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June 7, 2019

(20)-JT-29-R05

U.S. Environmental Protection Agency
Office of Grants and Debarment
1200 Pennsylvania Avenue, NW (3903R)
Washington, DC 20460

Dear Sir or Madam:

On behalf of OAI, Inc., I am respectfully submitting this EPA Environmental Workforce Development and Job Training grant application for your consideration. In collaboration with the City of Chicago's Department of Transportation (CDOT), WRD Environmental, and Signature Staffing, OAI proposes to use the EPA grant to enhance our existing partnership with Greencorps Chicago.

The proposed **OAI, Inc. and City of Chicago Greencorps-Environmental Workforce Development Partnership** (CG-EWDP) will provide a comprehensive job training and placement program for careers in environmental remediation, green industries and related fields. The Partnership will enroll a minimum of 60 Chicago residents, 45 of whom will complete the program and at least 40 of whom will be placed in employment during the grant period.

OAI's proposal is directly aligned with EPA's Strategic Plan 2018-2022, Mayor Lightfoot's *Nine-point Environmental Policy*, the City of Chicago's Brownfields Redevelopment Initiatives, and the Chicago Climate Action Plan to promote economic growth, create jobs, improve the tax base, decrease crime, create new open space, reduce the city's carbon foot print, and remove threats to human health.

The following information is provided in response to the RFP guidelines:

A. Applicant Identification:

OAI, Inc.
180 N. Wabash Avenue, Suite 750
Chicago, IL 60601
Tel: 312/528-3500; Fax: 312/528-3501
DUNS Number: 0401978450000

B. Threshold Eligibility Criteria:

- a. Applicant Eligibility [See Attachment 1 - Documentation of Non-profit Status]:** OAI, Inc. is an eligible, 501(c)(3), nonprofit organization whose primary mission is to provide education, workforce training and employment opportunities to disadvantaged communities.
- b. Duplication:** While OAI operates an NIEHS-funded Environmental Careers Worker Training (ECWT) program it does not duplicate services under this proposed EWDJT project. The ECWT program focuses on basic construction skills and environmental remediation training while EWDJT offers certifications in horticulture, green infrastructure, landscaping, low-impact development, eco-restoration, and environmental health and safety. Each program has different minimum enrollment requirements, which serve different target populations, and performs separate outreach and recruitment drives. Both programs are housed at different locations with separate partnership

agreements and staff. Programmatic and fiscal records/files are maintained separately with their own distinct auditable trails.

OAI is an awardee for DOL's Strengthening Working Families Initiative. This program is targeting the manufacturing, healthcare and IT sectors, recruits from a different geographic region and in no way conflicts or duplicates OAI's CG-EWDP.

- c. **Required Training:** OSHA 29 CFR 1910.120 40-Hour HAZWOPER course will be offered to all trainees as indicated on page 5 of the proposal narrative.
- d. **Federal Funds Requested:** \$ 200,000
- e. **Substantial Conformity with Instructions and Format Requirements:** This proposal conforms in every way to the instructions and format requirements of the RFP.
- f. **Training Curriculum Chart Indicating the Cost of Each Course:** Included on pages 5-6 of the proposal narrative as instructed.
- g. **Target Area:** CG-EWDP will continue to serve City of Chicago residents with a focus on those living in environmental justice communities located in the South and West sides.
- h. **Submission of Proposals:** This application is being submitted on or before the due date, June 10, 2019.

C. **Grant Type:** Environmental Workforce Development and Job Training Grant (EWDJT).

D. **Location:** CG-EWDP will continue to serve City of Chicago residents with a focus on those living in environmental justice communities located in the South and West sides.

E. **Contacts:**

a. Project Director	b. Chief Executive
Montgomery Proffitt, Director, Pre-Employment Education & Training OAI, Inc. 180 N. Wabash Avenue, Suite 750 Chicago, IL 60601 Phone: 312/528-3521 Fax: 312/528-3501 mproffitt@oaiinc.org	Mollie Dowling, Executive Director OAI, Inc. 180 N. Wabash Avenue, Suite 750 Chicago, IL 60601 Phone: 312/528-3555 Fax: 312/528-3501 mdowling@oaiinc.org

F. **Date Submitted:** June 10, 2019

G. **Project Period:** October 1, 2019 – September 30, 2022.

H. **Population:** While the proposed CG-EWDP will be open to all eligible City of Chicago residents, it will focus on serving disadvantaged unemployed and underemployed residents who face multiple barriers to employment and who live in the West and South sides, which include Opportunity Zones (OZ), HUD designated Empowerment Zones (EZs), and the surrounding Renewal Communities (RCs). The target population will include women, veterans, dislocated workers, ex-offenders and at-risk young adults. The City of Chicago's total population is 2,705,994 and the size of the communities served by the CG-EWDP program is 248,590.

I. **Training:** The CG-EWDP proposes to offer the required **40-hour HAZWOPER** course to all trainees, in addition to training in **Enhanced Environmental Health and Safety and Wastewater Treatment/ Green Infrastructure** as outlined under *I.B Use of Grant Funds* of the RFA. Courses will be supported by a

combination of the proposed EPA grant, and leveraged funding from the City of Chicago, and the Forest Preserve of Cook County. Career Guidance and Financial Literacy courses will also be provided to all trainees through leveraged funding from the City of Chicago, the Lloyd A. Fry Foundation and LISC. The following charts details technical course offerings and associated levels of training:

Core and Enhanced Environmental Health and Safety Training

Course	Level
HAZWOPER (EPA Required Course)	Advanced
OSHA Construction Safety	Advanced
First Aid/CPR	Advanced
HAZWOPER Refresher	Advanced

Waste Water Treatment

Course	Level
Green Infrastructure Installation	Intermediate

Ecological Restoration, Landscaping, and Horticulture Training

Course	Level
Ecological Restoration, Plant ID, Soil Amendments, Landscape Maintenance	Awareness
Chicago Wilderness Prescription Burn, Brush Pile Burn Safety, Urban Forestry	Intermediate
Pesticide Application Worker	Intermediate

As a past and present EPA grant recipient, we are grateful for the opportunity to continue building on and perfecting an already effective program and collaborative model. Please do not hesitate to contact me if you have any questions or concerns regarding our application.

Sincerely,



Mollie Dowling, Executive Director

cc: Sean Wiedel, Assistant Commissioner, Chicago Department of Transportation;
Geoff Deigan, President, WRD Environmental;
Arnold R. Randall, General Superintendent, Forest Preserves of Cook County
Kimberly Worthington, Deputy Commissioner, Chicago Department of Fleet & Facilities Mgmt
Sean Powell, President, Signature Staff Resources
Cathy Breitenbach, Director of Cultural and Natural Resources, Chicago Park District
Deborah Stone, Director, Cook County Department of Environment and Sustainability

**OAI, INC., WRD ENVIRONMENTAL, and CITY OF CHICAGO
GREENCORPS-ENVIRONMENTAL WORKFORCE DEVELOPMENT PARTNERSHIP**

I. COMMUNITY NEED

A. Community Description

While the proposed Chicago Greencorps-Environmental Workforce Development Partnership (CG-EWDP) is open to all eligible individuals living in the City of Chicago, it targets underserved populations including ex-offenders, minorities and veterans living in Opportunity Zones (OZ), HUD designated Empowerment Zones (EZs) and surrounding Renewal Communities (RCs). Chicago was one of six urban areas where Empowerment Zones were designated by the Federal government. The OZ and EZ programs are part of a nationwide strategy to revitalize distressed neighborhoods. Chicago's Opportunity Zones and Empowerment Zone includes 248,590 residents in three non-contiguous areas on the City's West, near Southwest, and South Sides, with an aggregate size of 14 square miles.

The table below displays data from select census tracts in Chicago OZ, EZ, and RC community areas along with citywide, State and National data. The data show that some of the OZ, EZ, and RC community areas have poverty and unemployment conditions much more critical than the City as a whole or the State.

Demographic Information	Census Tract 2315	Census Tract 4205	Census Tract 6812	Chicago - Citywide	Illinois	National
Population	5,624 ¹	2,548 ¹	3,101 ¹	2,705,994 ²	12,741,080 ²	327,167,434 ²
Unemployment, percent	13.9% ⁵	27.6% ⁵	35.8% ⁵	3.7% ³	4.5% ³	3.8% ³
Persons in poverty, percent	35.8% ¹	41.6% ¹	52% ¹	20.6% ²	12.6% ²	12.3% ²
Percent Minority	95.6% ¹	99% ¹	99% ¹	67.3% ⁴	38.7% ⁴	39.3% ⁴
Median household income	\$21,449 ¹	\$24,293 ¹	\$18,654 ¹	\$52,497 ²	\$61,229 ²	\$57,652 ²

¹ US Census, American FactFinder, Census Tract Data: <https://factfinder.census.gov/>

² 2018 US Census Quickfacts: <https://www.census.gov/quickfacts/fact/table/US,IL,chicagocityillinois/PST045218>

³ HomeFacts. Data for March 2019. <https://www.homefacts.com/unemployment/Illinois/Cook-County/Chicago.html>

⁴ 2018 US Census Quickfacts <https://www.census.gov/quickfacts/fact/table/chicagocityillinois,IL,US/RH1825217>

⁵ Values are estimated unemployment rates for all individuals age 16 or over. Data from US Census https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_S2301&prodType=table

Many candidates recruited from the OZ, EZ, and RC community areas must deal with significant employment challenges including chronic or long-term unemployment, limited work history/training, limited skills, and low self-confidence. Some are ex-offenders who typically face even greater challenges. CG-EWDP addresses issues of poverty, unemployment and overall worker safety and public health in these low-income, minority communities.

Unemployed veterans present an important additional challenge. The US Census estimates there are over 75,000 veterans in the City of Chicago. Oftentimes veterans do not recognize the transferrable skills built during their service. A University of Southern California report released in April 2016 found that many veterans leaving the military and returning to the Chicagoland area are not prepared for the transition home and have a range of needs that cannot be easily addressed by a single organization. Without a strong support network veterans can experience high rates of unemployment/ underemployment, homelessness and suicide risk. Sixty-five percent of veterans left the military without a job, and forty-two percent left the military unsure of where they would be living (University of Southern California, 2016).

The fundamental purpose and goal of the CG-EWDP partnership is to provide training to unemployed and under-employed individuals in the target areas to position them for safe, meaningful employment.

Environmental Justice Concerns

The socio-economic challenges of the CG-EWDP target areas are compounded by environmental challenges. The EPA EnviroFacts website identified over 1,500 EPA-regulated facilities in Chicago's near Southwest and near South

Sides. These are operating facilities that have an EPA permit and/or have Toxics Release Inventory (TRI) releases. EPA issues a Biennial Report which compiles data on the generation, management, and minimization of hazardous waste. This includes data on the hazardous waste generators and waste management practices from treatment, storage, and disposal facilities. A search based on the 60608 Zip Code in EnviroFacts identified 341 facilities in the area. Chicago's South Side has the largest concentration of open/closed solid waste landfills in the Midwest.

In addition to active sites there are many closed/abandoned sites and Brownfield sites in the OZ, EZ, and RC areas. A search based on the 60608 Zip Code in EnviroFacts identified over 80 Brownfield sites/projects in the area. The data show that the residents of the OZ, EZ, and RC communities are confronted with current activities, which have pollutant releases to air and water, as well as the residual effects of over a hundred years of industrial activity and pollution.

