN'S  
DEFENSE FUND AND LIFE  
LONG ADVOCATE FOR  
DISADVANTAGED AMERICANS



Future Green Infrastructure Workforce Training Program Graduates

