



Sustainable Strategies DC
Response to

City of Stamford, Connecticut

Federal Lobbying Services

RFP No. 854

Primary Contact:

Andrew Seth, President
Sustainable Strategies DC
500 New Jersey Avenue NW, Suite 600
Washington, DC 20001
Telephone: (202) 261-9881
Fax: (202) 261-9884
E-mail: Andrew.Seth@StrategiesDC.com

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1. Letter of Interest



February 1, 2022

The Honorable Caroline Simmons
Ms. Bridget Fox, Chief of Staff
Mr. Erik Larson, Purchasing Agent
City of Stamford
888 Washington Boulevard
Stamford, CT 06904-2152

Re: Letter of Interest for Federal Lobbying Services Contract (RFP No. 854)

Dear Mayor Simmons, Ms. Fox, and Mr. Larson:

Thank you for the opportunity for Sustainable Strategies DC to rebid for the City of Stamford's Federal Lobbying Services contract. We have enjoyed our role in helping Stamford secure state, federal, foundation, and other resources for its community priorities over a period of 20 years. During that time, we have worked to obtain more than \$250 million for the City's local needs and helped Stamford become a national model for effective community revitalization. This proposal provides background on our firm, describes our federal lobbying and grant-related services, showcases examples of our success with Stamford and similar localities, provides references, and includes a fee proposal.

Sustainable Strategies DC has a strong track record of helping localities create and implement strategies for securing resources for revitalization. We are confident that the Sustainable Strategies DC team can provide unique and unparalleled services to Stamford on funding and federal advocacy issues. Our team is unique in these services because we have 70+ combined years of professional experience; a devotion to representing local governments as opposed to private sector clients; a strong track record of securing funding for Stamford and other localities; substantial experience in Washington, DC, with congressional and agency officials; long-time and effective relationships with Biden Administration officials and Congressional leaders; solid involvement with Connecticut agencies and state leaders; and a full menu of funding and advocacy services.

We are also fortunate to have a foundation of solid and positive working relationships with the leadership and staff of Stamford.

Again, we are excited about the prospect of continuing our work with Stamford to advance your community priorities. The next few years will provide wide-ranging opportunities for federal and state funding through the Bipartisan Infrastructure Bill, which will provide unprecedented levels of resources for roads, bridges, sewers, stormwater management, resiliency, brownfields development, energy efficiency, cybersecurity, and other community priorities.

Sustainable Strategies DC certifies that we are fully capable of meeting the primary qualifications identified in the City's Federal Lobbying Services proposal documents. We would be pleased to discuss our approach with you further. If you have any questions or need clarifications regarding our proposal, please contact:

Andrew Seth, President
Sustainable Strategies DC
500 New Jersey Avenue NW
Suite 600
Washington, DC 20001
Phone: (202) 261-9881
E-mail: Andrew.Seth@StrategiesDC.com

Thank you for your consideration.

Sincerely,



Andrew Seth
President



Matt Ward
CEO



Ashley Badesch
Partner

2. Technical Response/Corporate Experience and Capacity

Background on Sustainable Strategies DC

Sustainable Strategies DC is a government affairs, strategic consulting, and grant writing firm based in Washington, DC, that helps clients secure resources for community revitalization. We represent local governments across the nation. The types of services provided include project funding guidance, grant writing, congressional and agency advocacy, consulting on a wide range of community revitalization issues, support for the formation of public-private partnerships, management of national coalitions of localities promoting municipal interests at the federal level, and environmental legal counsel. We have helped communities across America succeed on innovative local projects and secured hundreds of millions of dollars for those initiatives.

The Sustainable Strategies DC team has extensive experience meeting the funding needs of local governments. Over the years, we have helped communities secure state and federal grants, foundation dollars, congressional authorizations, earmarked appropriations, technical assistance, and other resources for their local priorities. Common issue areas include, but are not limited to, economic development, transportation, housing, parks and recreation, public safety, environmental sustainability, clean energy, brownfields and land revitalization, community health, arts and culture, waterfront revitalization, racial and socioeconomic equity, historic preservation, disaster recovery, and other key municipal issues.

Sustainable Strategies DC is unique among local government lobbying firms:

- ***Focused on Localities Like Stamford:*** Stamford is the first city that hired us for Washington work in the mid-1990's. Since then, we have represented dozens of cities and other units of local government, with a focus on medium-sized communities that need focused attention from their advocacy team in order to achieve results. Our focus on local governments gives us a depth of knowledge on municipal issues that can serve Stamford well.
- ***Key Experience & Relationships with Federal Leaders:*** We are working closely with key federal leaders within the Biden Administration and 117th Congress, and have robust and cooperative relationships that can help Stamford achieve progress on your goals. For example, we have worked with many of President Biden's top economic development, infrastructure, and sustainability leaders from the Obama-Biden years, and have ongoing, multi-year relationships with key funding officials in the federal agencies. When agency leaders are looking for examples of communities to showcase, they call Sustainable Strategies DC first. Because of our demonstrated knowledge of federal resources, we have also been contracted by agencies like the U.S. Environmental Protection Agency (EPA) and U.S. Department of Housing and Urban Development (HUD) to help connect communities with available funds.

For example, Sustainable Strategies DC recently completed a leveraging guide for EPA that identifies ways to secure resources in brownfields and community revitalization projects, and will soon be launching a “Meet the Funders” webinar series featuring federal agencies that can financially support community revitalization.

Further, we know Stamford’s congressional delegation well, having worked for many years with Senator Blumenthal, then-Representative and now-Senator Chris Murphy, Congressman Jim Himes, and Congresswoman (and now House Appropriations Committee Chair) Rosa DeLauro.

- ***Combining Grants with Consulting & Advocacy:*** We are not only lobbyists, but also dedicated grant writers who provide top-notch direct grant writing for our city clients. Sustainable Strategies DC can also support the development of grants by city staff through strategic advocacy, support in shaping the applications, and helpful editing. We combine our deep knowledge of municipal government with highly effective advocacy at the federal and state levels. Our grants practice includes federal agency resources, as well as state funding opportunities and foundation funding expertise.

Lobbying firms that represent local governments rarely get into the weeds of grant writing. They typically request a few support letters, schedule meetings with the congressional delegation to talk about projects, and claim success when a community’s hard work pays off. Sustainable Strategies DC’s team helps localities like Stamford every step of the way. We advise staff on what type of project would be most competitive. We prepare the budgets and full grant applications. We identify the key decisionmakers, create briefing sheets and talking points, and will help build relationships for Mayor Simmons and staff that help lead to grant success.

We attach our “Client Success Matrix” showing how we have helped localities secure more than 300 grants totaling more than \$585 million over the last 10 years alone.

- ***Best Local Practices that Can Help Stamford Succeed:*** With respect to the RFP’s evaluation factor asking responding firms about our ability to identify other municipalities and government enterprises to share best practices and identify creative solutions to major problems, Sustainable Strategies DC is highly qualified. We have founded many national coalitions of localities and managed many others, including the Brownfield Showcase Communities Coalition (included Stamford), the National Brownfields Coalition, the Climate Communities Coalition (included Stamford), the American Waterfront Revitalization Coalition (included Stamford), the First & Main Coalition (included Stamford), the National Association of Local Government Environmental Professionals, the Local Government Environmental Assistance Network, the National Association of Towns & Townships, the

Mayors Auto Coalition, the Manufacturing Alliance of Communities, the Transition Advocacy Project of 2021, and others. From these efforts, we have worked with hundreds of localities and observed best practices and strategies firsthand (helping to create many of those innovative approaches), which can all boost the benefits for Stamford through our direct consulting with you.

- ***Depth of Knowledge & Experience with Stamford:*** We have represented Stamford for 20+ years before Congress, the White House, federal agencies, the State of Connecticut, philanthropic foundations, and national enterprises seeking to support local progress. We worked with several Mayors, Boards of Representatives, and multiple city staff to help Stamford pursue and succeed in the creation of Mill River Park, the upgrade of the Stamford Intermodal Transportation Center, the Stamford Urban Transitway, Harbor Point and the development of South End, the rebirth of the Stamford Hospital complex, the establishment of the Fairgate housing center, the upgrade of the Clinton Manor housing center, improvements to the Stamford Water Pollution Control Authority's facilities, the outfitting of the Stamford Police Department with new equipment, historic preservation projects, stormwater management projects, microgrid and sustainability projects, and many other initiatives. We have been a meaningful part of your progress and hope to be part of Stamford's future too.

Sustainable Strategies DC's team will continue to be an extension of your staff. When a funding opportunity requires the locality to develop a project, bring together key partners, navigate political or other issues, and tackle strategic considerations – all before the grant application gets written – the Sustainable Strategies DC team has been able to convene Stamford leadership and key stakeholders to put together effective, competitive projects.

Areas of Practice

Our federal lobbying-related services include:

Areas of Practice	Sustainable Strategies DC Experience
1. <i>Navigating American Rescue Plan Act and Bipartisan Infrastructure Legislation funding opportunities.</i>	Sustainable Strategies DC is tracking the rollout of American Rescue Plan Act and Bipartisan Infrastructure Legislation funding opportunities. Our team will keep Stamford leadership and staff ahead of the curve in pursuing these resources.
2. <i>Sharing best practices and innovative solutions.</i>	Sustainable Strategies DC works with communities like Stamford across the country. With a client base of forward-leaning local governments, Sustainable Strategies DC will work with Stamford to share best practices and lessons learned.
3. <i>Assisting the City in prioritizing community projects across all departments.</i>	Sustainable Strategies DC is expert at helping localities identify which community projects are eligible and competitive for funding, and also at helping them shape community initiatives to be best positioned for grant funding. This exercise, conducted with staff from across all city departments and key external stakeholders, is critical to determining which local projects are most competitive and prepared for funding.
4. <i>Identifying a wide variety of funding sources, including state, federal, foundation, and other assistance, that can support the City’s priority projects.</i>	The Sustainable Strategies DC team creates what it calls a “Resource Roadmap” for clients. This tool identifies all appropriate sources of state, federal, foundation, and private sector funding for important community priorities. This Resource Roadmap helps to guide our work with clients. The team updates the Resource Roadmap, based upon new community priorities, additional funding opportunities, and other changed circumstances. Given that Mayor Simmons has just begun her tenure and in view of the massive level of federal resources and new funding programs now emerging from the American Rescue Plan Act, Bipartisan Infrastructure Legislation, and potentially the Build Back Better Act, we would highly recommend commencing our work for Stamford with a new Resource Roadmap.
5. <i>Providing timely strategic and tactical advice to shape projects to be more competitive for funding.</i>	Sustainable Strategies DC helps its clients fit square pegs into round holes. Funding opportunities often won’t exactly match a city’s needs. Sustainable Strategies DC understands how to shape projects to compete effectively. The team will

	provide strategic and tactical advice to help shape those priorities to be more competitive for the identified grants and other assistance.
6. <i>Informing City staff about grant opportunities as they arise.</i>	Sustainable Strategies DC participates on regular conference calls with its clients to discuss funding and other opportunities. During 2021, Sustainable Strategies DC conducted weekly Zoom meetings with the Stamford team. This frequent communication should continue.
7. <i>Aligning Stamford’s federal interests with other national efforts.</i>	Our firm is closely following the rollout of new federal initiatives from the Biden Administration. Key focus areas will include equity, sustainability/resiliency, and economic recovery. Through our firm’s real-time federal tracking, we understand how cities like Stamford can take advantage of emerging federal spending. We will work with Stamford to help the City pursue those resources.
8. <i>Assisting the City in the preparation of grants.</i>	The Sustainable Strategies DC team is very effective at writing, reviewing, and submitting grants. We have secured hundreds of millions of dollars in grant funding for local government clients.
9. <i>Helping the City organize non-governmental support for important community projects.</i>	Many funding proposals require strong demonstrations of stakeholder support. Sustainable Strategies DC works with clients to organize local, regional, and state backing for community priorities, including the gathering of letters of support, matching funds, and other stakeholder commitments.
10. <i>Advocating on behalf of the City before various state and federal agencies and legislative bodies.</i>	Sustainable Strategies DC regularly communicates with federal and state agencies, as well Congress, to advocate on behalf of its clients. The team also helps to prepare local elected leaders and staff before they meet with important officials. Our expertise and relationships are strong at the key federal and state offices that matter, including the House, Senate, and key congressional committees, as well as the White House, HUD, EPA, U.S. Department of Transportation (DOT), U.S. Department of Energy (DOE), U.S. Department of Justice (DOJ), U.S. Army Corps of Engineers, Federal Emergency Management Agency (FEMA), Economic Development Administration (EDA), as well as state agencies.