While the past and present industrial activity in the OZ, EZ and RC area present challenges for the communities, they also present opportunities. For example, the City of Chicago has established industrial zones/corridors in the Little Village and Pilsen neighborhoods. Brownfield assessment and clean-up work is planned or underway at many locations. Vacant properties are being re-purposed, in some cases for green infrastructure for example. These revitalization activities will be sources of good, living wage jobs. The CG-EWDP will play a critical role in preparing local residents for these jobs.

The CG-EWDP partnership will recruit candidates from the target communities through a network of over 50 community-based organizations who specialize in serving our target populations. Trainees will benefit from transitional assistance, job readiness, and vocational skills in environmental remediation and restoration, and supportive services that will lead to economic self-sufficiency. Technical courses in environmental health and safety, waste water treatment - green infrastructure, integrated pest management, landscaping, horticulture and ecological restoration will provide residents with job skills, an increased understanding of environmental issues, the means to protect themselves and their families, and ways to promote healthy communities.

B. Labor Market Demand

The proposed training program is designed to meet the needs of both the target workforce development population and the job market. O*NET—a primary source of occupational information, employment outlook and projections—confirms that positions targeted for the proposed program fall in the *Bright Outlook* category and are linked to the Green Economy Sector. *Bright Outlook* occupational categories are job categories projected to grow faster than average (employment increase of 10% or more) over the period 2016-2026 and/or are projected to have 100,000 or more job openings (nationwide) over the period 2016-2026. Per O*NET, the following job sectors have a *Bright Outlook*: Environmental Science and Protection Technicians, Including Health, Hazardous Materials Removal Workers, Landscaping and Groundskeeping Workers, Maintenance and Repair Workers (General), Refuse and Recyclable Material Collectors, Construction Carpenters and Laborers, Insulation Workers, and Weatherization Installers and Technicians.

Wind and solar are economic sectors where growth is projected and jobs will need to be filled. A 2017 Crain's Business report highlighted 10 jobs that will be in demand in the Chicago area, one of which is wind technician. The growth of this industry is an expected 108 percent by 2024. OAI is piloting a training program for job candidates in the solar energy sector with Greencorps Chicago in 2019 and many of OAI's prior graduates have found living-wage employment with solar installation contractors.

Employment opportunities that can lift unemployed and underemployed minority residents out of poverty are available, but they require training and preparation. Government, regional, and municipal agencies fund environmental, infrastructure, utility and construction projects, but target populations require a variety of professional certifications and/or licenses to share in the resulting job opportunities. For example, for many positions, job candidates need training in HAZWOPER, OSHA and other site safety training. The need for individuals with safety and basic job skills training will grow as more hazardous waste and Brownfield sites in need of cleanup are identified. Employment of hazmat removal workers is projected to grow 8% from 2014 to 2024 (US Department of Labor (DOL),

January 2016). Similarly, overall employment of grounds maintenance workers is projected to grow 8% and construction laborers is projected to grow by as much as 13% from 2014 to 2024 (US DOL, January 2016).

The most conclusive and up-to-date local labor market analysis directly affecting OAI trainees comes from OAI's continuing involvement and contact with local municipalities, employers and labor unions. For example OAI is actively working with the South Suburban Mayors & Managers Association (SSMMA) on storm water management projects, including installation and maintenance of green infrastructure as well as brownfield redevelopment and economic development initiatives. OAI works closely with the Metropolitan Planning Council of Chicago and numerous local stakeholders involved in the Calumet Stormwater Collaborative, which focuses on flooding and water quality issues in the heart of targeted South Side and South Suburban communities. OAI co-chairs the Training and Maintenance Workgroup, which has several initiatives underway to improve green infrastructure maintenance and provide associated workforce development outcomes. Cook County Board President Toni Preckwinkle and FPCC General Superintendent Arnold Randall are implementing the Next Century Conservation Plan for the Forest Preserves of Cook County, which aims to restore 30,000 acres of forest preserves to good ecological health and to expand the preserves to 90,000 acres (from 69,000 today).

In 2014, Chicago, released its green stormwater infrastructure plan to improve the city's water quality, reduce flood risks, and build climate resilience. The plan describes ways to integrate green techniques into Chicago's well established, but already overtaxed stormwater system that will only become more burdened as climate change causes increased precipitation. The City presented six major new initiatives to meet these goals, and recognized the need for significant long-term investment in stormwater infrastructure, committing \$50 million over five years to green infrastructure implementation. More recently, the City initiated the Resilient Corridor Project (RCP) that is constructing a series of concentrated stormwater landscapes along selected corridors. The projects are planned with significant community involvement and work is done using candidates from workforce development organizations. Chicago's new Mayor, Lori Lightfoot describing her nine-point environmental policy recently stated, "Chicago City government has an absolute responsibility to protect Chicagoans from environmental harms. This starts with bringing back the Department of Environment to combat climate change and ensure that residents have clean air to breathe and safe water to drink no matter their race, economic status, or zip code."

The Metropolitan Water Reclamation District (MWRD) is supporting projects in the region to improve stormwater management, including working with communities to install green infrastructure. Under its Consent Decree with EPA MWRD must implement green infrastructure projects to create at least 10 million gallons of design retention capacity. MWRD's goal is to redefine the meaning of infrastructure investment by implementing solutions that not only promote resiliency, but also promote the economic growth, health and well-being of communities.

These City and regional initiatives represent significant employment opportunities in green infrastructure, ecological restoration and land management for CG-EWDP graduates.

State of Illinois programs will also catalyze job growth. In 2016 the State enacted the Future Energy Jobs Act in 2016, the most significant clean energy breakthrough in the State's history, directing more than 70% of its benefits to clean energy and efficiency and creating thousands of new green jobs across Illinois, and bringing as much as \$12 to \$15 billion in needed investment to the State. The year before, the State enacted the Clean Water Initiative, which allocated \$2B for storm water management and wastewater treatment projects, a critical issue in many Chicago neighborhoods and poor south suburban communities. With 'AAA' ratings from both Fitch Ratings and Standard & Poor's Ratings Service, the Illinois Environmental Protection Agency and Illinois Finance Authority recently completed bond pricing of the Illinois EPA State Revolving Fund revenue bonds. This is the first "Green Bond" deal Illinois has issued. Proceeds from the bond sales are combined with federal funds and past loan repayments to provide an abundant revenue stream to support community infrastructure needs throughout Illinois. Most recently the State passed a massive \$45 billion capital bill for infrastructure. This 6-year capital infrastructure plan will address deteriorating roads, bridges, buildings, and public transportation, and will create enormous job opportunities for trained workers.

There is growing demand for workers with needed job skills. CG-EWDP can help job candidates build these skills.

Employer Survey – OAI employment specialists conducted surveys of eleven current employer partners in 2019 and who hire for environmental remediation, hazardous waste removal, construction/ redevelopment, landscaping, eco-restoration, transportation and logistics and maintenance. Over 70% expect their business to improve in the next 1-5 years and 100% of the surveyed companies will be hiring in the next 1-5 years with an estimated total of 285 hires per year. While the employers surveyed emphasized that different jobs require different skills, it is clear from the survey that 40-hour HAZWOPER, 10/30-hour OSHA Safety, First Aid/CPR, green infrastructure and prescription burn training, all of which are included in this proposal, are the key training needs of employers. Employers committed to be involved in the program by attending employer forums, serving as guest speakers/mentors, attending graduation and/or assisting with curriculum design.

II. TRAINING PROGRAM DESCRIPTION

Training Program Structure

The City of Chicago launched the Greencorps Chicago Program in 1994 to provide the workforce for the City's beautification and community-greening projects. Greencorps Chicago's mission is to promote environmental stewardship and improve the quality of life in Chicago by establishing, maintaining and restoring natural and public spaces that are safe, healthy, and sustainable through hands-on skills-based training for program participants. The outcome is healthier, safer, and more engaged communities and individuals who are prepared for employment through practical field experience and technical training in a variety of environmentally related jobs. As a technical training partner since 2006, OAI has effectively leveraged its EPA Environmental Workforce Development and Job Training Grants and integrated the training plan into the broader Greencorps program design. Today CG-EWDP includes OAI, CDOT, WRD Environmental, and Signature Staffing Resources. The Partnership will conduct two 9-month training cycles that will enroll 60 Chicago residents, graduate a minimum of 45, and place in initial employment a minimum of 40 (89% of graduates).

Training Methodology

Industry-specific curricula are designed in collaboration with CDOT and its management partner, WRD Environmental, and environmental industry experts to ensure relevance to job-related priorities and portability of skills. Training consists of classroom and hands-on instruction. *Classroom instruction* is based on widely accepted adult learning principles employing student-centered, cooperative learning and interactive multi-modal teaching strategies. OAI's Innovation & Learning Manager will introduce new blended learning principles as appropriate including supplementary on-line and smartphone-based content. Former students and industry representatives will be invited as guest speakers. To reinforce and accelerate learning, instructors will integrate extensive *hands-on/experiential learning* activities such as role-plays and real life simulations, scenarios, critical incidents and games into all training.

Training Schedule

The proposed CG-EWDP will operate one 9-month program cycle with 30 trainees each of two years. The remainder of the grant period will be devoted to continued job placement, retention, and follow-up. Outreach, Recruitment, Selection, and Orientation will begin in January of each year and will run through mid-March. Training will be conducted mid-March through mid-December and will take place Tuesday through Friday from 7 am-3:30 pm. Trainees will be divided into two groups and will rotate through each of the three training components. Trainees will be enrolled in the EPA EWDP after Outreach, Recruitment, Selection, and Orientation have been successfully completed. Completion of training will occur when a trainee finishes the required EHS courses offered under EPA. All trainees who complete these courses will meet the initial employment benchmark required to work for WRD Environmental. WRD will employ graduates for up to 9 months. See *Attachment 2: Milestones Schedule* for full 3-year program schedule.

Training Plan

During the 9-month program, admitted participants will be trained in the **three technical** training components listed below, **at no cost to them**. Each year, 30 enrolled trainees will be divided into two groups. Courses were selected

based on industry and employer feedback and training required for upcoming work projects. OAI, CDOT, Forest Preserve of Cook County (FPCC), WRD and Signature Staff Resources (Signature) will provide classroom and/or hands-on training. All partners will incorporate sustainable practices to reduce impacts to the environment including recycling and reducing water and material use during classroom and hands-on training.

Courses will be offered at the Chicago Center for Green Technology (CCGT) and OAI's main downtown location. CCGT, located on Chicago's west side, was the first rehabilitated municipal building to receive LEED certification. It has ample free parking and direct access CTA bus and train system. OAI's main downtown office is a 15-minute public transit train ride from CCGT and is easily accessed by all public transit trains and buses.

1. Core and Enhanced Environmental Health and Safety Training Course Offerings

EH&S courses will be conducted by OAI personnel and contract instructors. A total of **58 hours** of EHS training will be offered to each trainee including the required HAZWOPER training. An 8-hour HAZWOPER Refresher will be offered annually to previous graduates.

2. Waste Water Treatment - Green Infrastructure Course Offerings

This component will include classroom and hands-on training totaling approximately **350 hours**. Trainees are introduced to innovative storm water management strategies that are being used to restore the hydrology and water quality of urbanized areas to pre-development conditions. Partner Center for Neighborhood Technology will offer training in RainReady Flood Risk Building Assessment. Hands-on projects will include rain gardens, bioswales, planter boxes, permeable pavement, urban tree canopy, rainwater harvesting, and downspout disconnection. These approaches differ from the traditional centralized storm water collection system with the idea of handling storm water at its sources, resulting in many environmental, economic and societal benefits.

3. Ecological Restoration, Landscaping and Horticulture

This component will include **660 hours** of classroom and hands-on skills-based training designed to provide participants with the skills needed to design plant communities for ecological restoration, with a focus on habitat and ecological function. Trainees will learn about the scientific basis for selecting appropriate plant material and the ecological design elements necessary for a successful restoration plan. They will also be trained in the reuse of biosolids and compost as soil amendments.

The following chart details the four technical training components of the Greencorps program:

Course Title	Level of Training	Cert and/or License	Course Hours	Yearly Start Date/ End Date	Courses offered per cycle	Training Provider	Cost of Course	% of Budget
1. Core and Enhanced Environmental Health and Safety Training Course Offerings								
HAZWOPER	Advanced	Fed Cert	40	June	2	OAI	\$4,279/ course x 4 courses =\$17,116	9%
OSHA General Industry Safety	Advanced	Fed Cert	10	April	1	OAI	\$2,000/ course x 2 courses =\$4,000	2%
First Aid/CPR	Advanced	Cert of Comp	8	April	2	OAI	\$1,710/ course x 2 courses =\$3,420	2%
HAZWOPER Refresher	Advanced	Fed Cert	8	June	1	OAI	\$400/course x 2 courses =\$800	.4%

2. Waste Water Treatment Training Course Offerings								
Green Infrastructure	Intermediate	Cert of Comp	350	Mar-Dec	1	WRD and CNT	350 hrs x 2 cycles x \$28/hr =\$19,600	10%
3. Ecological Restoration, Landscaping and Horticulture Training Course Offerings								
Ecological Restoration, Plant ID, soil amendments, landscape maintenance	Awareness	Cert of Comp	600	Mar-Dec	1	WRD	600 hrs x 2 cycles x \$22/hr courses =\$26,400	13%
Chicago Wilderness Prescription Burn, Brush Pile Burn Safety, Urban Forestry	Intermediate	Regional Cert	38	Mar-Dec	1	WRD FPCC	Paid via CDOT funding	n/a
Pesticide Application Worker	Intermediate	License	22	Mar-Dec	3	WRD	Paid via CDOT funding	n/a

Career Guidance and Professional Development

In addition to the three technical training components, trainees will receive **90 hours** of career guidance and professional development training funded by CDOT and other leveraged resources. Training includes workshops, group activities, field trips and individual projects related to professional development and career advancement. Workshop topics include: Conflict Res, Time Management, Critical Thinking, Cultural Competency, Sexual Harassment, Goal Setting, Financial Literacy, Resumes, Mock Interviews, Networking, Job Search, Internet access, email accounts, attachments, Word and Excel. This component meets the basic educational needs of individuals entering the environmental remediation, horticulture, and other green industries. Literacy Chicago also will offer GED prep training for interested trainees after program hours.

III. Budget

OAI will use EPA funds for allowable activities only, as described in the Budget Narrative and published EPA RFP guidelines. OAI's total budget for three years is \$200,000. OAI has procedures and controls in place to monitor expenses and ensure funds are expended on time and on budget. OAI's fiscal staff has over 20 years' experience in accounting and non-profit fund management.

EPA Project Funding	Outreach	Instruction	Program Mgmt	Placement/ Tracking	Total
Personnel	20,081	5,200	21,649	33,094	80,024
Fringe Benefits	4,819	1,248	5,196	7,943	19,206
Travel	1,091		8,280	1,091	10,462
Contractual		59,820			59,820
Supplies		4,080			4,080
Other: Pesticide Licenses, Direct shared costs, Indirect Administrative	5305	6,319	6075	8709	26,408
Total EPA Funds	31,296	76,667	41,200	50,837	200,000

Personnel: Montgomery Proffit, Program Director (Project Manager), will provide program oversight internal program quality and evaluation, and ensures all reports are submitted on time. He will devote approximately 9% time at a salary cost of \$20,015 over the three years. (Outreach, Program Management, Placement/Tracking)

Paula Grady, Program Manager, will work with Greencorps staff and community partners for outreach and recruitment, coordination of OAI facilitated trainings, and placement activities. She will devote approximately 12% at a salary cost of \$20,103 over the three years. (Outreach, Placement/Tracking)

Cleveland Smith, Business Account Executive is responsible for placing 40 students into upgraded employment in the environmental industry or related industries. He will devote approximately 9% time at a salary cost of \$13,344 over three years. (Placement/Tracking)

James McIntyre, EHS Instructor, will instruct 40 hr Hazwoper and 8 hr Hazwoper Refresher. His salary costs during training will be \$5,200 over three years. (Instruction)

Ashley Thorne, Program Assistant, will provide outreach, training assistance, and tracking functions. She will devote approximately 9% of her time to the project at a salary cost of \$9,721 over three years. (Placement/Tracking)

Nooruddin Bhaidani, Controller, will ensure timely quarterly and final financial reports submissions. He will devote approximately 5% time at a salary cost of \$11,641 over three years. (Program Management)

Fringe Benefits: (Outreach, Instruction, Program Management, Placement/Tracking) Based on 2018 actual costs, the rate is 24% of total salary (\$80,024) and includes all statutory benefits, life, health and dental insurance, short and long-term disability, and 401(k). **TOTAL \$19,206**

Travel: (Outreach, Program Management, Placement/Tracking) HMTRI Annual Grantee Conference (flight, meals, transpo, and incidentals for \$1,035x 2 staff x 3 yrs=\$6,210); National Brownfields Conference (flight, lodging, meals, transpo, and incidentals for \$1035 x 1 staff x 2 yrs=\$2,070) Local travel to training sites and outreach at \$2,182). **TOTAL \$10,462**

Contractual: (Instruction) Contractor selection will comply with Procurement Standards in 40 CFR Part 30 or 40 CFR 31.36. Budget amounts are based on market rates: 40 hr. HAZWOPER and 8 hr. Refresher (asst. instructors: \$40/hr x 40hrs x 2 classes per cycle= \$3,200 x 2 cycles =\$6,400 James McIntyre, lead instructor, is supported under *Personnel*); OSHA 10 hr General Industry (\$2,000 x 1 class x 2 cycles=\$4,000); First Aid/CPR (\$57 x 30 trainees x 2 cycles= \$3,420); WRD Environmental and Center for Neighborhood Technology will support classroom and hands-on training in Green Infrastructure for 350 hrs. x 2 cycles x \$28/hr= 19,600 and Ecological Restoration/Landscaping/Horticulture for 600 hrs. x 2 cycles x \$22/hr=\$26,400. **TOTAL \$59,820**

Supplies: (Instruction) Training manuals, hands-on and other program supplies (\$68 x 30 trainees x 2 cycles =\$4,080) **TOTAL \$4,080**

Other: (Outreach, Instruction, Program Management, Placement/Tracking) *Pesticide Licenses*: for approximately 7 trainees x \$120 x 2 cycles = \$1680; *Direct Shared Costs*: Office space rental, utilities, communications, technology, office equipment rental and maintenance, printing and other shared overhead costs at OAI's downtown site to cover usage for training, outreach and other program tasks (approximately 19% of salaries = \$15,204); *Indirect Administrative Costs*: 5% of \$190,476 total direct costs = \$9,524. **TOTAL \$26,408**

IV. Program Structure, Anticipated Outputs and Outcomes

A. Outputs and Outcomes

Overall Goal The overall goal of the CG-EWDP are to further the goals of the Environmental Workforce Development and Job Training Program by recruiting, training and placing residents from communities impacted by brownfields in careers in environmental and related fields, while concurrently fostering both economic improvement and environmental awareness and stewardship in participants and in the community.

Outputs This training program will provide graduates with meaningful opportunities for gainful employment in brownfields remediation/redevelopment, green industry and related fields, and will equip them with safety awareness and knowledge useful in the workplace, at home, and in the community. Based on OAI's past and current record of

success we expect the CG-EWDP to meet or exceed the planned outputs. The direct involvement of partners, collaborating service providers, and employers in trainee selection, customized curriculum/training plan development, and job placement together with OAI's demonstrated capacity to deliver the proposed training will assure success.

The program proposes the following quantifiable outputs in recruitment, enrollment, training, and placement over the three-year life of this grant:

Overall # of Participants Enrolled in Program	# of Graduates Completing Program	# of Graduates Placed in Environmental Positions	# of Graduates not Placed but Pursuing Further Education
60	45	40 (89%)	0

- Outreach and recruitment to 400 individual with 150 selected to participate in Tryouts and Group Interviews.
- Provide job development and second job/job upgrade placement support to all interested and motivated participants who have been placed in first jobs.
- Track and conduct follow-up of all participants for one year beyond the end of each training cycle.
- Conduct training that applies current thinking in adult education principles and methods—student-centered, participatory and cooperative learning, hands-on exercises and experiential learning.
- Provide curricula that includes four modules as detailed in *II. Training Program Description*.

Outcomes The proposed CG-EWDP directly aligns with EPA and the City of Chicago's commitment to sustainability and green workforce development/job creation initiatives. The program will yield the following broad-based positive outcomes:

- Local contractors and businesses will benefit from having access to a pool of local residents who are well-trained, certified, and licensed in a wide spectrum of environmental and green jobs.
- Trainees will have the opportunity to work for contractors who are involved with the remediation of environmental blight in the community, mixed industrial/commercial corridor revitalization, new residential projects, and ecological restoration.
- Community residents, both trainees and those influenced by trainees, will become more aware of and understand environmental justice and conservation issues, which will result in increased stewardship and responsibility for their community's health and environment.
- Trees and shrubs will be planted by program participants at the City of Chicago's public schools, parks, and forest preserves resulting in improved air quality, cooling of the region, management of storm water flow, and improved visual and perceptual awareness of residents in affected neighborhoods.
- An estimated 300 acres will receive invasive species control, an excess of 350,000 pounds of invasive species will be removed, 10 prescribed burns covering 250 acres will be completed, and over 1000 plants will be installed each year by the trainees. It is anticipated that long-term studies will demonstrate that this program, combined with other City environmental improvement efforts, will result in overall health improvement in poor communities of color (lower rates of asthma, lead poisoning, high blood pressure, heart attacks).

Plan for Internal Program Evaluation Formative and summative evaluation will involve the following activities, all of which are being used effectively in OAI's current EPA training program:

- *Collecting and analyzing student and program records:* i.e., student attendance; classroom training tests; completed student evaluation forms; trainers, staff and employer feedback; program completion statistics; first job placement and retention rates; job-upgrading statistics; case management/supportive services provided; and participant follow-up survey results.
- *Quality Control and Program Monitoring:* The Program Director meets bi-monthly with Greencorps staff to review the program's progress, to report on problems and identify any corrective actions taken, and to get decisions on matters requiring partner input. OAI's Technical Training Director conducts classroom observations to evaluate trainers' effectiveness.

Milestones and Objectives Timetable. The attached *Milestones Schedule (Attachment 2)* was developed based on lessons learned and best practices gleaned from the past 16 years of EPA programming.