<p><i>11. Working synergistically with the City's state lobbyist.</i></p>	<p>Sustainable Strategies DC has a history of working in tandem with Stamford's state lobbyist to ensure results. This work will be more important in 2022 as many federal dollars provided by the Bipartisan Infrastructure Legislation will flow through the states.</p>
<p><i>12. Identifying topics of interest and needs for federal action to the Connecticut congressional delegation.</i></p>	<p>Sustainable Strategies DC has worked with the Stamford team to flag important local issues to the Connecticut congressional delegation. This work will continue and expand with Mayor Simmons priorities.</p>
<p><i>13. Pursuing congressional earmarks.</i></p>	<p>Sustainable Strategies will work with Stamford leadership to identify earmarking opportunities in the federal appropriations process. In the past, this work has helped to fund some of the City's most important local priorities. Sustainable Strategies DC will prepare and submit federal earmarking requests to Congressman Himes, Senator Blumenthal, and Senator Murphy.</p>
<p><i>14. Preparing the City for opportunities to provide congressional testimony.</i></p>	<p>Sustainable Strategies DC works closely with congressional committees to find opportunities for its clients, including Stamford, to provide testimony on issues of interest. The team has drafted written testimony for mayors and helped elected leaders prepare to deliver oral remarks.</p>
<p><i>15. Assisting the City in developing and sustaining long-term substantive relationships with important elected and appointed officials.</i></p>	<p>Sustainable Strategies DC helps its clients build strong relationships with senior government officials. The team organizes and schedules trips to Washington, DC, for clients and has helped cities, including Stamford, build relationships with key federal leaders. Sustainable Strategies DC has also connected Stamford with elected and appointed officials in other localities dealing with similar issues to share best practices.</p>
<p><i>16. Facilitating on-site meetings in the City for various state and federal program officials.</i></p>	<p>Sustainable Strategies DC works with its clients to bring state and federal officials to their communities to see first-hand their community revitalization projects. Sustainable Strategies DC has planned "Community Revitalization Roundtables" across the country that have included representatives from the White House, HUD, DOT, EPA, EDA, and other federal agencies.</p>
<p><i>17. Communicating with and providing ongoing reports and information to key City staff.</i></p>	<p>The Sustainable Strategies DC team helps to break down communication barriers within local governments to ensure that all departments, as well as the elected leadership, are in alignment. As such, the team will share information with the Mayor's office and all key departments, as well as other important stakeholders.</p>

<i>18. Monitor congressional and federal agency activity.</i>	Sustainable Strategies DC will share weekly email newsletter alerts with the Stamford team, advising leadership and staff of new legislation, funding opportunities, and other policy updates. These federal tracking activities will also be discussed during weekly calls. Based upon the information shared, Sustainable Strategies DC will recommend certain actions to the City.
<i>19. Follow up with local stakeholders.</i>	Sustainable Strategies DC will keep local stakeholders abreast of opportunities to weigh in and support Stamford’s federal agenda. This follow-up will include encouraging groups supporting Stamford’s municipal interests to contact the congressional delegation and urge federal action.

Recent Successes

Over close to 30 years, the Sustainable Strategies DC team has secured more than \$5 billion for its local government clients. This includes more than \$585 million in grants and other resources secured for cities, towns, counties, and states across America since just 2012. The firm’s work supports diverse local communities across America of all sizes, with populations ranging from 5,000 to 1.5 million.

Recent examples of success with communities include the following, each of which required a combination of strategic consulting, the building of partnerships with stakeholders and allied organizations, grant writing, and federal and state advocacy, among other activities:

- Sustainable Strategies DC has led efforts to provide consulting, grant writing, and advocacy to secure over \$150 million in federal transportation infrastructure grants in just the past four years for the communities of Bourbon County, KY; Charleston, WV; Dubuque, IA; Dubuque County, IA; Frankfort, KY; Glenwood Springs, CO; Huntington, WV; Ithaca, NY; Johnstown, PA; Madison, WI; Norfolk, VA; North Hempstead, NY; Ponderay, ID; Roaring Fork Transportation Authority, CO; Rochester, MN; and the Southern Rail Commission. The work for these clients was conducted by Andrew Seth (Bourbon County, Dubuque, Dubuque County, Frankfort, Ithaca, Madison, North Hempstead, and Southern Rail Commission), Ashley Badesch (Glenwood Springs, Ponderay, Roaring Fork Transportation Authority, and Rochester), and Matt Ward (Charleston, Huntington, Johnstown, Norfolk, and Wheeling), with the assistance of Sarah Marin.
- In 2021-2022, Sustainable Strategies DC helped the City of Rochester, MN, to be designated a Mayor’s Global Challenge winner by Bloomberg Philanthropies, with \$1 million in prize winnings through an international competition. Rochester’s project focuses on the economic mobility of Black, Indigenous, and People of Color (BIPOC) women

through careers in all-phases of the built environment and construction. This work has been conducted by Ashley Badesch with the assistance of Andrew Seth.

- Sustainable Strategies DC worked with localities across the Pittsburgh region to secure \$10+ million for advanced manufacturing and business innovation from the EDA, Appalachian Regional Commission, and Department of Defense. This work was conducted by Matt Ward with the assistance of Ashley Badesch.
- Sustainable Strategies DC prepared a winning grant application for \$508,000 in Outdoor Recreation Legacy Partnership funding from the National Park Service to support the development of basketball courts and a community center in a low-income Dubuque, IA, neighborhood. This work was conducted by Andrew Seth.
- Sustainable Strategies DC assisted the City of Glenwood Springs, CO, in receiving a \$200,000 EPA Brownfields Area-Wide Planning grant to conduct market analyses and infrastructure studies in a priority redevelopment area, plus \$10.8 million more in grants in our first three years of representing that community. This work was conducted by Ashley Badesch.
- Sustainable Strategies DC aided Martin County, FL, in winning \$100,000 in National Endowment for the Arts (NEA) Our Town grants for attractive green infrastructure projects in a suburban neighborhood. This work was conducted by Andrew Seth with the assistance of Sarah Marin.

As referenced above, Sustainable Strategies DC's services to these clients included:

- Identifying sources of project funding;
- Providing strategic advice to help shape a project proposal to be most competitive;
- Producing briefing materials to help clients build project support;
- Building stakeholder support from community organizations, the private sector, regional entities, and state agencies;
- Fostering collaboration between the client and key federal agency funding managers;
- Grant review of proposals written by experienced City staff;
- Grant writing for particular applications; and
- Advocacy to federal agency leaders and Congress in support of grant proposals.

Accomplishments for Stamford

The Sustainable Strategies DC team has been pleased to serve as the City of Stamford's federal lobbyist and strategic consultant between 1999 and 2018, and beginning again in mid-2021. We are very excited about the positive results of our relationship with Stamford. Since 1999, we have developed a solid understanding of Stamford's community revitalization priorities. Through our work with the City, we understand the critical problem of clogged local roads, the need for

additional transit options, the difficult problem of insufficient/affordable housing, the redevelopment opportunities on the south waterfront, the importance of the Mill River restoration, the need for public safety funding in a community that is growing and changing, and the necessity to leverage resources in tight budget times. As such, we believe that our track record of success, our strong team of lobbyists and grant writers, and our understanding of Stamford's priorities and goals make us ideally suited to continue our federal lobbying efforts for the City.

Sustainable Strategies DC has also worked with Stamford to demonstrate the City's national leadership on smart growth, brownfields redevelopment, waterfront revitalization, transit-oriented development, and emerging clean energy issues. Our team has helped Stamford participate as a founding leader of several key national initiatives, including the EPA Brownfields Showcase Community Initiative, the Climate Communities coalition, the American Waterfront Revitalization Coalition, and the First & Main Coalition.

Sustainable Strategies DC has successfully worked to secure direct federal congressional and agency grants for Stamford, including support for the Stamford Urban Transitway, the Atlantic Street rail underpass improvements, the Mill River revitalization, Fairgate Farms, law enforcement communications, various streetscape improvement projects, the West Main Street walking bridge project, affordable housing projects, brownfields and public health projects, public safety resources, West End revitalization, and other community priorities. The Sustainable Strategies DC team has also worked to successfully authorize more than \$101 million in transportation and waterfront revitalization projects through transportation reauthorization legislation and the Water Resources Development Act.

Historically, our work with Stamford has included:

Public Safety – Sustainable Strategies DC helped Stamford secure \$1 million from FEMA to hire additional firefighters in the community, as well as launch a body-worn camera initiative with a \$338,346 DOJ grant. Sustainable Strategies DC helped Stamford obtain more than \$2.2 million in “Law Enforcement Technology” grant funding for converting Stamford's portable radios to digital technology, expanding capacity at the Stamford 911 center, and creating a secondary Public Safety Answering Point to have full multi-redundant capability, along with GIS technology improvements.

Public Health – Sustainable Strategies DC has been actively engaged in helping Stamford create a culture of health. Our firm helped the community secure several grants from the Robert Wood Johnson Foundation for its wellness efforts, including \$60,000 in Invest Health funds to reduce gun violence, \$20,000 in Roadmaps Collaborative Learning funds to work with Bridgeport and Norwalk on health metrics, and a \$10,000 Roadmaps to Health Action Award to plan for healthy behavior in the West Side.

Transportation – Sustainable Strategies DC secured federal funding for the planning and design of Atlantic Street rail underpass improvements. We helped Stamford reprogram \$1.4 million in federal earmarked transportation funds for key local road projects. The firm positioned Stamford to be selected by the Federal Transit Administration (FTA) and Smart Growth America for transit-oriented development technical assistance in the pilot year of that federal program. The Sustainable Strategies DC team helped Stamford obtain more than \$75 million in federal funding for Phases 1 and 2 of Stamford Urban Transitway construction. Our team secured \$3.5 million in federal transportation funding for transportation projects on the south waterfront, \$250,000 in federal highway funding for streetscape improvements in the Waterside neighborhood, and \$850,000 to reconstruct the West Main Street pedestrian bridge. Sustainable Strategies DC also helped Stamford to become the first locality in America to undertake the “Safer People, Safer Streets Challenge” issued by then U.S. Transportation Secretary Anthony Foxx.

Mill River Restoration – Sustainable Strategies DC has helped Stamford obtain significant funding for multiple aspects of the Mill River Restoration, including \$1.6 million in NOAA Coastal and Estuarine Preservation funding for land acquisition at the Stampark parcel and other key parcels; \$1.8 million for stormwater infrastructure projects on the Mill River; and \$215,000 in HUD Economic Development Initiative (EDI) funds for land acquisition. Our team has also worked closely with Stamford, the New England District of the U.S. Army Corps of Engineers, and the Corps’ headquarters to launch an ecosystem restoration project of Mill River, supported by more than \$5 million in funding from Congress. We have prepared for and facilitated meetings with key federal officials, including the Commander of the Corps of Engineers, the Commander of the Corps Civil Works Division, the civilian director of the Civil Works Division, the Corps’ chief of legislation, and the Corps’ Chief of Environmental Programs.

Sound End Revitalization – Sustainable Strategies DC has supported Stamford’s development of its South End. The firm’s efforts to secure brownfields funding helped launch the initial revitalization of the South End. Transportation improvement at the intermodal center has supported the area’s redevelopment. Sustainable Strategies DC also secured \$800,000 in EDA Disaster Relief funds to improve flood control gates and protect the South End from the impacts of climate change and natural disasters.

West Side Revitalization – Sustainable Strategies DC has been integrally involved in supporting the revitalization of Stamford’s West Side. Our firm has helped strengthen Fairgate Farm with a \$147,840 USDA grant to support the sale of organic produce and a \$25,000 EPA grant for composting. Stamford received EPA smart growth technical assistance to prevent gentrification in the West Side. Sustainable Strategies DC provided substantial assistance to Charter Oak Communities in the City’s successful effort to obtain \$19.8 million in HUD HOPE VI funding for the Fairfield Court housing and social services project. Sustainable Strategies DC also prepared

successful applications that enabled Stamford to launch \$1.1 million in planning efforts for the VITA health and wellness district on the City's West Side.

Public Housing – Sustainable Strategies DC helped develop the strategy that led to \$6.4 million in HUD Disaster Relief funds for the replacement of the Hurricane Sandy-damaged Czescik Homes. The firm also prepared a public housing funding strategy for Inspirica at the City's request. Sustainable Strategies DC also helped Stamford obtain \$850,000 in grant funding from the HUD "Healthy Homes" program to support the City's asthma reduction initiative in low- and moderate-income housing in Stamford.

Brownfields – Sustainable Strategies DC's lobbyists have been closely involved with Stamford in your efforts to revitalize brownfields properties and protect public health. We supported Stamford's effort to obtain \$500,000 in EPA funding to capitalize a brownfields revolving loan fund. We have helped Stamford to enhance their role in the national brownfields movement through testimony before Congress, speeches at national conferences, and involvement in the Brownfields Showcase Community Initiative.

Historic Preservation – Sustainable Strategies DC worked with Stamford and the Keeper of the National Register of Historic Places to craft and implement a strategy for the preservation and relocation of the Hoyt-Barnum House.