B. Recruitment and Screening

In order to achieve program retention and job placement goals, an effective recruitment and screening process currently in place will be used. Over the years, the CG-EWDP has built an effective referral network of more than 50 community/faith-based organizations, as well as other public and private social service agencies and organizations. Utilizing referrals from these collaborating agencies, the program will recruit 400 prospective candidates in order to select 60 enrollees, 30 per 9-month cycle of training. For each cycle of training, Greencorps and OAI staff will implement the following tested recruitment plan:

- **Stakeholder/Partnership Meetings** will bring together community and faith-based organizations to learn about the Greencorps/EPA program. Partners will determine who among their clients might benefit from the program and how to refer candidates. Twenty-five agency representatives are usually in attendance.
- Interested candidates will attend one of several **Candidate Information Sessions** to be held at the Chicago Center for Green Technology. The sessions will describe the program goals, trainee expectations, training components and selection criteria. Those individuals who would like to apply will be asked to submit an application and required documentation. Based on past experience, it is expected that around 200 participants will attend these sessions each year.
- **Group Interviews and Try-out Activities** allow Greencorps program staff have an opportunity to evaluate who is motivated to participate in the program. Approximately 75 candidates are expected to be invited to Group Interviews each year. Candidates are evaluated during the interviews and group Try-out activities for punctuality, physical abilities, problem solving/critical thinking, work ethic, positive attitude, and teamwork. Activities mimicking industry-specific work challenges are included. Individuals that complete the Group Interview and Try-out activities stage are invited to an Individual Interview.
- Individual Interviews are used to assess an individual's readiness to participate in Greencorps and determine the goals they intend to accomplish during the program if selected. An evaluation committee comprised of Greencorps and OAI staff members, all of whom will have participated as evaluators, will decide who should be invited to Interview Week. Those candidates who are not selected are referred back to their CBO representative or to other programs appropriate to meet their needs. Forty-five (45) participants will be selected for a 1-week Interview Week.
- Prior to Interview Week, candidates will be scheduled for drug screening. Those who do not pass the drug screen will be referred back to their referral agencies for additional assistance. Training topics during Interview Week will include: Introduction to EHS/Horticulture Training and Professional Development/Life Skills Workshops.

Thirty (30) individuals who successfully complete Interview Week, will be invited to participate in the full training program, starting with Orientation the following week. *Section II, Training Program Description* details the full program offerings and confirms all training is free to trainees and facilities are centrally located with access to public transportation.

Retention and Support Services To ensure successful program completion and eliminate barriers to employment and job retention, WRD provides a Case Manager to conduct ongoing career/placement assessments and provide counseling and support services using leveraged funds from CDOT and from EPA to the extent allowable. To strengthen the dual-support system, OAI will work in partnership with the Case Manager to maintain contacts with referral agencies to keep them abreast of participants' progress. Services provided to trainees include: referrals for childcare, transportation, housing, legal assistance, health/mental health and other social services as needed; mentoring and counseling; post-placement career and job retention counseling, professional attire referrals, etc.

C. Program Support

Guaranteed Initial Job Placement All trainees in good standing who successfully complete the required technical training will be offered paid employment by **WRD Environmental (WRD)**, an ecological consulting firm that has been functioning as the City of Chicago's managing partner for the Greencorps program since 2000. WRD's experience in

design and construction, horticulture and sustainable landscape development ensures well-rounded work experience for participants and state-of-the-art projects for communities. As a crew member the hourly wage is \$13.00/hour. These positions allow participants to apply what they've learned to real work opportunities completing landscaping, ecological restoration, environmental cleanup and community projects throughout Chicago and Cook County.

Job Development Strategies and Upgraded Employment OAI and Signature Staffing will focus the bulk of their job development efforts on moving motivated participants from their first jobs with WRD to upgraded positions in other companies. During 2015-2018 EPA program years, upgraded placements earned an average of \$16.19 per hour. Depending on the program year, between 50 and 90% of graduates are placed into upgraded placements annually. OAI and Signature will use the following strategies to identify and place participants in upgraded positions in brownfield environmental remediation, construction and green industries:

- **Employer Incentives and Linkages.** Employment Specialists will utilize available tax credits, incentives and Chicago's local hire ordinance to motivate employers. Signature will offer employers a temp-to-hire option. OAI and Signature will continue to develop relationships with companies such as: WRD, Cardno JFNew, Semper Fi Land Services, AKJ Industries, Applied Ecological Services, Chicago Park District, and the Forest Preserves of Cook County, who have provided support letters and have hired graduates in the past.
- **OAI Staff and Partners.** OAI's Employment Specialist and Signature Staff Resources Outplacement Coordinator will work one-on-one and in small groups with participants to address any barriers to employment and to place them in upgraded jobs.
- **Community Technology Center (CTC).** OAI's CTC will be available to trainees for job search, resume updating, emailing, phoning and faxing during and following completion of training.
- **Support Services.** Participants will be referred to other appropriate agencies for services.
- **Tracking/Follow-up.** OAI Employment Specialists and Signature Staff Resources Outplacement Coordinator will use the shared Salesforce data management system, to track students for a minimum of one year after the end of each training cycle. Follow-up includes periodic phone surveys, worksite visits and mailings.

D. Program Sustainability

The CG-EWDP continually seeks out new funding sources and develops appropriate collaborations to ensure long term viability and success of the Greencorps program. In 2017, the City of Chicago underwent a comprehensive strategic planning process for the future of the Greencorps program including OAI and all other vital community-based stakeholders. Out of that process, Greencorps established a 501c3 this year that will support the existing program. OAI is currently working closely with the Cook County Department of Environmental Control, The Forest Preserve of Cook County, the Cook County Bureau of Economic Development and various private philanthropic funders to explore additional funding streams for Greencorps beyond EPA funding. Additionally, OAI has secured funds from the National Fish and Wildlife Funds and the Great Lakes One Water partnership to connect workforce development to local green infrastructure installation and maintenance initiatives, and will ensure the involvement of Greencorps participants. OAI has a long track record of acquiring funding for its innovative approaches to address the workforce development needs of underserved and underrepresented communities.

V. COMMUNITY AND EMPLOYER PARTNERSHIPS

A. Collaboration with Entities Involved with Local Remediation Activities and Environmental Projects

Factors contributing to OAI's successful track record are active involvement with community groups, OAI's partnerships with city and state agencies and its relationship with the business community.

City of Chicago Department of Transportation (CDOT) Under Chicago's Policy, Planning and Sustainability Division, CDOT administers the Greencorps Chicago Program and supports a number of conservation and sustainable transportation programs that work to protect, restore, and enhance natural resources and lessen the environmental impact of transportation in Chicago. CDOT works with WRD and OAI to schedule trainees to work on hands-on City projects related to brownfields development, ecological restoration and landscaping. CDOT will also connect OAI and its partners to contractors interested in hiring graduates. **See attached letter of support from Assistant Commissioner.**

Forest Preserve of Cook County (FPCC) With more than 68,000-acres, FPCC is the largest forest preserve district in the United States. FPCC will continue its partnership with the Greencorps program by providing leveraged training courses including Chicago Wilderness Prescription Burn, Brush Pile Burn Safety, Practical Pesticide Application, and Plant ID courses to all trainees. In addition to classroom courses, trainees will apply their training on a variety of FPCC hands-on environmental projects. **See attached letter of support from FPCC Superintendent.**

Chicago Fleet and Facilities Management (C2FM), manages the Bureau of Environmental, Health and Safety Management program for the City of Chicago and conducts all sustainability planning, brownfield management, solid waste disposal, construction debris management initiatives. The purpose of the Chicago Brownfields Initiative is to create jobs and generate tax revenues through redevelopment, thereby improving Chicago's environmental and economic health. C2FM is managing the new Chicago Solar – Ground Mount Project. This project will demonstrate the viability of solar projects within Chicago while providing residents with opportunities to meaningfully participate in the solar economy through job training and energy cost savings. The vendor has completed Phase I Environmental Site Assessments (ESAs) for seven underutilized City-owned brownfield sites. Phase II ESAs are planned prior to initiating clearing and grubbing, solar panel installation, and landscaping on the contaminated sites. C2FM has also recently completed a Phase I for the vacant 1.7-mile elevated rail line that will be converted into a multi-use trail to provide recreation, transportation and a source of jobs to the residents of Englewood and surrounding communities. It will also link several vital projects in Chicago's Urban Agricultural District. C2FM will commit to ensuring OAI gains access to hands-on training opportunities for students and critical employment for Greencorps graduates. **See attached letter from C2FM Deputy Commissioner.**

Chicago Park District (CPD) has a mission is to enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities, provide safe, inviting, sustainable and beautifully maintained parks and facilities and create a customer-focused and responsive park system that prioritizes the needs of children and families. CPD believes the availability of a trained workforce is vital to the long term sustainability of the CPD and to recovery of blighted neighborhoods. CPD commits to providing field sites for hands-on work experiences, provide curriculum and technical review assistance and will facilitate introductions to potential employers in the sustainability field. **See attached letter from CPD Director of Cultural and Natural Resources**

Cook County Environmental Control (CCDEC) improves the quality of the environment and protects the public health of the residents of Cook County through: inspection and permitting of business fuel burning equipment, building demolition, asbestos removal, open burning, gas station vapor recovery, dry cleaners and other activities; monitoring air quality across the County; solid waste planning and coordination in Suburban Cook; and enhancing sustainability of County operations and suburban Cook communities. CCDEC is currently implementing a Coalition Brownfields Assessment Grant for three communities within Cook County as well as a Brownfields Revolving Loan Fund grant and commits to facilitate introductions to potential employers in the environmental remediation, brownfield redevelopment, deconstruction and green infrastructure fields for program graduates. **See attached letter from CCDEC Chief Sustainability Officer and Director.**

B. Community Partnership Building

OAI maintains collaborative relationships with a network of more than 50 community/faith-based organizations, WIOA providers and local Community Colleges. This network, which has continuing involvement with the program, refers prospective candidates, helps review curricula, supplies mentors and guest speakers, and provides social services to clients. Literacy Chicago will provide free GED preparation classes and tutoring for interested trainees. National Able, a WIOA One-Stop Career Center and veterans service provider, will refer WIOA eligible candidates and veterans, provide supportive services (childcare, transportation, work clothes, etc.), counseling, job placement, and follow-up. Cara will provide outreach and recruitment resources and support services including mentoring and transportation and targets Chicagoans facing homelessness. Centers for New Horizons will provide outreach and recruitment, housing assistance, and career preparation. The Safer Foundation will provide recruitment assistance, job readiness services, and work attire resources and targets returning citizens. Greater Englewood Community Development Corporation will assist with outreach and recruitment efforts within the Englewood community.

Signature Staff Resources will assist with job placement and life skills/career advancement training, while WRD Environmental will provide life coaching and case management services. **See attached letters of support stating their commitment to provide leveraged non-environmental training services.**

Greencorps Chicago's annual Stakeholder Meeting, typically held in January is attended on average by 25 agencies. The Stakeholders Meeting is not only to involve community members but to tap partnering agencies' experience and expertise to ensure that referred candidates meet the selection criteria, are motivated to successfully complete the program and possess the pre-employment skills to secure full-time work. Additionally, partnering agencies commit to providing a variety of supportive services to individuals they refer and who are accepted, thus generating additional leveraged resources for the program.

C. Employer Involvement

The cornerstone of job development at OAI has always been active employer involvement in all aspects of training: providing curriculum input, assisting with screening and mock interviews, serving as guest speakers, attending graduation, serving on advisory committees, participating in job fairs, and ultimately hiring graduates. Since WRD is committed to hiring all eligible participants from this proposed program, OAI and Signature will continue to focus their business outreach and job development efforts on cultivating relationships with contractors in brownfields remediation/ redevelopment, construction, landscaping, green industry and storm water-related businesses that can provide upgraded, better paying positions for individuals when they are ready to move beyond their initial jobs with WRD. Some of the employers that regularly hire Greencorps participants include: Applied Ecological Services, Semper Fi Land Services, Cardno JFNew, AKJ Industries, Republic Services, Aerotek Environmental, Environmental Staffing, McAdams Landscape Professionals, ABM Janitorial, Safety Kleen, and Solo Cup. Public partners including the Cook County Department of Environmental Control, CPD, FPCC and C2FM are committed to linking graduates with contractors for employment. **See representative sampling of Letters of Support.**

To obtain input from employer partners for the purpose of designing a demand-driven training program, OAI holds interviewing and hiring events and conducts regular surveys of cooperating employer partners. See survey findings in *Section I.B. Community Need: Labor Market Demand*.

Each year the FPCC holds a career fair for Greencorps graduates and invites its community of contractors. The event is an opportunity for Greencorps graduates to network with industry professionals, showcase the skills they acquired in the program, and it regularly results in multiple upgraded job placements for Greencorps graduates.

OAI participates in conferences, workshops, and organizations that provide opportunities for collaboration with local contractors. OAI serves on the Calumet Stormwater Collaborative, the Calumet Collaborative Industrial Jobs Committee, and on the Board of Directors of the Chicago Jobs Council. OAI and its partners participate regularly in business and industry meetings with groups such as Illinois Landscaping Contractors Association, Empower to Succeed, Minority Contractors Association, and the Evanston Black Business Association. OAI has attended and presented at the annual EPA Brownfields conference each year for the past 14 years. Participating in these types of events has allowed OAI to stay connected with project managers in the Chicagoland area and to network with current and future contractors.

VI. Leveraging

The CG-EWDP succeeds with leveraged non-EPA funds listed below and in-kind services from partner agencies listed under *B. Community Partnership Building* section including outreach/recruitment, support services, training and placement assistance. CDOT is expected to spend \$3 million over the three-year life of this grant to provide classroom and on-the-job training, first employment opportunities in horticulture/landscaping, support services and upgraded placement assistance. Forest Preserve of Cook County will provide direct health and safety training and Literacy Chicago will provide GED workshops. OAI will use unrestricted discretionary funds to pay for additional administrative costs above the 5% allowed under EPA. The Lloyd A. Fry Foundation supports outreach and

curriculum development for pre-employment programs, including Greencorps Chicago for a total of \$70,000 through Sept 2021. LISC supports financial literacy training and financial coaching for a total of \$135,000 through July 2020.

VII. PROGRAMMATIC CAPABILITY

A. Grant Management System

Quality Control and Program Monitoring. The Director meets bi-monthly with the City of Chicago Greencorps staff to plan and coordinate activities as well as to identify problems and determine corrective actions. The Director attends quarterly Partner Management meetings to review the program's progress, to report on problems and the corrective actions taken, and to bring matters requiring partner decisions to the attention of the partners' representatives. The Technical Training Director randomly conducts classroom observations to evaluate trainers' effectiveness.

OAI documents results and progress toward meeting goals and objectives by conducting internal evaluations and submitting quarterly and final progress reports to EPA as required. See *Section II B. Outputs/Outcomes and Program Evaluation* for a full description.

Leadership Retention OAI believes in investing in its own human capital and promoting from within through mentoring, creating leadership opportunities, and providing in-house and outside professional development activities (workshops, seminars, conferences at the local, state and national levels). During her seventeen-year tenure at OAI, Executive Director Mollie Dowling has managed a variety of complex federal, state and private workforce development initiatives serving disadvantaged adults and youth including prior EPA-funded workforce training initiatives. A leader in workforce and economic development, she is an engaging spokesperson with an innate aptitude for bridging cultures, attracting collaborators, motivating employees, and influencing stakeholders. She holds a MA in Community Development.

OAI Staff Qualifications OAI employs thirty-one full-time and four part-time seasoned professionals and support staff representing diverse ethnic/linguistic and educational backgrounds, experience and expertise. Full-time and part-time staff are augmented by contract trainers, consultants, and advisors. Staff and consultants together provide OAI programs with professional expertise in adult education/literacy, industrial hygiene, public health, emergency response, occupational health & safety, toxicology, medical surveillance, environmental remediation, green infrastructure, construction/deconstruction, green workforce practices, curriculum development, environmental justice and cultural competence.

A significant contractual partner on this grant is WRD Environmental that employs 5 full-time staff 100% dedicated to the Greencorps program. WRD has been CDOT's managing partner for the Greencorps program since 2001 and provides trainers, field project developers, project managers, and case managers for the program.

Key staff to be assigned to the project, their titles, responsibilities, and qualifications:

Name & Title	Main Responsibility	Qualifications
Nooruddin Bhaidani, Controller	Manages daily fiscal affairs, cost allocation, budgeting, A-133 audits; ensures compliance with terms of cooperative agreement; institutes controls and monitors expenses.	CPA; BA in Commerce; 20 yrs. accounting and fund management in non-profit industry
Montgomery Profit, Program Director	Serves as Project Director, provides program oversight, internal program quality and evaluation, and ensures all reports are submitted on time.	18 yrs. of workforce development programs experience administering environmental job training programs
Paula Grady, Program Manager	Ensures effective collaboration with Greencorps staff and community partners for outreach and recruitment, coordination of OAI facilitated trainings, and placement activities.	20 yrs. of workforce development experience, 3yrs. in environmental program administration. BA, Social Welfare & Social Work, MA Human Service Counseling, MA Criminal Justice & Life Coaching

Cleveland Smith, Business Account Executive	Conducts business outreach, job development, placement and follow-up activities. Responsible for placing 40 students into upgraded employment in the environmental or related industries.	8 yrs. of staff management, executive recruitment and placement services experience
Jim McIntyre, EHS Instructor	Instruct EPA and OSHA courses; vet all external instructors along with CIH; ensure training meets regulatory compliance.	14 yrs. as firefighter and 9 as Hazmat Technician; 8 years as an Environmental Health & Safety Instructor
Ashley Thorne, Program Assistant	Coordinate outreach, recruitment, training; interface with partners; submit EPA reports	12 yrs of office administration and database experience
Kyle Williams, Project Manager	Serves as lead trainer for ecological restoration and green infrastructure; and lead on implementing hands-on projects.	11 years in ecological restoration and construction field; IL Prescription Burn Manager, ISA Certified Arborist, NGICP Certification; B.S. Sustainable Development
Andy Johnson, Program Director	Provides oversight for the quality of all aspects of the Greencorps program, integration of training components, partner relationships, and budget management.	20 years in environmental education; 18 years in ecological restoration and construction field; 13 years in workforce development; 7 years in administration and management; B.S. Biology

Technical Trainers – All curricula are first reviewed for compliance by Salvatore Cali, OAI's Technical Training Director, MPH & Certified Industrial Hygienist (CIH). In a number of instances, outside technical trainers are contracted to teach courses in their specific areas of expertise. Prior to engaging outside trainers, the IH and CIH verify and approve their credentials and experience to ensure compliance with all standards. Contractors are selected in compliance with the required competitive Procurement Standards and efforts are made to provide small and disadvantaged businesses with opportunities to compete.

B. Organizational Experience

Experience of Grant Applicant

Headquartered in Chicago's Loop, OAI, Inc. is 501(c)3 and a premier workforce education, training and development agency founded in 1976. OAI's programs and services provide people and communities in poverty with a bridge to rewarding careers and self-sufficiency through community outreach, intake, assessment, job-specific screening/recruitment, training, job placement, and post-job-placement support services and follow-up. The agency serves about 3,900 clients annually in all programs. Target clients include public housing residents, at-risk youths from environmentally distressed areas, welfare recipients, ex-offenders and dislocated or low-skill/ low-wage earners. Many are single heads of household with poor work histories or without high school diplomas/GEDs. OAI focuses on basic academic education and life skills training, computer and workplace literacy, hazardous materials/ environmental remediation, green infrastructure, basic construction, and manufacturing industries. Each year OAI averages 80-90% placement rate across its employment and training programs and consistently aims for improvements in all measured components through ongoing evaluation.

Since its inception, OAI has managed more than \$85 million in external grants and contracts, primarily from federal, state, City of Chicago, foundation and fee-for-service training. OAI has over 22 years of experience in delivering hazardous waste handling, remediation and OSHA safety training courses covered under CFR 1910.120. OAI received EPA Brownfields Job Training Grants in 2002, 2004, 2007, 2009, 2011, 2013, 2015 & 2017. The proposed 2020-2022 CG-EWDP is the continued refinement of the program currently funded by the EPA.

Similar Workforce Development Programs. The chart below lists cooperative agreements similar in size, scope, and relevance to the proposed project that OAI has managed over the last 10 years. The proposed CG-EWDP program does not duplicate any of the funded programs listed below.

Program Name	Funding Source	Start Date	End Date	Amount
Environmental Workforce Development & Job Training	US EPA	9/04	9/20	\$1,634,994

Strengthening Working Families in the Chicago Southland	US DOL	7/16	6/20	\$3,999,981
ComEd Lyte Solar Pipeline Training Program	ComEd	12/17	11/20	\$750,000
Hazardous Waste & Environmental Careers Worker Training	NIEHS	9/05	7/20	\$27.7 million
KC-Metro EPA ARRA Brownfields Job Training	US EPA -ARRA	10/09	9/12	\$500,000
Chicago Southland Brownfields Job Training	US EPA -ARRA	10/09	9/12	\$499,047
Chicago Southland Youthbuild	US DOL	7/09	7/12	\$2.18 million
Green Jobs Innovation Fund	US DOL	8/11	6/14	\$302,392
Urban Weatherization - Home Energy Auditor	IL DCEO	6/11	10/12	\$250,000

Qualifications of Contractors OAI staff instructors and outside certificated technical trainers will provide all technical training. Contractors will be selected in compliance with required competitive Procurement Standards. OAI's IH and CIH will verify credentials and experience to ensure compliance with all standards and OAI's quality control.

C. Audit Findings

OAI has a proven track record in implementing EPA Brownfield Job Training grants as well as other similar programs. OAI has been an EPA grantee for over 15 years. During this period, OAI's reporting record has been timely and has not had any adverse audit findings. In fact, during the 2010 EPA Brownfields Job Training Grantee Conference, OAI received two awards from the USEPA Office of Solid Waste and Emergency Response for Excellence in Reporting.

D. Past Performance and Accomplishments

As documented in the following table, OAI's eight EPA Brownfields Training Programs met or exceeded 100% of established objectives in training delivery and job placements for completed programs. All objectives listed in the work plans were the same or higher than those in corresponding proposals. Programs are in compliance with work plans, schedules and terms/conditions laid out in grant agreements. Quarterly and Financial Status Reports were submitted in a timely manner (see *Section V. C Audit Findings* for details). Completion, placement, and leveraged funds data is accurately reflected in ACRES.

The current 2017-2020 program is on track to meet or exceed stated objectives. \$122,514 remaining funds will be used to provide training and placement services for 31 trainees currently enrolled in the second Cycle of training & for one-year follow-up. The Program is in compliance with the work plan, schedule, terms, conditions laid out in our grant agreement. Quarterly and Financial Status Reports have been completed in a timely manner. Completion, placement, and leveraged funds data is accurately reflected in ACRES as of the most recent quarter.