National Visibility for Stamford – We have helped the City enhance its leadership position in the community revitalization field by securing opportunities for Stamford to receive national visibility. Specifically, we helped secure opportunities to deliver keynote speeches at national conferences, present testimony to Congress, and host federal agency and congressional delegation visits to showcase the City's economic development and sustainability projects.

Over the years, these efforts have been conducted by Andrew Seth, Ashley Badesch, and Matt Ward.

Since recommencing our funding and advocacy relationship with Stamford in mid-2021, we have worked to track various federal activities and legislation of importance to the community, including:

- **Presidential Transition** – Sustainable Strategies DC put together a group of local government leaders to advise the Biden Administration in early 2021. These mayors (including Mayor David Martin) signed on to a policy platform that urged major federal investment in community revitalization.
- **American Rescue Plan Act** – Sustainable Strategies DC worked with Stamford and localities across America to encourage passage of the American Rescue Plan Act, which

provided resources to help local governments recover from the economic impacts of the impact. We also coordinated closely with the Stamford team on the appropriate use of Coronavirus State and Local Fiscal Recovery Funds.

- Bipartisan Infrastructure Legislation – Sustainable Strategies DC actively supported passage of the Infrastructure Investment and Jobs Act, a once-in-a-generation investment in our nation’s infrastructure and competitiveness. We have been counseling Stamford since late 2021 on how to be best prepared for the rollout of this funding in 2022.
- Build Back Better Act – Sustainable Strategies DC has lobbied for a strong local government focus in the proposed Build Back Better Act, which includes resources for climate change, resiliency, housing, and other social programs.

Sustainable Strategies DC has also pursued multiple funding opportunities for Stamford over the last 10 months, working with the City to develop project ideas, prepare grant applications, and lobby for congressional and agency support. Already, the City has been awarded \$133,151 from the DOJ for body-worn cameras with a grant application prepared by Sustainable Strategies DC. Many other requests for federal funding will be decided in the next few months. Pending applications with a high likelihood of success include:

- Earmark – Sustainable Strategies DC worked with Congressman Jim Himes to include a \$2 million earmark in appropriations legislation that will help Stamford ensure safe and easy pedestrian access to local public schools and transit facilities. Bill passage is anticipated in mid-February.
- Earmark – Sustainable Strategies DC prepared a successful \$513,000 earmark request to Senators Blumenthal and Murphy in support of pre-apprenticeship training.
- Building Resilience in Communities – Sustainable Strategies DC wrote a grant application requesting \$2.7 million to upgrade deteriorating flood protection infrastructure. The Stamford Water Pollution Control Authority operates and maintains three stormwater pumping stations (Cummings, Dyke Lane, and Wampanaw) as part of the Stamford Hurricane Protection Barrier. Although well maintained, much of the equipment is original and in need of replacement. Sustainable Strategies also prepared Mayor Simmons to lobby Commissioner James Rovella to advance Stamford’s application to FEMA.
- Outdoor Recreation Legacy Partnership Program – Sustainable Strategies DC prepared a grant application to the National Park Service (NPS) requesting \$1.8 million for recreational improvements at Boccuzzi Park. Mayor Simmons participated on an effective call with Joel Lynch, NPS Chief of State and Local Assistance Programs, in support of this request.
- Community Food Projects – Sustainable Strategies DC worked with Charter Oak Communities to draft a grant application to USDA requesting \$205,300 to develop a commercial-grade demonstration kitchen at Fairgate Farm that will help meet the food needs of low-income and minority residents in Stamford’s West Side.

- Our Town Grant – Sustainable Strategies DC worked with Stamford and the Cultural Alliance of Fairfield County to submit a \$100,000 grant application to the NEA supporting the design and installation of a sculpture in the Cove neighborhood, a youth-supported mural on the West Side, and a creative LED display in downtown Stamford.

A number of grant applications are also currently under development, including:

- Good Jobs Challenge – Sustainable Strategies DC is working with the Mayor’s Youth Employment Program to get Stamford included in the State of Connecticut’s EDA Good Jobs Challenge application. If successful, Connecticut has pledged significant resources to the Stamford Partnership to conduct regional workforce development activities. The City would receive funding to help young adults (18-24) develop the skills necessary to complete the training. The EDA Good Jobs Challenge application is due February 10.
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) – Sustainable Strategies DC has begun working with Stamford develop a transportation infrastructure project (possibly the Lower Atlantic and State Street) that will be competitive for DOT RAISE funding. Applications are due April 14.
- Grants for Arts Projects – Sustainable Strategies DC is working with Stamford to develop an NEA Grants for Arts Project application (due February 22) to support the creation of a mural at the transit center garage. With funding, the City will commission the artist DAAS to develop public art that reflects the values of the community.
- Brownfields – Sustainable Strategies DC is working with Stamford to identify resources for the assessment and cleanup of contamination at Boccuzzi Park. EPA Region 1 may be able to conduct Phase I and II assessments at the site. EPA will have cleanup funding (up to \$5 million) available this summer.
- Cybersecurity – The Bipartisan Infrastructure Bill includes significant funding for local cybersecurity efforts. Sustainable Strategies DC helped Stamford develop a relationship with the state officials who will decide how to spend those dollars. We also encouraged Stamford to volunteer to serve on the state advisory committee that will decide cybersecurity priorities. Cybersecurity funding will be available in mid-2022.
- Farm Viability Grant – Sustainable Strategies DC is seeking Farm Viability funding from the Connecticut Department of Agriculture to develop educational materials, upgrade equipment, and implement a farm experience program at Fairgate Farm. Applications are due February 14.

Proposed Scope of Services

The team's specialized approach would enable Stamford to continue identifying short- and long-term opportunities for funding, public-private partnerships, best practices, and other resources to implement the City's community priorities. Our work would involve:

- ***Strategy Session in Stamford:*** Face-to-face interaction on major initiatives is always beneficial, and the Sustainable Strategies DC team would propose to kick-off its effort with an in-person (or Zoom as appropriate) strategy session in Stamford in March 2022, where we could re-connect with City staff and other key participants to discuss community priorities, explore grant opportunities, and develop a funding gameplan. The team would prepare an agenda and background materials for these meetings, in coordination with Stamford.
- ***Stamford Resource Roadmap:*** The output of the strategy session in Stamford will be the creation of a robust Resource Roadmap that will help guide our work with the City in 2022 and beyond. This will consist of a matrix of state, federal, philanthropic, and private sector opportunities for funding and other resources. That matrix will include opportunities for which we believe Stamford is both eligible and competitive, projections of likely funding ranges, discussion of matching requirements, discussion of key strategic approaches to make you successful for those resources, identification of key officials for each resource, identification of deadlines and important preliminary steps, considerations of new and changed opportunities in light of national policy and resource decisions, and recommendations on key next actions.
- ***Implementation of the Stamford Resource Roadmap*** – Sustainable Strategies DC provides a full suite of services in tracking funding opportunities, grant writing, public-private partnership facilitation and building, coordination with agencies and legislative officials working in partnership with the City's lobbying team, organization of stakeholder support, development of materials, grants management, and other consulting. Activities that will advance the Stamford's community priorities include:
 - a. The team will engage with Stamford staff through **weekly conference calls** to provide updates on grant opportunities;
 - b. Frequent **communication with Stamford staff** between conference calls to advance grant proposals;
 - c. The team will **organize meetings (and/or Zooms) in Washington, DC**, for Mayor Simmons and Stamford staff to meet with federal leaders who can help support the City's community priorities;

- d. The team will seek opportunities to **bring state, federal, and foundation leaders to Stamford** to tour your projects and strengthen relationships;
- e. The team will determine with Stamford staff which funding opportunities make sense for the City and perform the **ongoing grant services**:
 - **Strategic advice** to shape projects to be more competitive for funding;
 - **Coordination** with the City's grants team, with whom we have worked more than a decade;
 - **Grant review** of proposals that experienced Stamford staff prepare;
 - **Grant writing** of particular funding applications;
 - Organization of broad **stakeholder support** across the community, region, and state; and
 - **Grant submission** through grants.gov or by mail.
- f. The team will conduct **advocacy** to federal agency leaders and Stamford's congressional delegation.
- g. The team will perform other support for Stamford, including helping the **City overcome grants management challenges** with the federal agencies.

3. Committed Staff and Project Organization

Key Personnel

Andrew Seth – Andrew is the President of Sustainable Strategies DC, as well as the Executive Director of Climate Communities, a national coalition of cities and counties interested in sharing local sustainability best practices and creating new federal resources to help create livable communities and reduce energy use. He has helped communities like Stamford secure grants and other assistance for approximately 25 years. Prior to his role as the President of Sustainable Strategies, Andrew Seth was a partner and the Director of Coalitions at The Ferguson Group. He previously served as a project manager on environmental issues at the International City/County Management Association, where he directed the Local Government Environmental Assistance Network. Prior to joining ICMA, Andrew was a member of the government affairs team at Spiegel & McDiarmid. He began his career at the conservation non-profit American Rivers. Andrew received his B.S., summa cum laude, from Salisbury State University and a M.S. in Resource Administration and Management from the University of New Hampshire.

Matt Ward – Matt is the Chief Executive Officer of Sustainable Strategies DC, a government affairs and strategic consulting firm based in Washington, DC, that helps local governments secure resources for community revitalization, as well as the founder the Ward Washington Law Firm. He has worked with Stamford for 20 years. He is a co-founder of the National Brownfields Coalition and the Brownfield Communities Network, and he has served as national policy director to a number of organizations including the National Association of Local Government Environmental Professionals, the National Association of Towns and Townships, the Climate Communities coalition, the Manufacturing Alliance of Communities, and the American Waterfront Revitalization Coalition. Prior to the launch of Sustainable Strategies DC in 2011, Matt Ward was a partner and Sustainable Communities practice group leader at The Ferguson Group, the largest federal representative of local governments in Washington, DC. He joined The Ferguson Group in 2005 after being a partner at the Washington, DC, law firm Spiegel & McDiarmid, where he provided advocacy consulting to communities for more than a decade. Matt received his B.A., magna cum laude, from American University and his J.D. from the University of Virginia. Matt served as a city councilman and planning commission director in his hometown of Charles Town, WV, for more than a decade.

Ashley Badesch – Ashley, a Principal at Sustainable Strategies DC, received her J.D. from the Georgetown Law Center in 2019, and her M.P.P. with a focus in Environmental Policy from the University of Virginia Frank Batten School of Leadership & Public Policy. Ashley also received a B.A. with Distinction in Spanish with a minor in philosophy at UVA. She co-founded the Zero Waste Initiative, an effort to divert over 90 percent of all waste from landfills through composting and recycling, and served as the Chair of the Board of SustainaUnity and the Student Coordinator

of Materials Task Force for the President’s Environmental Footprint Reduction Plan. Ashley works with communities nationwide to identify and secure funding for their community priorities, and has worked closely with the Stamford Mayor’s office and nearly every city department, as well as with Stamford entities such as Charter Oak Communities, Stamford Hospital, and Inspirica.

Sarah Marin – Sarah is a Senior Associate and Client Services Manager at Sustainable Strategies DC. Sarah supports clients and staff in meeting community needs. She is a recent graduate of the George Washington University where she received her B.A. in International Affairs with focuses in International Environmental Studies and Global Public Health and a minor in Sustainability. Prior to joining the team, Sarah worked at Justice and Sustainability Associates, LLC where she served in a Project Coordinator capacity.

Suzie Kazar – Suzie is a Senior Associate at Sustainable Strategies DC. Suzie assists clients on their grant proposals and other needs. A graduate of the University of Wisconsin – Madison, she received her B.A. in Journalism, Geography, and Environmental Studies. Suzie previously worked at the University of Wisconsin – Madison’s Office of Sustainability, serving the Green Labs and Communications student teams.

Rhea Rao – Rhea is an Associate at Sustainable Strategies DC. Rhea joined the team in late 2021 after graduating from the George Washington University with a B.A. in International Environmental Studies, Global Public Health, and Sustainability. She had substantial experience and significant client service roles in her employment with the World Bank, the Public Leadership Education Network, and other organizations.

The Sustainable Strategies DC team has established strong relationships with federal agency officials who control funding for local government projects, including leaders from the White House, EPA, DOT, HUD, DOE, FEMA, EDA, and other agencies. Many of these officials have participated in workshops, webinars, and other events that Sustainable Strategies DC has hosted. Sustainable Strategies DC also organizes meetings for its clients to build their own relationships with these officials and advocate for grant funding. In addition, Sustainable Strategies DC professionals have been contracted by federal agencies to help identify how they can better partner with localities on sustainability and revitalization, including EPA and HUD.

Organizational Chart



Resumes

Andrew Seth

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (202) 261-9881
E-mail: Andrew.Seth@StrategiesDC.com
Web: www.StrategiesDC.com

Professional Experience

President, Sustainable Strategies DC (2011-Present)

- National expert on funding for community revitalization efforts.
- Work with cities and counties nationwide to secure federal, state, and other resources for local projects, including brownfields revitalization, economic redevelopment, smart growth, land and water conservation, clean energy innovation, and other community priorities.
- Convene coalitions of local government to advocate on behalf of municipal needs.