Grant #	Project Period	Funds Expended	# Committed to Train & Place	# of Participants Actually Trained	# of Participants Actually Placed	% Placed in Full-time Employment	Data Updated in ACRES
EPA JT-9752102	2004-2006	\$150,00	Train 50, Place 35	65	44	68%	Yes
EPA JT-00E32301	2007-2009	\$200,000	Train 45, Place 40	50	50	100%	Yes
EPA JT-00E97901	2009-2011	\$200,000	Train 45, Place 40	57	57	100%	Yes
EPA ARRA 2JT-97708901	2009-2012	\$500,000	Train 92, Place 69	94	71	76%	Yes
EPA ARRA 2JT-00E97501	2009-2012	\$499,047	Train 80, Place 60	83	61	73%	Yes
EPA JT-00E00952	2011-2013	\$300,000	Train 45, Place 40	46	46	100%	Yes
EPA JT-00E01233	2013-2016	\$196,294	Train 45, Place 40	41	41	100%	Yes
EPA JT-00E01540	2015-2018	\$192,300	Train 45, Place 40	50	50	100%	Yes
JT - 00E02311 (In Progress)	2017-2020	\$73,886	Train 45, Place 40	56	56	100%	Yes

RECEIVED OCT 28 2005

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:

OCT 25 2005

OAI NON PROFIT ORG
180 N WABASH AVE STE 400
CHICAGO, IL 60601-3631

Employer Identification Number:

36-4385280

DLN:

17053274755035

Contact Person:

DEL TRIMBLE

ID# 31309

Contact Telephone Number:

(877) 829-5500

Public Charity Status:

170(b)(1)(A)(vi)

Dear Applicant:

Our letter dated MAY 2001, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading between 8:30 a.m. - 5:30 p.m. Eastern time.

Please keep this letter in your permanent records.

Sincerely yours,



Lois G. Lerner
Director, Exempt Organizations
Rulings and Agreements

Below is a milestone schedule indicating major tasks planned for OAI's October 1, 2019 – September 30, 2022 CG-EWDP.

[illegible]

Appendix 3
Other Factors Checklist
Name of Applicant: OAI, Inc.

- ☐ Fair distribution of funds between urban and non-urban areas, including an equitable distribution of funds to "micro" communities (those communities with populations of 10,000 or less). EPA strongly encourages non-urban communities, including micro-communities to apply.

Total Population: **248,590 (pg 1)**

X Fair distribution of funds between new applicants and previous job training grant recipients.

OAI is a successful prior EPA Environmental Workforce Development and Job Training grant recipient in region 5. OAI received prior EPA Job Training Grants in 2002, 2004, 2007, 2009, 2011, 2013, 2015 & 2017 (pg 14)

- ☐ Whether the applicant is a federally recognized Indian Tribe or United States Territory, or is an organization that will serve tribal or territorial residents.
- ☐ Whether the applicant is a member of an Urban Waters partnership project, including but not limited to, recipients of EPA Urban Waters Grants and members of the Urban Waters Learning Network.

X Proposals that seek to serve veterans

While the proposed Chicago Greencorps-Environmental Workforce Development Partnership (CG-EWDP) will be open to all eligible individuals living in the City of Chicago, it will target underserved populations including ex-offenders, minorities and veterans. The National Able Network along with other Veteran outreach agencies will assist with recruitment and services.

X Whether the applicant's project is located in an IRS-designated Opportunity Zone.

The City of Chicago recommended 133 census tracts to the State of Illinois for designation as Opportunity Zones, as well as two additional tracts that make up the former Michael Reese Hospital site. The selection of the 133 census tracts focuses on areas of the city in greatest need, using data from the 2011-2015 U.S. Census Bureau's American Community Survey (ACS) and are located on the west and south sides of Chicago. The 133 census tracts overlap with HUD designated Empowerment Zones (EZs) and the surrounding Renewal Communities, all of which are targeted for this initiative.



Shaping the Future

May 22, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

EMPLOYER PARTNER LETTER OF Support

Between **Greencorps Chicago/OAI, Inc. and Cardno**

Cardno JFNew

6605 Steger Road
Unit A
Monee, IL 60449
USA

Phone 708.534.3450
Fax 708.534.3480
www.cardno.com

www.cardnojfnew.com

On behalf of Cardno, I would like to express our strong support for OAI's application to USEPA for the Environmental Workforce Development and Job Training partnership with WRD Environmental and the City of Chicago Department of Transportation's Greencorps Program.

Cardno is a global infrastructure, environmental and social development company operating in more than 100 countries and powered by a talented 6,000-strong workforce. We're united by a shared purpose to deliver exceptional professional services to improve physical and social environments that make a difference to people's lives around the world. As part of a five-year contract, Cardno is assisting the Chicago Park District, the largest municipal park manager in America and owner of more than 8,100 acres of green space, with the restoration of more than 1,500 acres of natural areas. Park restoration creates habitat for wildlife, provides protection from erosion, and increases opportunities for Chicagoans to enjoy nature by expanding recreational opportunities. For this project, we're delivering a range of services, including native flora management, invasive species management, prescribed burn management, and restoration planning that will make the park more aesthetically pleasing.

Cardno has cultivated a fruitful relationship with Greencorps Chicago for a number of years and has hired approximately 15 graduates for ecological restoration positions. We are pleased with the quality of graduates from the Greencorps program and value the skills and certifications that program participants receive including 40-hr HAZWOPER, OSHA and others. The training skills received during the program are directly in line with the type of employment opportunities we have available.

The Greencorps program, in partnership with OAI, has established itself as an effective workforce training program. They have been a pleasure to work with and continue to demonstrate their ability to collaborate with other organizations to address the workforce needs of Chicago residents.

If this application to build upon OAI's current training partnership with Greencorps is funded by the EPA, Cardno will continue to inform Greencorps of employment opportunities within the ecological restoration and landscaping industries and will participate in employer forums, as available.

Signatures:

A handwritten signature in black ink that reads 'James J. Melledy'.

James Melledy
Senior Project Manager
Cardno

A handwritten signature in black ink that reads 'Mollie Dowling'.

Mollie Dowling
Executive Director
OAI, Inc.

June 4, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

EMPLOYER PARTNER LETTER OF Support

Between Greencorps Chicago/OAI, Inc. and Semper Fi Land Services, Inc.

On behalf of Semper Fi Land Services, Inc., I would like to express our strong support for OAI's application to USEPA for the Environmental Workforce Development and Job Training partnership with WRD Environmental and the City of Chicago Department of Transportation's Greencorps Program.

Semper Fi was founded in 2004 by US Marine Corps veteran Roberto Velazquez. By incorporating the core values he learned while serving in the US Marine Corps. – Integrity, Professionalism, Pride and Honor – Semper Fi quickly grew and earned a solid reputation in the Green Industry. Semper Fi provides all aspects of landscape design, installation and maintenance.

Robert obtained his MBE/DBE/VBE certifications, and, in 2012, started the Ecosystem Restoration division of Semper Fi. Since then, Semper Fi has become one of the leading Minority business enterprise contractors in Illinois with ecological restoration experience. Past and present clientele has included forest preserve districts such as Cook, DuPage, Kane, Kendall, and Will counties, plus several municipalities located throughout the Chicago metro region.

Semper Fi began its relationship with Greencorps Chicago in 2013 and has since hired approximately 15 graduates for ecological restoration positions. We are pleased with the quality of graduates from the Greencorps program. The training skills received during the program are directly in line with the type of employment opportunities we have available.

The Greencorps program, in partnership with OAI, has established itself as an effective workforce training program. They have been a pleasure to work with and continue to demonstrate their ability to collaborate with other organizations to address the workforce needs of Chicago residents.

If this application to build upon OAI's current training partnership with Greencorps is funded by the EPA, Semper Fi will continue to inform Greencorps of employment opportunities within the ecological restoration and landscaping industries and will participate in employer forums, as available.

Signatures:



Shawn Sinn
Vice President of Land Services
Semper Fi Land Services, Inc.



Mollie Dowling
Executive Director
OAI, Inc.



**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

EMPLOYER PARTNER LETTER OF INTENT

Between OAI, Inc. and AKJ Industries, Inc.

This letter declares OAI, Inc. (OAI) and AKJ Industries, Inc. intent to continue its partnership during the 2019-2021 EPA Environmental Workforce Development and Job Training Grant period, as part of the Chicago Greencorps-Environmental Workforce Development Partnership.

At AKJ Industries, Inc., we take pride in our people, whose leadership and experience has allowed AKJ to continually sit as the industry leader in providing services and products for hazardous waste to fuel conversion and alternative steel industry fuels. We share OAI's dedication to improving long-term employment opportunities in the environmental industry, with special focus on residents of disadvantaged communities. We highly support their application for the EPA Environmental Workforce Development and Job Training Grant, especially with its focus on safe, healthy, and sustainable practices.

AKJ Industries, Inc. has a patented process that is used to convert TDS and other tar wastes into a pumpable fuel that has multiple alternative uses within an integrated steel plant. Other waste materials, i.e., tar tank deposits, tank car deposits, terminal treatment sludge and coke plant waste pond material, have been successfully processed into beneficial liquid fuels. But we're much more than that, we know that recycling, sustainability and clean air are important and accept the responsibility of doing our part for the planet. AKJ Industries provides service from six operating plants within the United States, with more scheduled for construction in the near future. Due to highly specialized nature of our work, we value the 40-hr Hazardous Waste Operations and Emergency Response (HAZWOPER) Technician-level certification and prioritize applicants with this important credential.

If awarded, we will continue to alert OAI when AKJ Industries has specific employment opportunities for suitably trained workers. AKJ Industries staff specialists would also be available to attend Employer Forums and review OAI's screening and training focus and provide feedback.

Signatures:

A handwritten signature in black ink, appearing to read "Willie McHale", written over a horizontal line.

Willie McHale
Manager Refinery Operations
AKJ Industries, Inc.

A handwritten signature in black ink, appearing to read "Mollie Dowling", written over a horizontal line.

Mollie Dowling
Executive Director
OAI, Inc.

"Experts in hydrocarbon waste recycling"



APPLIED ECOLOGICAL SERVICES

SPECIALISTS IN ECOLOGICAL SCIENCE, RESTORATION, MANAGEMENT, AND RESEARCH
17921 W SMITH ROAD • PO BOX 256 • BRODHEAD, WI 53520 • (608) 897-8641

May 22, 2019

Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant

EMPLOYER PARTNER LETTER OF Support

Between Greencorps Chicago/OAI, Inc. and Applied Ecological Services

On behalf of Applied Ecological Services, I would like to express our strong support for OAI's application to USEPA for the Environmental Workforce Development and Job Training partnership with WRD Environmental and the City of Chicago Department of Transportation's Greencorps Program.

Protecting and restoring the ecological health of our natural environment is an obligation we all share. Applying sound, scientific knowledge to land-use decisions is required to provide practical solutions that strike a favorable balance between ecological sustainability, community needs, and cost efficiencies.

Applied Ecological Services consulting and construction professionals offer comprehensive, integrated expertise in ecological science, natural area restoration, geospatial services, engineering, and landscape architecture. We promote projects that celebrate water and protect local ecosystems such as the Jackson Park's Wooded Island restoration project.

Applied Ecological Services has cultivated a fruitful relationship with Greencorps Chicago for a number of years and has hired approximately 8 graduates for ecological restoration positions. We are pleased with the quality of graduates from the Greencorps program and value the skills and certifications that program participants receive including green infrastructure installation and maintenance, wetland restoration, native and invasive plant identification and ecological restoration. The training skills received during the program are directly in line with the type of employment opportunities we have available.