Partner & Director of Coalitions, The Ferguson Group (2006-2011)

- Helped cities and counties secure federal, state and other resources for their community revitalization priorities.
- Launched Climate Communities and administered the Energy Block Grants Work! campaign to demonstrate the value of federal investment in local clean energy initiatives.
- Established and directed the American Waterfront Revitalization Coalition, a network of localities seeking to redevelop their urban waterfronts.

Project Manager, International City/County Management Association (2001-2006)

- Directed the Local Government Environmental Assistance Network, a U.S. Environmental Protection Agency-supported initiative that provided direct technical and funding assistance to cities and counties.
- Managed federally-supported projects on brownfields, environmental management systems, safe drinking water and urban forestry.
- Organized and hosted regular webinars, training workshops and conferences on environmental topics of interest to local government professionals.

Government Affairs Project Manager, Spiegel & McDiarmid (1998-2001)

- Coordinated the National Association of Local Government Environmental Professionals, a non-profit organization representing city and county officials.
- Managed federally-supported projects on air quality, brownfields and smart growth.

Conservation Assistant, American Rivers (1996-1998)

- Organized cities along the Upper Mississippi River to successfully receive designation as an American Heritage River from the Clinton Administration.

Education

M.S. Resource Administration and Management
University of New Hampshire, 1995

B.S. Biology
Salisbury State University, 1993
Summa Cum Laude

Matt Ward

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (202) 422-2411
Email: Matt.Ward@StrategiesDC.com
Web: www.StrategiesDC.com

PROFESSIONAL EXPERIENCE

CEO, Sustainable Strategies DC (2011-Present)

- Provide localities, green technology companies, and non-profit organizations with government affairs, strategic consulting, and legal services to support community revitalization.
- Focus areas include community and economic development, brownfields revitalization and smart growth, public works and infrastructure, transportation, water resources, permitting, clean energy, green technology, and clean air projects.
- Help clients create strategies for federal advocacy, build partnerships to meet regulatory challenges, and shape environmental laws and policy.

Partner, The Ferguson Group (2005-2011)

- Leader of the Sustainable Communities practice.
- Worked with communities across the country to secure federal, state, and other resources for local projects, including brownfields revitalization, economic redevelopment, smart growth, land and water conservation, clean energy innovation, and other community priorities.
- Served as national policy director to a number of organizations, including the National Association of Towns and Townships, the Manufacturing Alliance of Communities, the Mayors Automotive Coalition, and the American Waterfront Revitalization Coalition.

Partner, Spiegel & McDiarmid (1994-2005)

- Provided legal services to municipal electric utility clients.
- Advocated for the funding needs of cities across America.
- Served as counsel to the National Association of Local Government Environmental Professionals (NALGEP), which represents city and county environmental officials across America.
- Served on a Federal advisory committee convened by the U.S. Environmental Protection Agency to create the rules for the national brownfield program.

EDUCATION

J.D.
University of Virginia Law School, 1994

B.A. Communications, Law and Government
American University, 1991
Magna Cum Laude

Ashley Badesch

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (303) 981-4477
E-mail: Ashley.Badesch@StrategiesDC.com
Web: www.StrategiesDC.com

Professional Experience

Partner, Sustainable Strategies DC (2022-Present)

- Lead the firm's Western communities practice.
- Work with local governments across the country to secure federal, state, and other resources for local projects, including brownfields revitalization, economic redevelopment, smart growth, land and water conservation, clean energy innovation, and other community priorities.

Senior Associate, Sustainable Strategies DC (2014-2021)

- Supported communities in pursuing federal, state, and foundation resources for their revitalization priorities.
- Developed Resource Roadmaps that identify ways to leverage funds.
- Organized events and conduct presentations to help communities identify ways to support their local needs.

Co-Founder, Zero Waste Initiative, Charlottesville, VA (2010-2013)

- Developed and presented framework for making athletic and event venues at University of Virginia "zero-waste" (>90% diversion from landfills) by altering managerial and operational practices, replacing all products with compostable or recyclable alternatives, and educating the public.
- Directed seven student research groups in sustainability courses to address concerns put forth by stakeholders.
- Research included project precedents, waste auditing, product replacement, publicity, and venue-mapping.

Latin America Security Intern, Center for International Policy (2013)

- Analyzed spending and aid data to understand and oversee the United States military relationship with the Western hemisphere (with a focus on Colombia and Mexico).
- Researched U.S. military aid, wrote and published blog posts, translated articles (Spanish/English), updated the website, created infographics and data visualizations, and updated social media platforms.
- Gained understanding of security, civil-military relations, human rights, and conflict resolution within Latin America.

Education

M.P.P. Public Policy
University of Virginia, 2014

B.A. Spanish
University of Virginia, 2013

Sarah Marin

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (202) 750-6559
E-mail: Sarah.Marin@StrategiesDC.com
Web: www.StrategiesDC.com

Professional Experience

Senior Associate, Sustainable Strategies DC (2018-Present)

- Support local governments across the country with federal advocacy, project management, and grant writing focused on sustainability, infrastructure, and community revitalization.
- Develop Resource Roadmaps that identify ways to leverage funds.
- Research and develop strategic planning documents, briefing materials, talking points, webinar slides, and publications used by various federal and state agencies and associations such as the U.S. Environmental Protection Agency Office of Land and Emergency Management (EPA OBLR) and the West Virginia Municipal League.
- Manage and maintain internal contract & grants system, monthly scheduling and client contact database, and website.
- Coordinate internal and external client communications including policy memorandums and analyses on key federal legislative issues and strategic planning memorandum to support various project and grant development initiatives.
- Plan and coordinate D.C. advocacy visits and other key processes and procedures with various municipal and non-profit clients to ensure that meetings and projects are well-planned and implemented seamlessly.
- Create and distribute client newsletters and alerts sent to over 3,500 individuals each week.

Project Coordinator Intern, Justice & Sustainability Associates (2017-2018)

- Supported civic engagement and meeting facilitation for projects including the Georgetown Community Partnership, the Frederick Douglass Memorial Bridge Reconstruction, and the Union Station Expansion Projects.
- Provided meeting and community engagement scheduling, logistics, research, and meeting minute administration.
- Researched and established briefing binders in areas of social, environmental, racial & economic policy.

Legislative Intern, Office of Congressman Steve Israel (2015)

- Attended briefings, wrote memos, and conducted research for legislative staff on appropriations and other policy areas.
- Fielded calls and letters and booked tours for constituents in order to better keep them in touch with the Congressman.

Education

B.A. International Affairs
George Washington University, 2018

Suzie Kazar

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (202) 803-2407
E-mail: Suzie.Kazar@StrategiesDC.com
Web: www.StrategiesDC.com

Professional Experience

Senior Associate, Sustainable Strategies DC (2019-Present)

- Provide federal advocacy services to benefit units of local government and non-profits, including policy and program development, funding, and other agency support.
- Perform grant writing services for units of local government and non-profits with a focus on community revitalization, economic development, and sustainability.
- Prepare and implement comprehensive funding strategies for clients.

Green Labs and Communications Intern, Office of Sustainability, University of Wisconsin – Madison (2018-2019)

- Created and implemented the university's first campus-wide standards and programs to improve sustainability practices in research laboratories.
- Compiled and analyzed data on green laboratory practices and innovations.
- Conducted outreach among campus departments and created supporting materials including graphics, posters, and stickers.

Regional Representative Intern, Office of U.S. Senator Tammy Baldwin (2017)

- Wrote letters to the Senator's Madison office relating to constituent matters.
- Provided logistical and administrative support for field visits to constituents.
- Completed background research to prepare the Senator and her staff for meetings on topics including manufacturing and community outreach.

Education

B.A. Environmental Studies, Geography, and Journalism
University of Wisconsin – Madison, 2019

Rhea Rao

Sustainable Strategies DC
500 New Jersey Avenue, NW
Suite 600
Washington, DC 20001

Phone: (202) 506-1342
E-mail: Rhea.Rao@StrategiesDC.com
Web: www.StrategiesDC.com

Professional Experience

Associate, Sustainable Strategies DC (2019-Present)

- Perform grant writing services for units of local government and non-profits with a focus on community revitalization, economic development, and sustainability.
- Prepare and implement comprehensive funding strategies for clients.
- Provide federal advocacy services to benefit units of local government and non-profits, including policy and program development, funding, and other agency support.

Education

B.A. International Environmental Studies, Global Public Health, and Sustainability
George Washington University, 2021

4. References

Sustainable Strategies DC works effectively with cities across the country. Mid-size cities with characteristics similar to Stamford include:

Dubuque, IA

Teri Goodmann
Director of Strategic Partnerships
City of Dubuque
50 W. 13th Street
Dubuque, IA 52001
(563) 580-0690
TGoodman@CityofDubuque.org

Port St. Lucie, FL

Kate Parmelee
Director of Strategic Partnerships &
Innovation
City of Port St. Lucie
121 SW Port St. Lucie Boulevard
Port St. Lucie, FL 34984
(772) 344-4196
KParmelee@CityofPSL.com

Huntington, WV

Mayor Steve Williams
City of Huntington
City Hall, 800 Fifth Avenue
Huntington, WV 25701
(304) 696-5540, x7
WilliamsS@HuntingtonWV.gov

Rochester, MN

Cindy Steinhauser, ICMA-CM
Deputy City Administrator
City of Rochester
201 4th Street, SE
(507) 328-2950
CSteinhauser@RochesterMN.gov

We also encourage the Federal Lobbying Services proposal review team to inquire with internal staff on the collaborative working relationships established to pursue funding opportunities. Over the last year, Sustainable Strategies DC has worked closely with:

Ann Brown
Supervising Engineer
Stamford Water Pollution Control
Authority
(203) 977-5896
ABrown2@StamfordCT.gov

Anita Carpenter
Grants Officer
(203) 977-4911
ACarpenter@StamfordCT.gov

Michelle Lappas
Program Coordinator
Mayor's Youth Employment Program
(203) 977-0830
MLappas@StamfordCT.gov

Erin McKenna
Senior Parks Planner
Land Use Bureau
(203) 977-4715
EMcKenna@StamfordCT.gov

Frank Petise
Interim Bureau Chief
Transportation, Traffic, and Parking
Department
(203) 977-4124
FPetise@StamfordCT.gov

Vin Tufo
CEO
Charter Oak Communities
(203) 858-8560
VTufo@CharterOakCommunities.org

Michael Pollard
Senior Advisor
(203) 977-4154
MPollard@StamfordCT.gov

5. Fee Proposal

Sustainable Strategies DC proposes a fee arrangement of \$120,600 annually, which includes a monthly retainer of \$10,000, and a \$50 fee communications fee every month to cover expenses such as long-distance charges, conference calls, faxes, copying, printing, and other office expenses. Stamford will be billed separately for reimbursable expenses such as out-of-town travel (pre-approved by client), in-town travel (taxi cabs), overnight delivery, and courier services.



SUSTAINABLE STRATEGIES DC'S CLIENT SUCCESSES 2012-2022

- Sustainable Strategies DC helps localities obtain resources for their community revitalization priorities. The firm provides strategic consulting, funding strategies, grantwriting, and advocacy to secure resources and promote progress for our clients.
- Over 25+ years, the Sustainable Strategies DC team has secured nearly \$5 billion for our local government clients. This includes over \$585 million through more than 300 grants and other resources secured for over 40 cities, towns, counties, and states across America since 2012.
- Our work supports diverse local communities across America of all sizes, with populations ranging from 5,259 to 1.5 million.
- Sustainable Strategies DC has secured grants from federal and state agencies, philanthropic foundations, and the private sector for:

Arts, Culture & Historic Preservation

Brownfields Revitalization & Smart Growth

Community & Economic Development

Environmental Sustainability, Clean Energy & Green Infrastructure

Community Health & Substance Abuse Prevention

Manufacturing & Making

Opportunity Zones

Public Safety & Criminal Justice

Technical Assistance, Awards & Designations

Technology & Innovation

Transportation & Infrastructure

Workforce Development

RETAINER CLIENTS (\$249.6 MILLION SINCE 2012)

Beaverton, OR (\$3.9 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- White House Community Revitalization Roundtable
- \$1.6 million Community Transformation Grant (Centers for Disease Control & Prevention)
- \$600,000 Brownfields Coalition Assessment Grant (U.S. Environmental Protection Agency)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$324,750 Drug Treatment Courts Grant (Substance Abuse and Mental Health Services Administration)
- \$306,000 Treatment Court Grant (Oregon Criminal Justice Commission)
- \$288,750 Specialty Court Grant (Oregon Criminal Justice Commission)
- \$150,000 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$125,000 COPS Hiring Grant (U.S. Department of Justice)
- \$100,000 Equitable Housing Planning and Development Grant (Metro Council)
- \$50,000 Our Town Grant (National Endowment for the Arts)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- Participation in Maker Mayors Challenge
- Leading city in launch of the My Brother’s Keeper Community Challenge

Buena Vista, MI (\$600,000)

- \$500,000 Transportation, Community & System Preservation Grant Federal Highway Administration)
- \$100,000 Targeted Brownfields Assessment (U.S. Environmental Protection Agency)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- White House Community Revitalization Roundtable
- Leading community in launch of the My Brother’s Keeper Community Challenge

Carlisle, PA (\$8.4 million)

- Creation of “Resource Roadmap” for community revitalization and funding

- \$5 million TIGER Grant (U.S. Department of Transportation)
- \$1.5 million Multimodal Grant (Pennsylvania Department of Transportation)
- \$599,000 Chesapeake Bay Stewardship Fund Grant (National Fish & Wildlife Foundation)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$380,000 Transportation Alternatives Program Grant (Federal Highway Administration)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)
- \$200,000 Environmental Work Force Development and Job Training Grant (U.S. Environmental Protection Agency)
- \$43,500 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$30,000 Green Streets-Green Jobs-Green Towns Grant (Chesapeake Bay Trust)
- \$10,000 Our Town Grant (National Endowment for the Arts)
- Leading community in launch of the My Brother’s Keeper Community Challenge

Charleston, WV (\$1.75 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$1,750,000 RAISE Grant (U.S. Department of Transportation)

Charles Town, WV (\$5.1 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$1.4 million Historic Restoration Tax Credit
- \$1 million for restoration of historic Happy Retreat heritage center (private donations)
- \$900,000 Brownfields Cleanup Revolving Loan Fund and Supplemental RLF Grants (U.S. Environmental Protection Agency)
- \$725,000 Chesapeake Bay Stewardship Fund Grant (National Fish & Wildlife Foundation)
- \$540,000 Transportation Alternatives Program Grant (West Virginia Department of Transportation)
- \$132,500 Save America’s Treasures Grant (National Park Service)
- \$118,500 African American Civil Rights Grant (National Park Service)

- \$100,000 Transportation Alternatives Program Grant (West Virginia Department of Transportation)
- \$75,000 Green Streets-Green Jobs-Green Towns Grant (Chesapeake Bay Trust)
- \$50,000 Our Town Grant (National Endowment for the Arts)
- 20,600 Paul Bruhn Historic Revitalization Subgrant (West Virginia Division of Culture and History)
- \$11,000 State Historic Preservation Grant (West Virginia Division of Culture and History)
- \$10,000 State Historic Preservation Grant (West Virginia Division of Culture and History)
- \$9,999 Historic Preservation Grant (Daughters of the American Revolution)
- Participation with President at White House Maker Faire, and Maker Mayors Challenge
- Leading city in launch of the My Brother's Keeper Community Challenge
- Designation as new "Home Rule City" by the State of West Virginia
- 2013 Phoenix Brownfields Award and Phoenix People's Choice Award
- Opportunity Zone designation in distressed neighborhoods

Dubuque, IA (\$37.6 million)

- \$31.5 million Natural Disaster Resilience Grant (U.S. Department of Housing & Urban Development)
- \$1.2 million Disaster Relief Grant (Economic Development Administration)
- \$800,000 Brownfields Multipurpose Grant (U.S. Environmental Protection Agency)
- \$800,000 Brownfields Revolving Loan Fund Grant (U.S. Environmental Protection Agency)
- \$600,000 Transportation, Community & System Preservation Grant (Federal Highway Administration)
- \$508,000 Outdoor Recreation Legacy Partnership Grant (National Park Service)
- \$500,000 Smart Grid Access Grant (U.S. Department of Energy)
- \$500,000 Local Arts Agency Subgrant (National Endowment for the Arts)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)

- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)
- \$200,000 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- \$200,000 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- National Award for Smart Growth Achievement (U.S. Environmental Protection Agency)
- Participation in Maker Mayors Challenge
- Leading city in launch of the My Brother's Keeper Community Challenge
- Opportunity Zone designation in distressed neighborhoods

Frankfort, KY (\$9.4 million)

- Creation of "Resource Roadmap" for community revitalization and funding
- \$8 million TIGER Grant (U.S. Department of Transportation)
- \$616,000 RAISE Planning Grant (U.S. Department of Transportation)
- \$300,000 Brownfields Community-Wide Assessment Grant (U.S. Environmental Protection Agency)
- \$250,000 Land and Water Conservation Fund Grant (National Park Service)
- \$75,000 CommunityWINS Grant (U.S. Conference of Mayors)
- \$50,000 African American Civil Rights Grant (National Park Service)
- \$45,000 Body-Worn Camera Implementation Grant (U.S. Department of Justice)
- \$25,000 Grants for Arts Projects Grant (National Endowment for the Arts)
- \$25,000 Our Town Grant (National Endowment for the Arts)
- \$15,000 Grants for Arts Projects Grant (National Endowment for the Arts)
- Local Foods, Local Places Technical Assistance (U.S. Environmental Protection Agency)
- Opportunity Zone designation in distressed neighborhood

Frederick, MD (\$300,000)

- \$300,000 Brownfields Community-Wide Assessment Grant (U.S. Environmental Protection Agency)

Friends of Blackwater, WV (\$1.2 million)

- \$1,190,000 POWER Grant (Appalachian Regional Commission)

Glenwood Springs, CO (\$12.1 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$7 million BUILD Grant (U.S. Department of Transportation)
- \$950,000 Energy and Mineral Assistance Fund Grant (Colorado Department of Local Affairs)
- \$700,000 Joint Garfield County Federal Mineral Lease District (Garfield County)
- \$500,000 Energy and Mineral Assistance Fund Grant (Colorado Department of Local Affairs)
- \$500,000 Federal Mineral Lease District Grant (Garfield County)
- \$400,000 Energy and Mineral Assistance Fund Grant (Colorado Department of Local Affairs)
- \$297,570 Emergency Solutions Grant (Colorado Department of Local Affairs)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)
- \$200,000 Federal Mineral Lease District Grant (Garfield County)
- \$200,000 Federal Mineral Lease District Grant (Garfield County)
- \$175,000 Federal Mineral Lease District Grant (Garfield County)
- \$150 Revitalizing Main Street Grant (Colorado Department of Transportation)
- \$150,000 Targeted Brownfields Assessment Award (U.S. Environmental Protection Agency - Region 8)
- \$149,600 Recycling Resources Economic Opportunity Infrastructure Grant (Colorado Department of Public Health and Environment)
- \$124,000 Resilient Communities Grant (Great Outdoors Colorado)
- \$100,000 Energy and Mineral Assistance Fund Grant (Colorado Department of Local Affairs)
- \$64,000 Transportation Demand Management Seed Funding Grant (Colorado Department of Transportation)
- \$61,488 Coronavirus Small Business Relief (Colorado Department of Local Affairs)
- \$50,000 Revitalizing Main Street (Colorado Department of Transportation)

- \$50,000 Revitalizing Main Street (Colorado Department of Transportation)
- \$25,000 Federal Mineral Lease District Mini Grant (Garfield County)
- \$20,000 State Historical Fund Grant (History Colorado)
- \$20,000 Art Works Grant (National Endowment for the Arts)
- \$9,189 Water Resources Grant (Colorado River District)
- Recreational Economy for Rural Communities Technical Assistance (U.S. Environmental Protection Agency)
- Opportunity Zone designation in distressed neighborhoods

Hopewell, VA (\$2.4 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$840,750 Pre-Disaster Mitigation Grant (Federal Emergency Management Agency)
- \$759,663 Transportation Alternatives Program Grant (Virginia Department of Transportation)
- \$451,000 Chesapeake Bay Stewardship Fund Grant (National Fish & Wildlife Foundation)
- \$396,000 Recreational Trails Program Grant (Virginia Department of Conservation & Recreation)
- Opportunity Zone designation in distressed neighborhoods

Huntington, WV (\$33.3 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$8.6 million Surface Transportation Block Grant (Federal Highway Administration)
- \$5.2 million Economic Adjustment Assistance Grant (Economic Development Administration)
- \$4.4 million Subsidized Loan (West Virginia Economic Development Authority)
- \$3.2 million “America’s Best Community” Grand Prize (Frontier Communications)
- \$2.3 million POWER Grant (Appalachian Regional Commission)
- \$1.9 million Public Works Grant (Economic Development Administration)
- \$1.5 million POWER Grant (Appalachian Regional Commission)
- \$1 million Mayors Challenge Competition (Bloomberg Philanthropies)

- \$800,000 Brownfields Cleanup Revolving Loan Fund (U.S. Environmental Protection Agency)
- \$750,000 POWER Grant (Appalachian Regional Commission)
- \$500,000 Supplemental Revolving Loan Fund Grant (U.S. Environmental Protection Agency)
- \$423,711 Drug Treatment Courts Grant (Substance Abuse and Mental Health Services Administration)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$350,000 Choice Neighborhoods Planning Grant (U.S. Department of Housing and Urban Development)
- \$350,000 Every Place Counts Design Challenge (U.S. Department of Transportation/West Virginia Department of Transportation)
- \$300,000 Brownfields Site-Specific Assessment Grant (U.S. Environmental Protection Agency)
- \$297,000 Land and Water Conservation Fund (National Park Service)
- \$220,000 Assistance to Coal Communities (Economic Development Administration)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)
- \$150,000 CommunityWINS Grant (U.S. Conference of Mayors & Wells Fargo)
- \$100,000 Mayor's Challenge Grant (Bloomberg Foundation)
- \$75,000 Our Town Grant (National Endowment for the Arts)
- \$75,000 Economic Development Grant (Claude Worthington Benedum Foundation)
- \$50,000 Rural Business Development Grant (U.S. Department of Agriculture)
- \$50,000 POWER Planning Grant (Appalachian Regional Commission)
- \$30,875 African American Civil Rights Grant (National Park Service)
- \$25,000 Asphalt Art (Bloomberg Philanthropies)
- \$25,000 Love Your Block Program Grant (Cities of Service)
- \$25,000 Just Transition Grant (Appalachia Funders Network)
- Participation in the Cities of Opportunity: Community of Health Practice (National League of Cities)
- Participation in the Cities of Opportunity: Healthy People, Thriving Communities pilot (National League of Cities)
- Culture of Health finalist, competition still pending (Robert Wood Johnson Foundation)

- Engaged Cities Award finalist, competition still pending (Robert Wood Johnson Foundation)
- Opportunity Zone designation in distressed neighborhoods

Ithaca, NY (\$10.2 million)

- Creation of "Resource Roadmap" for community revitalization and funding
- \$4.5 million State of Good Repair Grant (Federal Transit Administration)
- \$3.3 million in U.S. Department of Transportation earmark reallocations to Ithaca projects
- \$1.4 million BUILD Grant (U.S. Department of Transportation)
- \$523,269 Parks Development Grant (New York State Office of Parks, Recreation and Historic Preservation)
- \$300,000 Brownfields Community-Wide Assessment Grant (U.S. Environmental Protection Agency)
- \$200,000 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- Developed a strategy for working with the U.S. Army Corps of Engineers and other agencies to address sedimentation issues in Lake Cayuga, securing study authorization in federal statute
- Helped prevent permanent closure of the Ithaca-Tompkins Airport by the Federal Aviation Administration
- Participation in Maker Mayors Challenge
- Leading city in launch of the My Brother's Keeper Community Challenge

Johnstown, PA (\$32.6 million)

- Creation of "Resource Roadmap" for community revitalization and funding
- Secured EDA Regional Economic Diversification Summit
- \$22,448,164 RAISE Grant (U.S. Department of Transportation)
- \$2 million Public Works Grant (Economic Development Administration)
- \$1.5 million POWER Grant (Appalachian Regional Commission)
- \$1.4 million Multimodal Grants (Pennsylvania Department of Transportation)
- \$1.2 million Public Works Grant (Economic Development Administration)
- \$850,000 U.S. Army Corps of Engineers Section 313 Grant for wastewater infrastructure upgrades

- \$798,000 POWER Grant (Economic Development Administration)
- \$650,000 Drug Free Communities Grant (U.S. Department of Health and Human Services)
- \$600,000 Brownfields Coalition Assessment Grant (U.S. Environmental Protection Agency)
- \$500,000 Save America's Treasures Grant (National Park Service)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$250,000 Silver Jackets Designation (U.S. Army Corps of Engineers)
- \$63,000 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$20,000 Art Works Grant (National Endowment for the Arts)
- Local Foods, Local Places Technical Assistance (U.S. Environmental Protection Agency)
- Secured study authorizations in Corps of Engineers federal statute
- Participation in Maker Mayors Challenge
- Leading city in launch of the My Brother's Keeper Community Challenge
- Opportunity Zone designation in distressed neighborhoods

Lansing, MI (\$1.7 million)