The Greencorps program, in partnership with OAI, has established itself as an effective workforce training program. They have been a pleasure to work with and continue to demonstrate their ability to collaborate with other organizations to address the workforce needs of Chicago residents.

If this application to build upon OAI's current training partnership with Greencorps is funded by the EPA, Applied Ecological Services will continue to inform Greencorps of employment opportunities within the ecological restoration and landscaping industries and will participate in employer forums, as available.

Signatures:

Applied Ecological Services

Mollie Dowling
Executive Director
OAI, Inc.



CHICAGO DEPARTMENT OF TRANSPORTATION
CITY OF CHICAGO

June 3, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

PARTNER LETTER OF INTENT

The City of Chicago launched Greencorps Chicago (GC) in 1994 as a community greening and employment program that hired and trained unemployed and underemployed Chicago residents, primarily people of color from Chicago's West and South Sides, to work in horticulture and landscaping. Greencorps Chicago is a program of the Chicago Department of Transportation (CDOT), managed by WRD Environmental. In 2006, the City entered into a partnership with OAI's EPA Brownfields Job Training Program to integrate environmental health and safety courses into the 9-month GC training program to expand environmental job opportunities for trainees. At the same time, the City committed to using additional funds to provide participants with fully integrated and comprehensive basic educational upgrade training, including life skills training; job placement services; and supportive services.

We are pleased to continue this partnership with OAI and express our full support for the implementation of the proposed Chicago Greencorps-Environmental Workforce Development Partnership (CG-EWDP). This USEPA grant will increase participants' employability by offering customized and requisite technical training courses for high-wage jobs in brownfields redevelopment, environmental remediation and other related fields. This grant will also provide funding for horticulture, landscaping, ecological restoration, natural resources and green infrastructure training. We are convinced that the leveraging of EPA grants and the City's Greencorps resources will help us maintain this high-quality program and produce strong employment retention rates.

Over the years, Greencorps has helped build or maintain more than 800 gardens throughout Chicago, provided energy efficiency measures to over 2,000 homes, helped recycle or properly dispose of tons of electronic and hazardous waste at the Household Chemical and Computer Recycling Facility. The program is now working to restore hundreds of acres of Forest Preserve District of Cook County and Chicago Park District land for future generations.

If this application is funded, CDOT will continue its commitment to ensuring the success of Greencorps Chicago by: leading the outreach, recruitment and screening of program candidates; scheduling and coordinating orientation; providing instruction for landscaping, horticulture, ecological restoration and natural resources; jointly working with OAI and other partners in securing/leveraging additional funds; offering support for professional development/life-skills instruction; helping OAI access brownfields and other environmental redevelopment projects and contractors; and providing training facilities at the Chicago Center for Green Technology located at 445 N. Sacramento.

In addition, WRD Environmental, functioning as CDOT's Greencorps managing partner, will continue to hire 30 eligible participants per year for 9 months to work on over 200 landscaping, horticulture and eco-restoration projects throughout the region. We look forward to continuing and growing this partnership.

Sean Wiedel, Assistant Commissioner
Chicago Department of Transportation

Mollie Dowling, Executive Director
OAI, Inc.



May 22, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

PARTNER LETTER OF INTENT

Between OAI, Inc. and WRD Environmental

2001 Des Plaines Ave
Forest Park, IL 60130
773.722.9870

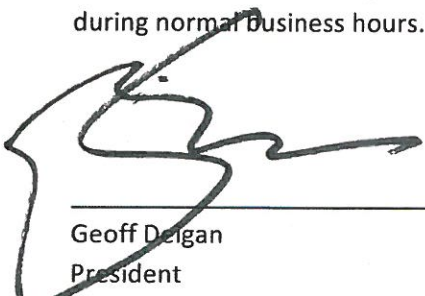
www.wrdenvironmental.com

WRD Environmental is an ecological consulting firm that creates and fosters environmentally responsive landscapes. We design, install, manage and consult on projects and programs that conserve natural resources, promote sustainability, cultivate biodiversity and restore nature's balance. WRD has been serving as the managing partner for the Greencorps Chicago Program since 2000.

WRD enthusiastically supports the continuation of the proposed Chicago Greencorps-Environmental Workforce Development Partnership (CG-EWDP), which was established in 2006. Funding from EPA has greatly expanded long-term job placement opportunities for program participants in environmental and other green jobs and has made a substantial contribution to building a pool of prepared green workers for the Chicagoland region. Support from EPA for the 40 hr. HAZWOPER, OSHA 10 hr., First Aid/CPR, green infrastructure classroom and hands-on training; landscape, horticulture and ecological restoration classroom and hands-on training; and integrated pest management are key training components.

As the managing partner of Greencorps Chicago, WRD will continue to hire approximately 30 admitted participants each year for a minimum of 9 months and will provide time for them to attend all training as articulated in the grant application. WRD will further lend its expertise and other management support to ensure the partnership's continued improvement and success. WRD will maintain its fruitful partnership with Signature Staff Resources, an employment firm that serves as the employer of record and also provides support services and additional placement support after graduation.

Since no other funding is available to provide the necessary technical training component, the EPA Workforce Development and Job Training Grant is critical to the partnership's continued success. I hope, therefore, that OAI's application will be favorably reviewed. Please do not hesitate to contact me if you need additional information. I can be reached at 773.722.9870 during normal business hours.



Geoff Delgan
President
WRD Environmental



Mollie Dowling
Executive Director
OAI, Inc.



SIGNATURE

May 22, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

PARTNER LETTER OF INTENT

Between **OAI, Inc.** and **Signature Staffing Resources**

This letter confirms our support of the Chicago Greencorps-Environmental Workforce Development Partnership. As a member of the partnership with the City of Chicago, WRD Environmental and OAI, Inc. for the past ten years, I have seen the great work OAI does to train community residents for environmental remediation and other emerging green jobs.

Signature Staff Resources LLC (Signature) is an employment services company specializing in staffing and outsourcing solutions for non-profit and for-profit organizations. Signature has been a partner of the Greencorps Chicago program since 2009 and serves as the employer of record to Greencorps trainees. Signature also provides all employment related resources including payroll and related functions.

In addition to employer-related functions, Signature employs a Placement Coordinator dedicated to reaching out to local employers and placing trainees in jobs after graduation. One of Signature's benefits to the employer is the ability to provide a temp-to-hire arrangement for new employees. This benefit gives employers less risk associated with a new hire and allows Greencorps graduates the opportunity to demonstrate their skills and prove their capability. The Placement Coordinator, along with the program Case Manager, provide specific career advancement classes such as customer service skills, networking and interview skills. Post-graduation services will include bi-weekly job club, interview coaching and resume editing. The Placement Coordinator works closely with all partners to collaborate on placement initiatives to best serve trainees and reach high levels of placement and retention.

I hope OAI's grant application will receive favorable consideration and that Signature can continue to work with them to connect well qualified men and women to environmental jobs. I will be pleased to respond to any direct EPA questions.

Signatures:

Sean Powell
President
Signature Staff Resources LLC

Mollie Dowling
Executive Director
OAI, Inc.



May 23, 2019

Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant

PARTNER LETTER OF INTENT

Between OAI, Inc. and the Forest Preserves of Cook County

**TONI PRECKWINKLE,
PRESIDENT**

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**GENERAL
SUPERINTENDENT**

Arnold L. Randall

The Forest Preserves of Cook County (FPCC) is pleased to be a key partner in the Chicago Greencorps-Environmental Workforce Development partnership. The FPCC, with more than 68,000-acres, is the largest forest preserve district in the United States. Within its boundaries are rare habitats that offer plant and animal diversity on par with the rainforests of the world. In 2015 FPCC President Toni Preckwinkle formally accepted the Next Century Conservation Plan for the Forest Preserves of Cook County created by a commission of business and civic leaders. This ambitious plan lays out a set of bold actions to make Cook County a national leader in urban conservation. It highlights the preserves as one of the region's greatest assets for the environment, the economy, and quality of life, but suggests that its fragile native ecosystems are at risk. The plan calls for the County to make a massive commitment to restoration, expand protected lands by at least 30%, and to make the preserves more accessible to the diverse people of Cook County. Since 2017 the FPCC has invested \$3.9 million a year towards in restoration efforts that operationalize the goals of the Conservation Plan. "This amount remains the single largest line-item in the FPCC budget and advances our goal to restore 30,000 acres in 25 years," said President Toni Preckwinkle. "Since 2017 FPCC has continued its critical work to restore the preserves to ecological health. Restoration remains the single largest line item in the FPCC budget for the fifth straight year, which reflects the Districts' commitment to conservation and preservation of native habitat, plants and animals. \$3.9 million is dedicated in 2019 for this work."

FPCC has been a long-time partner of the Greencorps program and believes it could be a key asset to achieving its workforce and restoration goals within the Conservation Plan. FPCC brings environmental education and hands-on field projects into the Greencorps program. Recently we have partnered with Greencorps Chicago to provide key classroom based trainings including: Defensive Driving, 1st Aid/CPR, Integrated Pest Management, Chicago Wilderness Prescription Burn Training, Brush Pile Burn Safety, and Plant identification. These classroom trainings introduce key ideas regarding safety, natural resource management, and natural history. The FPCC builds on this introductory knowledge by providing Greencorps Chicago with field projects to implement classroom work.

These field projects include invasive species removal projects that target pests that threaten the globally important ecosystems located on the FPCC property. These pests include: European Buckthorn, Common Reed, Japanese Barberry, and Purple Loosestrife. Trainees in the Greencorps program gain valuable industry related experience in chainsaw operation, pesticide application, prescription burning, tree removal, and ATV operation. We look forward to continuing our relationship with Greencorps Chicago and support OAI's role in this training program.

Arnold L. Randall
General Superintendent
Forest Preserves of Cook County

Mollie Dowling
Executive Director
OAI, Inc.

**Administration Office**

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(312) 747-2001 (TTY)
www.chicagoparkdistrict.com

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May 22, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

PARTNER LETTER OF INTENT

Between **OAI, Inc.** and the **Chicago Park District**

On behalf of the Chicago Park District, I am happy to confirm our intent to collaborate with OAI to accomplish the goals of the Chicago Greencorps-Environmental Workforce Development Partnership. Chicago Park District's mission is to enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities, provide safe, inviting, sustainable and beautifully maintained parks and facilities and create a customer-focused and responsive park system that prioritizes the needs of children and families. Our 2016 updated Strategic Plan was adopted in January 2017 and reflects high level ideas and direction including our core values of: Children First, Best Deal in Town, Built to Last and Extra Effort, all of which are outlined in detail on our website.

Important elements of our strategic direction include a commitment to greenspace, to increase the amount of natural area acreage and eco-tourism opportunities, and to serve as a national model for modern, sustainable urban natural areas. Of particular relevance is our renewed emphasis on community development and organizational efficiencies, specifically to modernize our workforce through trainings, opportunities, and enhanced hiring. Our partnership with Greencorps Chicago helps us meet these strategic goals.

Creating a green, sustainable city requires hard work, cooperation and a commitment from local government as well as every individual, business and institution in the city. Our 18-year partnership with the Chicago Greencorps program is evidence of our commitment to workforce development in environmental careers as a key part of our sustainability strategy. As you know from our long-standing partnership, we believe the availability of a trained workforce is vital to the long-term sustainability of the Chicago Park District and to recovery of blighted neighborhoods. OAI's experience in EPA-Brownfields worker health and safety and employment programs in the Chicago region and nationwide for the past 22 years is unmatched in the area.