- White House Community Revitalization Roundtable
- \$600,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$539,000 Brownfields Cleanup Revolving Loan Fund preserved (U.S. Environmental Protection Agency)
- \$500,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$40,000 Art Works Grant (National Endowment for the Arts)
- \$39,400 African American Civil Rights Grant (National Park Service)
- Green Capital Award (U.S. Environmental Protection Agency)
- Investing in Manufacturing Communities Partnership designee (U.S. Department of Commerce)
- Helped remove 75+ year old restriction on city land to support revitalization
- Participation in Maker Mayors Challenge
- Leading city in launch of the My Brother's Keeper Community Challenge

- Opportunity Zone designation in distressed neighborhoods

Martin County, FL (\$9.4 million)

- \$3.1 million Staffing for Adequate Fire and Emergency Response (Federal Emergency Management Agency)
- \$1.7 million Assistance to Firefighters Grant (Federal Emergency Management Agency)
- \$1.2 million Criminal Justice, Mental Health, and Substance Abuse Reinvestment Grant (Florida Department of Juvenile Justice)
- \$429,000 Section 319(h) Grant (Florida Department of Environmental Protection)
- \$388,000 Federal Clean Water Act Section 319 (h) Grant (U.S. Environmental Protection Agency)
- \$346,109 Assistance to Firefighter Grant (Federal Emergency Management Agency)
- \$340,000 Land & Water Conservation Fund Grant (Florida Department of Environmental Protection)
- \$300,000 Land & Water Conservation Fund Grant (Florida Department of Environmental Protection)
- \$300,000 Land & Water Conservation Fund Grant (Florida Department of Environmental Protection)
- \$300,000 Waterway Assistance Program Grant (Florida Inland Navigation District)
- \$200,000 Land & Water Conservation Fund Grant (Florida Department of Environmental Protection)
- \$167,061 Waterways Assistance Program Grant (Florida Inland Navigation District)
- \$125,000 Special Category Historical Preservation Grant (Florida Division of Historical Resources)
- \$115,699 Special Category Historical Preservation Grant (Florida Division of Historical Resources)
- \$99,729 Emergency Medical Services Grant (Florida Department of Health)
- \$60,000 Waterways Assistance Program Grant (Florida Inland Navigation District)
- \$50,000 Our Town Grant (National Endowment for the Arts)
- \$50,000 Our Town Grant (National Endowment for the Arts)
- \$50,000 Florida Boating Improvement Program Grant (Florida Fish and Wildlife Conservation Commission)

- \$40,000 Florida Boating Improvement Program Grant (Florida Fish and Wildlife Conservation Commission)
- \$38,615 Rural Business Development Grant (U.S. Department of Agriculture)
- \$35,000 Florida Boating Improvement Program Grant (Florida Fish and Wildlife Conservation Commission)
- \$11,905 Fire Prevention and Safety (Federal Emergency Management Agency)
- \$10,000 Energy Efficiency Retrofits for Public Facilities Grant (Florida Department of Agriculture & Consumer Services)
- \$3,500 H.W. Wilson Library Staff Development Grant (American Library Association)
- Our Town Technical Assistance (National Endowment for the Arts)
- Opportunity Zone designation in distressed neighborhood

Mills, WY (\$125,000)

- \$125,000 COPS Hiring Grant (U.S. Department of Justice)

North Hempstead, NY (\$8.5 million)

- \$2 million U.S. Department of Transportation earmark reallocations to North Hempstead projects
- \$2 million for two Section 5310 Grant (Federal Transit Administration)
- \$1 million Cleaner, Greener Communities Grant (New York State Energy Research & Development Authority)
- \$800,000 Brownfield Community Wide Multipurpose Grant (U.S. Environmental Protection Agency)
- \$625,000 Cleaner, Greener Communities Grant (New York State Energy Research & Development Authority)
- \$300,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$295,000 New York Main Street Grant (New York State Homes and Community Renewal)
- \$270,000 Local Government Efficiency Grant (New York State Department of State)
- \$200,000 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- \$165,000 Maritime Heritage Grant (National Park Service)
- \$159,000 Zombie Home Prevention Initiative Grant (New York Attorney General's Office)

- \$126,000 Brownfield Opportunity Area Grant (New York State Department of State)
- \$125,000 Local Waterfront Revitalization Program Grant (New York State Department of State)
- \$82,500 Market New York Grant (New York Empire State Development)
- \$75,000 Market New York Grant (New York Empire State Development)
- \$75,000 Our Town Grant (National Endowment for the Arts)
- \$58,000 Local Government Efficiency Grant (New York State Department of State)
- \$50,000 African American Civil Rights Grant (National Park Service)
- \$49,500 Arts Grant (New York State Council on the Arts)
- \$7,500 Data Redundancy Grant (New York Department of State)
- Leading city in launch of the My Brother's Keeper Community Challenge

Port St. Lucie, FL (\$7.6 million)

- Creation of "Resource Roadmap" for community revitalization and funding
- \$1.4 million Hazard Mitigation Grant (Federal Emergency Management Agency)
- \$1.3 million 319(h)/SWAG Grant (Florida Department of Environmental Protection)
- \$1.1 million River Lagoon Water Management Improvement Grant (South Florida Water Management District)
- \$924,000 319(h)/SWAG Grant (Florida Department of Environmental Protection)
- \$672,472 River Lagoon Water Management Improvement Grant (South Florida Water Management District)
- \$562,500 Hazard Mitigation Grant (Federal Emergency Management Agency)
- \$400,000 Waterways Assistance Program (Florida Inland Navigation District)
- \$336,000 319(h) Grant (Florida Department of Environmental Protection)
- \$264,000 Shuttered Venue Operators Grant (Small Business Administration)
- \$250,000 Florida Recreation Development Assistance Program - Playground Enhancement Grant (Florida Department of Environmental Protection)

- \$200,000 Florida Recreation and Development Assistance Program (Florida Department of Environmental Protection)
- \$100,000 Water Quality Restoration Grant (Indian River Lagoon National Estuary Program)
- \$98,175 COPS Community Policing Development Microgrant (U.S. Department of Justice)
- \$80,000 Rebuild Florida Resiliency Planning Grant (Florida Department of Economic Opportunity)
- \$50,000 Our Town Grant (National Endowment for the Arts)
- \$10,000 Grants for Arts Projects Grant (National Endowment for the Arts)
- \$10,000 Challenge America Grant (National Endowment for the Arts)
- Opportunity Zone designation in distressed neighborhood

Ranson, WV (\$14 million)

- \$5 million TIGER Grant (U.S. Department of Transportation)
- \$4.5 million BEDI-Section 108 Finance package (U.S. Department of Housing & Urban Development)
- \$3.2 million Transportation Grant (West Virginia Department of Transportation)
- \$625,000 Transportation Alternatives Program Grant (West Virginia Department of Transportation)
- \$250,000 COPS Hiring Grant (U.S. Department of Justice)
- \$200,000 Transportation Alternatives Program Grant (West Virginia Department of Transportation)
- \$125,000 COPS Hiring Grant (U.S. Department of Justice)
- \$120,000 Transportation Grant (West Virginia Department of Transportation)
- \$43,000 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$30,000 Green Streets, Green Jobs, Green Towns (Chesapeake Bay Trust)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- 2013 Phoenix Brownfields Award and Phoenix People's Choice Award
- Participation in Maker Mayors Challenge

- Leading city in launch of the My Brother's Keeper Community Challenge
- Opportunity Zone designation in distressed neighborhoods

Rochester, MN (\$8.0 million)

- Creation of "Resource Roadmap" for community revitalization and funding
- \$3.2 million Low- or No-Emission Vehicle Grant (U.S. Department of Transportation)
- \$3.1 million Main Street Economic Revitalization Program Grant (Minnesota Department of Employment and Economic Development)
- \$692,674 Expanded Meal Access for Minnesota Children and Adults Grant (Minnesota Department of Education)
- \$525,000 Lead Hazard Reduction Grant (U.S. Department of Housing & Urban development)
- \$383,650 Save America's Treasures Grant (National Park Service)
- \$58,040 Emergency Services Program (Minnesota Department of Human Services)
- \$25,000 Grants for Arts Projects Grant (National Endowment for the Arts)
- Participation in the Mayors' Institute on Job Creation and Economic Opportunity to Improve Health and Equity (National League of Cities)

Stamford, CT (\$12.3 million)

- \$6.4 million Community Development Block Grant – Disaster Recovery Grant (U.S. Department of Housing & Urban Development)
- \$1.4 million U.S. Department of Transportation earmark reallocations to Stamford project
- \$1.1 million Sustainable Communities Challenge Grant (U.S. Department of Housing & Urban Development)
- \$1 million Staffing for Adequate Fire & Emergency Response Grant (Federal Emergency Management Agency)
- \$850,000 Transportation, Community & System Preservation Grant (Federal Highway Administration)
- \$800,000 Disaster Relief Grant (Economic Development Administration)
- \$338,346 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$147,840 Farmers Market Promotion Program Grant (U.S. Department of Agriculture)

- \$133,151 Body-Worn Camera Policy and Implementation Program Grant (U.S. Department of Justice)
- \$60,000 Invest Health Grant (Robert Wood Johnson Foundation)
- \$25,701 Farm-to-School Planning Grant (U.S. Department of Agriculture)
- \$25,000 Healthy Communities Grant (U.S. Environmental Protection Agency - Region 1)
- \$21,000 Connecticut Farm Viability Grant (Connecticut Department of Agriculture)
- \$20,000 Community Collaborative Learning Grant (Robert Wood Johnson Foundation)
- \$20,000 Roadmaps Collaborative Learning Grant (Robert Wood Johnson Foundation)
- \$10,000 Roadmaps to Health Action Award (Robert Wood Johnson Foundation)
- \$10,000 Innovation Grant (RecycleCT)
- \$9,800 Community Challenge Grant (AARP)
- Transit-Oriented Development Technical Assistance (Smart Growth America & Federal Transit Administration)
- Building Blocks Technical Assistance (U.S. Environmental Protection Agency)
- Opportunity Zone designation in distressed neighborhoods

Weirton, WV (\$2.7 million)

- Creation of “Resource Roadmap” for community revitalization and funding

- \$1.2 million Assistance to Coal Communities Construction Grant (Economic Development Administration)
- \$800,000 Brownfields Cleanup Revolving Loan Fund (U.S. Environmental Protection Agency)
- \$300,000 Assistance to Coal Communities Reuse Planning Grant (Economic Development Administration)
- \$393,500 Transportation Alternatives Program Grant (West Virginia Department of Transportation)
- \$25,000 Our Town Grant (National Endowment for the Arts)
- Opportunity Zone designation in distressed neighborhood

Wheeling, WV (\$26.4 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$25 million Transportation Grant (West Virginia Department of Transportation)
- \$750,000 Paul Bruhn Historic Revitalization Subgrant (National Park Service)
- \$359,953 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- \$192,000 Transportation Alternatives Grant (West Virginia Department of Transportation)
- \$50,000 POWER Grant (Appalachian Regional Commission)
- \$40,000 State Development Grant (West Virginia Department of Arts, Culture and History)

NON-RETAINER CLIENT PROJECTS (\$339.4 MILLION SINCE 2012)

Advantage Valley, WV (\$2.4 million)

- \$1,055,001 POWER Grant (Appalachian Regional Commission)
- \$1,052,000 POWER Grant (Appalachian Regional Commission)
- \$323,000 Claude W. Benedum Foundation Grant (Claude W. Benedum Foundation)

Arcata, CA (\$3.1 million)

- \$3.1 million Active Transportation Program Grant (California Department of Transportation)

Aspen Fire Protection District (\$1.3 million)

- \$1.3 million SAFER Grant (Federal Emergency Management Agency)

Bay City, MI (\$709,303)

- \$709,303 Transportation Economic Development Fund (Michigan Department of Transportation)

Beaver County, PA (\$600,000)

- \$600,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)

Bourbon County, KY (\$10.2 million)

- \$10.2 million BUILD Grant (U.S. Department of Transportation)

Bridgeport, CT (\$261,654)

- \$261,654 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)

Butler Township, PA

- Creation of “Resource Roadmap” for community revitalization and funding

Catalyst Connection, PA (\$9.6 million)

- Investing in Manufacturing Communities Partnership Award (Economic Development Administration)
- \$5,000,000 Defense Manufacturing Communities Program Grant (Department of Defense)
- \$1,423,297 POWER Grant (Appalachian Regional Commission)
- \$994,883 POWER Grant (Appalachian Regional Commission)
- \$670,000 POWER Grant (Appalachian Regional Commission)
- \$625,000 POWER Grant (Appalachian Regional Commission)
- \$532,497 Assistance to Coal Communities Grant (Economic Development Administration)
- \$400,000 POWER Planning Grant (Economic Development Administration)

Cedar Hill, TX (\$300,000)

- \$300,000 WaterSMART (Bureau of Reclamation)

Coalfield Development Corporation, WV (\$3.6 million)

- \$2.5 million Workforce Opportunities for Rural Communities Grant (U.S. Department of Labor)
- \$500,000 Phase I Build Back Better Challenge (Economic Development Administration)
- \$500,000 Brownfields Cleanup Grant (U.S. Environmental Protection Agency)
- \$100,000 Our Town (National Endowment for the Arts)

Community College of Beaver County, PA (\$1.3 million)

- \$685,000 POWER Grant (Appalachian Regional Commission)
- \$587,950 POWER Grant (Appalachian Regional Commission)
- Tri-State Energy & Advanced manufacturing (TEAM) Consortium formation

Dubuque County, IA (\$5.4 million)

- \$5,452,023 BUILD Grant (U.S. Department of Transportation)

El Paso, TX (\$2.1 million)

- \$2.1 million Desalination Construction Projects under the WIIN Act Grant (Bureau of Reclamation)

Flint, MI (\$127 million)

- Representation during 2015-2016 Water Crisis, leading to \$127 million in federal & state water infrastructure funding
- White House Community Revitalization Roundtable
- Participation in Maker Mayors Challenge

Galveston, TX (\$50,000)

- \$50,000 Our Town Grant (National Endowment for the Arts)

Generation WV & the Locally Driven Broadband Solutions Program (\$7.1 million)

- \$2.5 million POWER Broadband Grant (Appalachian Regional Commission)
- \$2.5 million POWER Broadband Grant (Appalachian Regional Commission)
- \$1,551,200 million POWER Broadband Grant (Appalachian Regional Commission)
- \$523,253 million POWER Grant (Appalachian Regional Commission)
- \$40,000 Just Transition Grant (Appalachia Funders Network)

Harrisburg, PA (\$300,000)

- \$300,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)

Holland, MI (\$65,000)

- Creation of “Resource Roadmap” for community revitalization and funding

- \$65,000 Local Sustainability Matching Fund Grant (Funders Network for Smart Growth & Livable Communities)
- Georgetown University Clean Energy Prize; semi-finalist

Indianapolis, IN

- Creation of “Resource Roadmap” for community revitalization and funding

Iowa (\$66 million)

- \$66 million National Disaster Resilience Competition Grant (U.S. Department of Housing and Urban Development)

Jefferson County, WV

- Creation of “Resource Roadmap” for parks and recreation

Madison, WI (\$11.7 million)

- \$4.7 million Buses and Bus Facilities Grant (Federal Transit Administration)
- \$7 million Buses and Bus Facilities Grant (Federal Transit Administration)

Martinsburg, WV (\$400,000)

- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- Opportunity Zone designation in distressed neighborhoods

Monaca, PA (\$4.3 million)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$3 million Economic Development Transportation Grant (Pennsylvania Department of Community and Economic Development)
- \$1 million Livability Through Smart Transportation Grant (Southwestern Pennsylvania Commission)
- \$263,000 Multi-Modal Transportation Fund Grant (Pennsylvania Department of Transportation)

Morgantown, WV

- Opportunity Zone designation in distressed neighborhoods

Norfolk, VA (\$14.5 million)

- \$14 million BUILD Grant (U.S. Department of Transportation)

- \$300,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)

Norwalk, CT (\$3.4 million)

- \$3 million Community Development Block Grant - Disaster Recovery (Connecticut Department of Housing)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- Opportunity Zone designation in distressed neighborhoods

Philadelphia, PA

- Creation of “Resource Roadmap” for community revitalization and funding

Ponderay, ID (\$1.4 million)

- \$1.4 million BUILD Planning Grant (U.S. Department of Transportation)

Roaring Fork School District, CO (\$1.2 million)

- \$510,073 Transportation Alternatives Program Grant (Colorado Department of Transportation)
- \$500,000 Safe Routes to School Grant (Colorado Department of Transportation)
- \$200,000 Federal Mining Lease District Grant (Garfield County)

Roaring Fork Transportation Authority, CO (\$24.5 million)

- \$13 million BUILD Grant (U.S. Department of Transportation)
- \$11.5 million Buses and Bus Facilities Grant (U.S. Department of Transportation)

Silt, CO (\$201,000)

- Creation of “Resource Roadmap” for community revitalization and funding
- \$201,000 Colorado Multimodal Fund Grant (Colorado Department of Transportation)

Southern Rail Commission (\$37.4 million)

- \$33 million Consolidated Rail Infrastructure and Safety Improvements (Federal Railroad Administration)
- \$4.4 million Restoration & Enhancement Grant (Federal Railroad Administration)

Southwestern Pennsylvania Coalition (\$1.4 million)

- \$1,423,497 POWER Grant (Appalachian Regional Commission)

Spokane, WA

- Opportunity Zone designation in distressed neighborhoods

Steelton, PA

- Creation of “Resource Roadmap” for community revitalization and funding

St. Louis County, MO

- Creation of “Resource Roadmap” for community revitalization and funding

Unlimited Future, WV (\$40,000)

- \$40,000 Just Transition Grant (Appalachia Funders Network)

West Virginia High Tech Consortium (\$838,000)

- \$837,970 POWER Grant (Appalachian Regional Commission)

Waynesboro, VA

- Creation of “Resource Roadmap” for community revitalization and funding

West Virginia High Technology Foundation, WV (\$50,000)

- \$50,000 Rural Business Development Grant (U.S. Department of Agriculture)

West Virginia University (\$400,000)

- \$400,000 POWER Grant (Appalachian Regional Commission)

Wilmington, DE (\$300,000)

- \$300,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)

Contractor's Statement

Pursuant to Section 103.1 of the Stamford Code of Ordinances, I hereby provide the following:

If a joint venture, trustee, partnership, limited liability company or partnership, the names and addresses of all joint ventures, beneficiaries, partners, or members:

Andrew Seth, President, Sustainable Strategies DC, 500 New Jersey Avenue NW, Suite 600, Washington, DC 20001

Matt Ward, CEO, Sustainable Strategies DC, 500 New Jersey Avenue, Suite 600, Washington, DC 20001

Ashley Badesch, Partner, Sustainable Strategies DC, 500 New Jersey Avenue, Suite 600, Washington, DC 20001

If a corporation, the names and addresses of all officers, and the names and addresses of all parties owning over 10% of its common stock or over 10% of its preferred stocks. If any of said stockholders is a holding corporation, the names and addresses of all persons owning a beneficial interest in over 10% if the common or preferred stock of said holding company.

Not applicable

The names and positions of all persons listed hereinabove who are elected or appointed officers or employees of the City of Stamford.

None

Name of Bidder/Proposer: Andrew Seth

Signature of Bidder/Proposer: 

Title: President

Company Name: Sustainable Strategies DC

Address: 500 New Jersey Avenue NW, Suite 600, Washington, DC 20001


Indicate if company submitting this proposal is: No MBE No WBE No DBE

Non-Collusion Affidavit

The undersigned, having been duly sworn, affirms and says that to the best of his/her knowledge and belief:

1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication, or agreement with any other Proposer or with any competitor for the purpose of restricting competition.
2. Unless otherwise required by law, the prices, which have been quoted in this Proposal, have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor.
3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restricting competition.

Name of Proposer: Sustainable Strategies DC

By: 

Print Name: Andrew Seth

Title: President

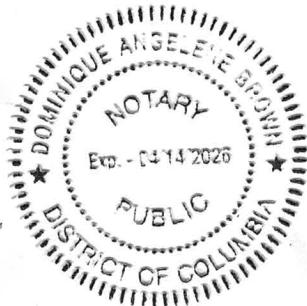
ACKNOWLEDGMENT

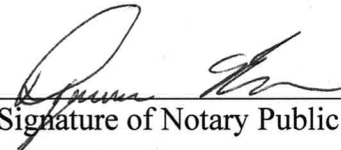
STATE OF Washington

COUNTY OF DC ss. _____

Date: February 2nd 2022

Personally appeared Andrew Seth, as President of the above named firm, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief.




Signature of Notary Public

My Commission Expires: 4/14/2026

EFFECTIVE: 2/24/09

City of Stamford
State of Connecticut Contractor Verification (in accordance with Public Act 16-67)

Compliance Affidavit

I, the undersigned, personally and on behalf of _____ Sustainable Strategies DC _____, having
(Contractor)
been duly sworn, affirm and say that I have read, understand and am in compliance with Public Act 16-67 Concerning the Disclosure of Certain Education Personnel Records, Criminal Penalties for Threatening in Educational Settings and the Exclusion of a Minor's Name from Summary Process Complaints, and that neither I nor said Contractor, to the best of my knowledge, is in possession of any information indicating a finding of abuse or neglect or sexual misconduct, or otherwise have knowledge of such a condition(s) for any employees working on the project identified in RFQ/RFP or Bid S- 854.
(RFQ/RFP or Bid Number)

Further, if I or said Contractor become aware of any information indicating such a finding, or otherwise gain knowledge of such a condition, I and/or said Contractor will immediately forward such information to the City of Stamford.

Contractor Name: Sustainable Strategies DC

Street Address: 500 New Jersey Avenue NW, Suite 600

City, State, Zip: Washington, DC 20001

Title of person completing form: President

Signature: _____

Print Name: Andrew Seth

Date: 2/1/2022

ACKNOWLEDGMENT

STATE OF Washington

COUNTY OF DC ss. _____

Date: February 2nd 2022

Personally appeared Andrew Seth, as President
of the above named Contractor, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief on behalf of himself and said Contractor.



Signature of Notary Public

My Commission Expires: 4/14/2026

CERTIFICATION AS TO CONTRACT SIGNATORY
For Limited Liability Companies (LLCs)
(Effective 9/1/2011)

I, Andrew Seth, a Member of, Sustainable Strategies DC,
(name of member or manager) (Member or Manager) (name of LLC)

LLC, a limited liability company organized and existing under the laws of the State of Connecticut (hereinafter the "Company"), hereby certify that:

1. that Sustainable Strategies DC is run by Andrew Seth, Matt Ward, and Ashley Badesch
(name of LLC) (Members or Managers)

2. that Andrew Seth, a Member of, Sustainable Strategies DC
(name of contact signatory) (Member/Manager) (name of LLC)


and

3. that as such Andrew Seth is not prohibited from or
(name of Member/Manager who is contract signatory)

limited by the articles of organization from binding the LLC.

IN WITNESS HEREOF, the undersigned has affixed his/her signature this 1 day of
February, 2022.

(LLC Seal)
(Circle this L.S. if there is no seal)


Andrew Seth
Secretary (name of Secretary)

PROPOSER'S INFORMATION AND ACKNOWLEDGEMENT FORM

RFP No: 854

Date: 2/1/2022

Proposer's Name: Sustainable Strategies DC

Street Address: 500 New Jersey Avenue NW, Suite 600

City, State, Zip: Washington, DC 20001

Business Telephone: (202) 261-9881


Email: Andrew.Seth@StrategiesDC.com

DUNS Number: Tax Id. No.: 45-3762590

Indicate (Yes/No) if company submitting this proposal is:

 No MBE No WBE No DBE

(If yes, attach relevant certification)

Signature: 

Date: 2/1/2022

Printed Name: Andrew Seth

Title: President

Addenda Acknowledgement – check and note date of addendum

- | | |
|---|---|
| <input type="checkbox"/> Addenda No. 1 | <input type="checkbox"/> Addenda No. 2 |
| <input type="checkbox"/> Addenda No. 3 | <input type="checkbox"/> Addenda No. 4 |
| <input type="checkbox"/> Addenda No. 5 | <input type="checkbox"/> Addenda No. 6 |
| <input type="checkbox"/> Addenda No. 7 | <input type="checkbox"/> Addenda No. 8 |
| <input type="checkbox"/> Addenda No. 9 | <input type="checkbox"/> Addenda No. 10 |
| <input type="checkbox"/> Addenda No. 11 | <input type="checkbox"/> Addenda No. 12 |

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
 See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Sustainable Strategies DC, LLC	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u> P </u> Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
5 Address (number, street, and apt. or suite no.) See instructions. 500 New Jersey Avenue, NW Suite 600	Requester's name and address (optional)
6 City, state, and ZIP code Washington, DC 20001	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
4	5		3	7	6	2	5	9	0

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ <u> 1/11/22 </u>
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES
CONTRACT COMPLIANCE REGULATIONS
NOTIFICATION TO BIDDERS

(Revised 09/3/15)

The contract to be awarded is subject to contract compliance requirements mandated by [Sections 4a-60](#) and [4a-60a](#) of the Connecticut General Statutes; and, when the awarding agency is the State, [Sections 46a-71\(d\)](#) and [46a-81i\(d\)](#) of the Connecticut General Statutes. There are Contract Compliance Regulations codified at [Section 46a-68j-21 through 43](#) of the Regulations of Connecticut State Agencies, which establish a procedure for awarding all contracts covered by [Sections 4a-60](#) and [46a-71\(d\)](#) of the Connecticut General Statutes.