Specifically, we will commit to the following support in helping fulfill the mandates of this program:

- Continue to arrange Chicago Park District sites as locations for field projects.
- Participate in any contemplated program advisory council activities and help you recruit other prominent sustainability industry specialists.
- Assist in curriculum development, training, and evaluation as needed for technical program components.
- Facilitate introductions to potential employers in the sustainability field for your graduates to assist in reaching your target hiring goals.

I look forward to working with you on the successful implementation of the Greencorps program.

Cathy Breitenbach

Cathy Breitenbach
Director of Cultural and Natural Resources
Chicago Park District

Mollie Dowling

Mollie Dowling
Executive Director
OAI, Inc.



DEPARTMENT OF FLEET AND FACILITY MANAGEMENT
CITY OF CHICAGO

May 30, 2019

Chicago Greencorps-Environmental Workforce Development Partnership (GC-WDP)
FY20 EPA Environmental Workforce Development and Job Training Grant

PARTNER LETTER OF INTENT

The City of Chicago Department of Fleet and Facility Management (2FM) supports OAI's application to the US EPA for the FY20 Environmental Workforce Development and Job Training Grant program. OAI has provided 8-hr HAZWOPER refresher training to personnel within our department since 2014 and has demonstrated its capacity for high-quality environmental training services.

2FM supports the operations of other City departments by providing high-quality and cost-effective fleet and facility services including environmental support. The department employs 1063 trades and administrative staff and has an annual operating budget of approximately \$330 million. 2FM includes the Bureau of Environmental, Health and Safety Management, who performs work concerning sustainability planning, brownfield management, waste disposal, NEPA reviews, environmental compliance.

The City of Chicago established the Chicago Brownfields Initiative in 1993 to acquire, assemble and rehabilitate properties, returning them to productive use. The Initiative links environmental restoration with economic development by cleaning up and redeveloping brownfields and by improving policies to promote private redevelopment of brownfields. The purpose of the Chicago Brownfields Initiative is to create jobs and generate tax revenues through redevelopment, thereby improving Chicago's environmental and economic health.

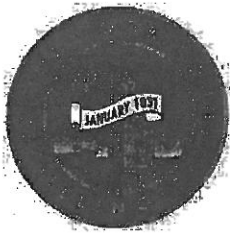
One brownfield project currently underway is the Chicago Solar – Ground Mount Project. This project will demonstrate the viability of solar projects within Chicago while providing residents with opportunities to meaningfully participate in the solar economy through job training and energy cost savings. The vendor has completed Phase I Environmental Site Assessments (ESAs) for seven underutilized City-owned brownfield sites. Phase II ESAs are planned prior to initiating clearing and grubbing, solar panel installation, and landscaping on the contaminated sites.

In addition, 2FM works closely with the Chicago Department of Planning and Development's (DPD) Sustainable Development Division, who is responsible for creating and expanding public open space systems and developing policies and programs to advance the sustainability of the City's buildings, businesses and urban form. 2FM has recently completed a Phase I for the vacant 1.7-mile elevated rail line that will be converted into a multi-use trail to provide recreation, transportation and a source of jobs to the residents of Englewood and surrounding communities. It will also link several vital projects in Chicago's Urban Agricultural District. Chicago Greencorps is working with 2FM and DPD to design and construct the engineered barriers and growing media needed to allow for urban farming on several brownfield sites along the 59th Street line.

If this application is funded, 2FM will commit to assisting the CG-WDP by helping OAI access brownfields, green infrastructure and other environmental redevelopment projects and contractors. OAI's leadership is critical to ensuring the inclusion of workforce development and community benefits in the construction and maintenance of various multi-million-dollar Chicago initiatives.

Kimberly Worthington, PE, LEED AP, Deputy Commissioner
2FM Bureau of Environmental, Health Safety Management

Mollie Dowling, Executive Director
OAI, Inc.



TONI PRECKWINKLE

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Cook County Board
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DEPARTMENT OF ENVIRONMENT AND SUSTAINABILITY

DEBORAH C. STONE

DIRECTOR

69 W. Washington Street, Suite 1900 • Chicago, Illinois 60602-1304 • (312) 603-8200

Email: environment@cookcountyil.gov • www.cookcountyil.gov/environment

June 6, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant**

PARTNER LETTER OF INTENT Between OAI, Inc. and Cook County Department of Environment and Sustainability

The Cook County Department of Environment and Sustainability (CCDES) offers its partnership for OAI's application to the EPA to continue the successful Chicago Greencorps-Environmental Workforce Development Partnership.

CCDES strives to improve the quality of the environment and protect the public health of residents of Cook County. Key activities include: **Inspection and permitting** of business fuel burning equipment, building demolition, asbestos removal, landfills, transfer stations and recyclers, open burning, dry cleaners and other activities; **Monitor air quality** across the County; **Solid waste planning** and coordination in suburban Cook; Enhance **sustainability** of County operations and suburban Cook communities; assess and **clean up brownfields**.

CCDES has partnered with OAI to promote Workforce Training initiatives that further our mission, enhance conservation and lead to more stable communities throughout Cook County. CCDES is currently implementing a Coalition Brownfields Assessment Grant for three communities within Cook County, as well as a Brownfields Revolving Loan Fund grant. OAI's workforce programs serving low-income disadvantaged job seekers align with our overall goals to connect residents with the employment opportunities related to the clean-up of distressed properties.

There is a great need in Cook County for the environmental workforce programs that OAI has successfully implemented through the Greencorps program since 2006. I look forward to working with you on its successful implementation.

During the grant period of 2019 - 2021, we will commit to the following support in helping fulfill the goals of the program:

- Participate in any contemplated program advisory council activities and help you recruit other prominent industry specialists.
- Provide assistance in curriculum development and evaluation.
- Lend technical assistance as needed for all training components.

Facilitate introductions to potential employers in the environmental remediation, brownfield redevelopment, deconstruction and green infrastructure fields for your Greencorps program graduates to assist in reaching your target hiring goals.

Deborah C. Stone
Director, Cook County
Department of Environment and
Sustainability

Mollie Dowling
Executive Director
OAI, Inc.



MAY 22, 2019

BOARD OF DIRECTORS

Chicago Greencorps-Environmental Workforce
Development Partnership
FY20 EPA Environmental Workforce Development and
Job Training Grant
COMMUNITY PARTNER LETTER OF INTENT
Between OAI, Inc. and Cara

On behalf of Cara, I am pleased to confirm our support of **OAI, Inc.'s Application for EPA's Environmental Workforce Development and Job Training Grant** in Chicago, IL. We believe that the integration of technical skills, life skills, academics and support services can play an important role in the ultimate success of participants becoming self-sufficient. With that belief in mind, we gladly endorse the project and pledge to support it.

Since we first got started in 1991, we have realized we are not your usual "job shop." We are in truth a whole bunch more. Sure, we help people affected by poverty build the skills and the confidence needed to get – and crush – good jobs. But in doing that, we help people on this journey unlock something deeper within. Whether that something is as seemingly simple as more esteem, or as elusive as a career that can once and for all disrupt the generational effects of poverty, we are not just about jobs – we are about the sense of hope, the power of mojo, and the bounce of a new beginning you feel when one person's power is finally in full effect. Our mission is to unlock the power and purpose within our communities and ourselves to achieve real and lasting success.

Our comprehensive and life-changing process includes recruitment, training and coaching, transitional employment placement followed by permanent job placement as well as retention and advancement support. Last year 598 Cara participants became employed in a total of 812 jobs – 577 transitional jobs and 235 permanent or long-term placements. We are also proud that 71% of our graduates sustained employment at one firm for at least one year. Candidates don't technically graduate from us until their first job anniversary. With a one-year, same-firm retention rate that outpaces national norms by over twenty points, we believe that that's real transformation at work.

As a long-standing partner with the Greencorps Chicago program, we will continue to support the program in the following ways:

- Assist with outreach and recruitment efforts with a special focus on individuals facing homelessness
- Provide support services including housing, meals, and transportation to clients in Greencorps
- Promote their work within the Cara Chicago network by identification as a strategic employment partner
- Share partnership successes via Cara Chicago's many social media outlets

We truly hope OAI receives funding for the Chicago Greencorps-Environmental Workforce Development Partnership so we can continue our commitment to provide support to Chicago residents.

MARIA S. KIM
PRESIDENT & CEO
CARA

MOLLIE DOWLING
EXECUTIVE DIRECTOR
OAI, INC.

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Chairman
Conroy Advisors

THOMAS M. OWENS
Chairman Emeritus
The Owens Foundation

JOHN BENNECKE
True Partners Consulting LLC

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The Chicago Community Trust

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ANDY GLOOR
Sterling Bay

NA'REE HANKINS
JPMorgan Chase

ANNY HUANG
Sidley Austin LLP

TIM HUNTER
Hunter Capital, LP

MARIA LIN

KATIE OWENS MULCAHY
The Owens Foundation

ANDREA O'LEARY
Aon Corporation

SHARON OWENS
The Owens Foundation

TOM OWENS, JR.
The Owens Foundation

J. TODD PHILLIPS
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DOYOUNG YONG
Deloitte

MARIA KIM
Ex-Officio
Cara

312.798.3300

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CARACHICAGO.ORG



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www.cnh.org

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CEO/Executive Director

Sokoni Karanja
Founder

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May 22, 2019

**Chicago Greencorps-Environmental Workforce Development Partnership
FY20 EPA Environmental Workforce Development and Job Training Grant
COMMUNITY PARTNER LETTER OF INTENT
Between OAI, Inc. and Center for New Horizons**

On behalf of Center for New Horizons, I am pleased to confirm our support of **OAI, Inc.'s Application for EPA's Environmental Workforce Development and Job Training Grant** in Chicago, IL. We believe that the integration of technical skills, life skills, academics and support services can play an important role in the ultimate success of participants becoming self-sufficient. With that belief in mind, we gladly endorse the project and pledge to support it.

Founded in 1971, Centers for New Horizons, Inc. (Centers) is a nonprofit organization that assists children, youth, and families to become self-reliant. Centers provides programs in seven locations throughout the Bronzeville and Riverdale communities of Chicago's Southside that reach over 1,000 individuals daily.

Our agency exists to serve and partner with community residents in their efforts to bring about positive changes. We envision that through our focus on the community collaborations, a unified, well-organized community is built. Our work strengthens community protective factors including comprehensive workforce development, affordable housing for a range of income groups, effective schools, supportive programs for preschoolers, youth, elders and families, along with viable businesses, improved public transportation, and amenities, such as parks and the arts, that support and nurture health and spirit.

Our workforce development services include education programs, transitional employment, and career preparation followed by permanent job placement as well as retention and advancement support. Five hundred Centers for New Horizons' participants become employed.

As a partner with Greencorps Chicago program, we will support the program in the following ways:

- Assist with outreach and recruitment efforts with a special focus on underemployed and unemployed individuals.
- Provide support services including housing assistance and transportation to clients in Greencorps
- Provide various programs that fit the participant's employment educational goals.

We truly hope OAI receives funding for the Chicago Greencorps-Environmental Workforce Development Partnership so we can continue our commitment to provide support to Chicago residents.



COA Accredited

Jill D. McClendon
Workforce Development Coordinator
Center for New Horizons

Mollie Dowling
Executive Director
OAI, Inc.