According to [Section 46a-68j-30\(9\)](#) of the Contract Compliance Regulations, every agency awarding a contract subject to the contract compliance requirements has an obligation to “aggressively solicit the participation of legitimate minority business enterprises as bidders, contractors, subcontractors and suppliers of materials.” “Minority business enterprise” is defined in [Section 4a-60](#) of the Connecticut General Statutes as a business wherein fifty-one percent or more of the capital stock, or assets belong to a person or persons: “(1) Who are active in daily affairs of the enterprise; (2) who have the power to direct the management and policies of the enterprise; and (3) who are members of a minority, as such term is defined in subsection (a) of [Section 32-9n](#).” “Minority” groups are defined in [Section 32-9n](#) of the Connecticut General Statutes as “(1) Black Americans . . . (2) Hispanic Americans . . . (3) persons who have origins in the Iberian Peninsula . . . (4) Women . . . (5) Asian Pacific Americans and Pacific Islanders; (6) American Indians . . .” An individual with a disability is also a minority business enterprise as provided by [Section 4a-60g](#) of the Connecticut General Statutes. The above definitions apply to the contract compliance requirements by virtue of [Section 46a-68j-21\(11\)](#) of the Contract Compliance Regulations.

The awarding agency will consider the following factors when reviewing the bidder’s qualifications under the contract compliance requirements:

- (a) the bidder’s success in implementing an affirmative action plan;
- (b) the bidder’s success in developing an apprenticeship program complying with [Sections 46a-68-1 to 46a-68-17](#) of the Administrative Regulations of Connecticut State Agencies, inclusive;
- (c) the bidder’s promise to develop and implement a successful affirmative action plan;
- (d) the bidder’s submission of employment statistics contained in the “Employment Information Form”, indicating that the composition of its workforce is at or near parity when compared to the racial and sexual composition of the workforce in the relevant labor market area; and
- (e) the bidder’s promise to set aside a portion of the contract for legitimate minority business enterprises. [See Section 46a-68j-30\(10\)\(E\)](#) of the Contract Compliance Regulations.

INSTRUCTIONS AND OTHER INFORMATION

The following [BIDDER CONTRACT COMPLIANCE MONITORING REPORT](#) must be completed in full, signed, and submitted with the bid for this contract. The contract awarding agency and the Commission on Human Rights and Opportunities will use the information contained thereon to determine the bidders compliance to [Sections 4a-60](#) and [4a-60a](#) CONN. GEN. STAT., and [Sections 46a-68j-23](#) of the Regulations of Connecticut State Agencies regarding equal employment opportunity, and the bidder’s good faith efforts to include minority business enterprises as subcontractors and suppliers for the work of the contract.

1) **Definition of Small Contractor**

[Section 4a-60g](#) CONN. GEN. STAT. defines a small contractor as a company that has been doing business under the same management and control and has maintained its principal place of business in Connecticut for a one year period immediately prior to its application for certification under this section, had gross revenues not exceeding fifteen million dollars in the most recently completed fiscal year, and at least fifty-one percent of the ownership of which is held by a person or persons who are active in the daily affairs of the company, and have the power to direct the management and policies of the company, except that a nonprofit corporation shall be construed to be a small contractor if such nonprofit corporation meets the requirements of subparagraphs (A) and (B) of subdivision [4a-60g](#) CONN. GEN. STAT.

2) Description of Job Categories (as used in Part IV Bidder Employment Information) (Page 2)

MANAGEMENT: Managers plan, organize, direct, and control the major functions of an organization through subordinates who are at the managerial or supervisory level. They make policy decisions and set objectives for the company or departments. They are not usually directly involved in production or providing services. Examples include top executives, public relations managers, managers of operations specialties (such as financial, human resources, or purchasing managers), and construction and engineering managers.

BUSINESS AND FINANCIAL OPERATIONS: These occupations include managers and professionals who work with the financial aspects of the business. These occupations include accountants and auditors, purchasing agents, management analysts, labor relations specialists, and budget, credit, and financial analysts.

MARKETING AND SALES: Occupations related to the act or process of buying and selling products and/or services such as sales engineer, retail sales workers and sales representatives including wholesale.

LEGAL OCCUPATIONS: In-House Counsel who is charged with providing legal advice and services in regards to legal issues that may arise during the course of standard business practices. This category also includes assistive legal occupations such as paralegals, legal assistants.

COMPUTER SPECIALISTS: Professionals responsible for the computer operations within a company are grouped in this category. Examples of job titles in this category include computer programmers, software engineers, database administrators, computer scientists, systems analysts, and computer support specialists

ARCHITECTURE AND ENGINEERING: Occupations related to architecture, surveying, engineering, and drafting are included in this category. Some of the job titles in this category include electrical and electronic engineers, surveyors, architects, drafters, mechanical engineers, materials engineers, mapping technicians, and civil engineers.

OFFICE AND ADMINISTRATIVE SUPPORT: All clerical-type work is included in this category. These jobs involve the preparing, transcribing, and preserving of written communications and records; collecting accounts; gathering and distributing information; operating office machines and electronic data processing equipment; and distributing mail. Job titles listed in this category include telephone operators, bill and account collectors, customer service representatives, dispatchers, secretaries and administrative assistants, computer operators and clerks (such as payroll, shipping, stock, mail and file).

BUILDING AND GROUNDS CLEANING AND MAINTENANCE: This category includes occupations involving landscaping, housekeeping, and janitorial services. Job titles found in this category include supervisors of landscaping or housekeeping, janitors, maids, grounds maintenance workers, and pest control workers.

CONSTRUCTION AND EXTRACTION: This category includes construction trades and related occupations. Job titles found in this category include boilermakers, masons (all types), carpenters, construction laborers, electricians, plumbers (and related trades), roofers, sheet metal workers, elevator installers, hazardous materials removal workers, paperhangers, and painters. Paving, surfacing, and tamping equipment operators; drywall and ceiling tile installers; and carpet, floor and tile installers and finishers are also included in this category. First line supervisors, foremen, and helpers in these trades are also grouped in this category.

INSTALLATION, MAINTENANCE AND REPAIR: Occupations involving the installation, maintenance, and repair of equipment are included in this group. Examples of job titles found here are heating, ac, and refrigeration mechanics and installers; telecommunication line installers and repairers; heavy vehicle and mobile equipment service technicians and mechanics; small engine mechanics; security and fire alarm systems installers; electric/electronic repair, industrial, utility and transportation equipment; millwrights; riggers; and manufactured building and mobile home installers. First line supervisors, foremen, and helpers for these jobs are also included in the category.

MATERIAL MOVING WORKERS: The job titles included in this group are Crane and tower operators; dredge, excavating, and lading machine operators; hoist and winch operators; industrial truck and tractor operators; cleaners of vehicles and equipment; laborers and freight, stock, and material movers, hand; machine feeders and offbearers; packers and packagers, hand; pumping station operators; refuse and recyclable material collectors; and miscellaneous material moving workers.

PRODUCTION WORKERS: The job titles included in this category are chemical production machine setters, operators and tenders; crushing/grinding workers; cutting workers; inspectors, testers sorters, samplers, weighers; precious stone/metal workers; painting workers; cementing/gluing machine operators and tenders; etchers/engravers; molders, shapers and casters except for metal and plastic; and production workers.

3) Definition of Racial and Ethnic Terms (as used in Part IV Bidder Employment Information) (Page 3)

<p><u>White</u> (not of Hispanic Origin)-All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.</p> <p><u>Black</u> (not of Hispanic Origin)-All persons having origins in any of the Black racial groups of Africa.</p> <p><u>Hispanic</u>- All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.</p>	<p><u>Asian or Pacific Islander</u>- All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes China, India, Japan, Korea, the Philippine Islands, and Samoa.</p> <p><u>American Indian or Alaskan Native</u>- All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.</p>
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BIDDER CONTRACT COMPLIANCE MONITORING REPORT

PART 1 – Bidder Information

<p>Company Name: Street Address: City & State: Chief Executive:</p>	<p>Bidder Federal Employer Identification Number: Or Social Security Number:</p>
<p>Major Business Activity: (brief description)</p>	<p>Bidder Identification (response optional/definitions on page 1)</p> <p>-Bidder is a small contractor? Yes No -Bidder is a minority business enterprise? Yes No (If yes, check ownership category) Black Hispanic Asian American American Indian/Alaskan Native Iberian Peninsula Individual(s) with a Physical Disability Female -Bidder is certified as above by State of CT? Yes No</p>
<p>Bidder Parent Company: (If any)</p>	
<p>Other Locations in CT: (If any)</p>	

PART II - Bidder Nondiscrimination Policies and Procedures

<p>1. Does your company have a written Affirmative Action/Equal Employment Opportunity statement posted on company bulletin boards? Yes No</p>	<p>7. Do all of your company contracts and purchase orders contain non-discrimination statements as required by Sections 4a-60 & 4a-60a Conn. Gen. Stat.? Yes No</p>
<p>2. Does your company have the state-mandated sexual harassment prevention in the workplace policy posted on company bulletin boards? Yes No</p>	<p>8. Do you, upon request, provide reasonable accommodation to employees, or applicants for employment, who have physical or mental disability? Yes No</p>
<p>3. Do you notify all recruitment sources in writing of your company's Affirmative Action/Equal Employment Opportunity employment policy? Yes No</p>	<p>9. Does your company have a mandatory retirement age for all employees? Yes No</p>
<p>4. Do your company advertisements contain a written statement that you are an Affirmative Action/Equal Opportunity Employer? Yes No</p>	<p>10. If your company has 50 or more employees, have you provided at least two (2) hours of sexual harassment training to all of your supervisors? Yes No N/A</p>
<p>5. Do you notify the Ct. State Employment Service of all employment openings with your company? Yes No</p>	<p>11. If your company has apprenticeship programs, do they meet the Affirmative Action/Equal Employment Opportunity requirements of the apprenticeship standards of the Ct. Dept. of Labor? Yes No N/A</p>
<p>6. Does your company have a collective bargaining agreement with workers? Yes No</p> <p>6a. If yes, do the collective bargaining agreements contain non-discrimination clauses covering all workers? Yes No</p> <p>6b. Have you notified each union in writing of your commitments under the nondiscrimination requirements of contracts with the state of CT? Yes No</p>	<p>12. Does your company have a written affirmative action Plan? Yes No If no, please explain.</p> <p>13. Is there a person in your company who is responsible for equal employment opportunity? Yes No If yes, give name and phone number:</p>

1. Will the work of this contract include subcontractors or suppliers? Yes No

1a. If yes, please list all subcontractors and suppliers and report if they are a small contractor and/or a minority business enterprise. (defined on page 1 / use additional sheet if necessary)

1b. Will the work of this contract require additional subcontractors or suppliers other than those identified in 1a. above? Yes No

PART IV - Bidder Employment Information

Date:

JOB CATEGORY*	OVERALL TOTALS	WHITE (not of Hispanic origin)		BLACK (not of Hispanic origin)		HISPANIC		ASIAN or PACIFIC ISLANDER		AMERICAN INDIAN or ALASKAN NATIVE	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Management											
Business & Financial Ops											
Marketing & Sales											
Legal Occupations											
Computer Specialists											
Architecture/Engineering											
Office & Admin Support											
Bldg/ Grounds Cleaning/Maintenance											
Construction & Extraction											
Installation , Maintenance & Repair											
Material Moving Workers											
Production Occupations											
TOTALS ABOVE											
Total One Year Ago											
FORMAL ON THE JOB TRAINEES (ENTER FIGURES FOR THE SAME CATEGORIES AS ARE SHOWN ABOVE)											
Apprentices											
Trainees											

*NOTE: JOB CATEGORIES CAN BE CHANGED OR ADDED TO (EX. SALES CAN BE ADDED OR REPLACE A CATEGORY NOT USED IN YOUR COMPANY)

1. Which of the following recruitment sources are used by you? (Check yes or no, and report percent used)				2. Check (X) any of the below listed requirements that you use as a hiring qualification (X)	3. Describe below any other practices or actions that you take which show that you hire, train, and promote employees without discrimination
SOURCE	YES	NO	% of applicants provided by source		
State Employment Service				Work Experience	
Private Employment Agencies				Ability to Speak or Write English	
Schools and Colleges				Written Tests	
Newspaper Advertisement				High School Diploma	
Walk Ins				College Degree	
Present Employees				Union Membership	
Labor Organizations				Personal Recommendation	
Minority/Community Organizations				Height or Weight	
Others (please identify)				Car Ownership	
				Arrest Record	
				Wage Garnishments	

Certification (Read this form and check your statements on it CAREFULLY before signing). I certify that the statements made by me on this BIDDER CONTRACT COMPLIANCE MONITORING REPORT are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to be declared in non-compliance with Section 4a-60, 4a-60a, and related sections of the CONN. GEN. STAT.

(Signature) <i>Matt W.D.</i>	(Title)	(Date Signed)	(Telephone)
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