



Central Western Maine Workforce Development Board

March 10, 2021

Topic: Operational Committee Meeting
Time: 8:30-10:00 am
Call: 1 (929) 205 6099
Meeting ID: 856 806 3574
Zoom in: <https://us02web.zoom.us/j/8568063574>
Operational Committee Room

1. Minutes Review
2. Update on Programs & Staff
3. Spring RFP List
4. Budget Amendments & Updates
 - a. Close Out Changes
 - b. Youth Plan Detail – spend PY 19 or lose
 - c. Industry Sector Career Pathways
 - d. Temp Staffing - spend PY 19 or lose
 - e. EM – Raise to correct level of pay
5. Virtual Event Coordinator Update
6. Industry Sector Update
 - a. Committees – Erica update
 - b. DOL Recommended Pathways Guidance
 - c. Forward Facing Portals for Five Industries
 - i. Sector Definition
 - ii. Committee Members & Meetings
 - iii. Training Listings (Education Inventory)
 - iv. Career Pathways
 - v. Informational & Hiring Events
 - vi. Industry & Occupational Data
 - vii. Business and employee input opportunities
7. Local Plan Update
8. New Business
9. Next Meeting - Discussion

Spring – Request for Proposals or Request for Prices

Level 1 Procurements – RFPS/RFQs

There are not any new Level 1 procurements, which are those new purchases over the Single Acquisition Threshold, for the PY 20 Q3 and Q4.

Level 2 Procurements – Price Proposals

Level 2 procurements are between the Single Acquisition Threshold and Microenterprise Purchase Limit. At least two comparative prices are needed, three is preferred and the benchmark.

- | | |
|--|--|
| 1. Local Plan | Draft Agreement |
| 2. Audit Services | In Process Task List |
| 3. Accounting, Payroll & Fiscal Services | In Process Writing Request |
| 4. Temporary Staff Services | In Process - 1099 |
| 5. Website Updates Hourly Prices | Received Hourly rates of ~
\$100 per hour vs. \$175 |

Level 1 Microenterprise Purchases

The following Level 1 purchases are being programmed into our Youth Industry Sector Efforts. These do not require approval, but we like to share these details as well.

1. Industry Sector Development Specific Web portals with Career Pathways, Area Education Opportunities, Specific LMI, Survey Opportunities, Data Reports by Industry, Committee Assignments - \$2,500 each 20 pages - PY 19 Funds use/lose
2. Online CWM Youth Core Academy Website - PY 19 Funds use/lose
3. Sector strategies using intellectual property marks, domains - PY 19 Funds use/lose



VOTING ITEMS MARCH OPERATIONAL BOARD

MEETING Operational Meeting
SUBJECT: Budget ratification and operational approvals

ITEM 1

This vote ratifies the CLEO Board approved changes to the PY 2020 Administrative and Program Budgets for CWMWDB, which includes carry over PY 19 WIOA, NDWG Opioid, NDWG Covid-19 funding awards.

- The amendments allow left over funding not used by WMCA to be distributed to a jointly developed EMDC and CWMWI Youth Services Program that includes a new policy, an online youth workforce academy, remote work experiences, and programming to reconnect youth to their communities. There will be new, permanent staff as well as temporary staff, some relief workers & some programming experts.
- There will be a position to schedule and organize Virtual Events, initially residing with the Board but envisioned to move to the Service Provider when the economy recovers, and the New PV platform can be monetized.
- There is a targeted Youth Industry Sector Outreach and Relationship Campaign.
- The Local Plan consultants will be funded by a mix of the remaining Adult, Dislocated Worker and Youth funds up to \$30,000 to complete the research, community processes, and 103 narrative data points
- The service provider also requests authority to transfer up to \$150,000 between DW worker and Adult funds as needed.

This vote approves administrative or board operations level changes. (those marked as * are courtesy ratifications that don't require approval but are there for consensus approval)

- Hire Virtual Events Position (out of program, agreed upon with EMDC)
- Increase to the regular salary rate of \$45,000 - \$55,000 for the Director of Business Engagement (Erica McCarthy) based on a multiple source Salary Audit of the Position, her experience and education, retroactive to January 1, 2021,
- Temporary Staffing to complete Career Pathways and Industry Sector Committee Forward Facing regional campaigns Phase 1 by April 30, 2021. 5,000 - 8,000
- Temporary Expert Staffing & Supplies to complete Career Pathways and Industry Sector Committee Forward Facing regional campaigns Phase 2 by June 30, 2021
- Influencer project work experience position (ongoing project) No cost to us.

MOTION BY _____. SECONDED BY: _____

The motion passes/fails by a vote of ___Y ___N or by a consensus of all.

From the EMDC perspective we can comfortably give Ginny a *guarantee* that we will spend *all* PY 2019 Adult and Dislocated Worker funds by June 30th. We have a growing caseload in both programs and currently have \$90,000 booked in participant training and support service obligations. We also are anticipating invoices from MDOL for CareerCenter costs which are planned but not yet expended. We have four more months of operational expenses and will be booking additional participant expenses.

Add new staff to increase outreach, recruitment and worksite	HR Level	Focus	Amount	
Reassign (1) FTE .1.0 (4 Months) Youth Case Manager	Staff	Youth 100%	\$ 21,000	
Add (1) Temp FTE .1.0 (4 Months) Youth Compliance Lead CWMWDB	Management	Youth 100%	\$ 30,333	<i>Close Out Specialist Temp for Staff on Leave</i>
Add (1) permanent FTE 1.0 Senior Management Workforce Expert to oversee the new work experiences, cohorts, build out the curriculum. EMDC	Management	Youth 100%	\$ 23,333	<i>MF - High Level Workforce Person</i>
Add (1) permanent FTE 1.0 Virtual Event Position positioned toward youth recruitment and online experiences CWMWDB	Staff	Youth 50%	\$ 10,500	<i>AL- Coordinator</i>
Add (2) Temp FTE 1.0 (4 Months) Youth Enrollment Specialist - CWM + EMDC	Staff	Youth 100%	\$ 60,667	<i>2 Youth Enrollment Specialists</i>
Add (1) Temp FTE 1.0 (4 Months) Tree Street Youth Pipeline Project EMDC	Staff	Youth 100%	\$ 4,500	<i>Julia Sleeper - Tree Street Youth Project</i>

Other Anticipated Youth Work Experience & OJTs

Current Expected Youth WE & OJT in Pipeline	Staff	Youth 100%	\$ 125,000
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Add Youth Work Experience - Hybrid Remote Environments (underway)

Influencer Youth Corps Projects

Youth work experience funds to upskill, engage and train 20 youth to Reconnect the Community and tell stories that remove perceptions of barriers to employment for Economic Inclusivity. **This is an entry level position that can advance to a Peer Connector.**

☛ Youth Corps - Reconnect After Pandemic (USDOL goal)	WE	Youth 100%	\$ 80,000
☛ Youth Corps - Destroying Digital Divides in Rural Maine	WE	Youth 100%	\$ 80,000
☛ Youth Corps - First Steps In Tech	WE	Youth 100%	\$ 80,000

Add Core Online 14 Elements Program for Hybrid Remote Environments (underway) creating youth online sites to organize trust circles and to promote a dedicated curriculum of meaningful youth programming.

	HR Level	Focus	Amount
Outreach efforts using Constant Contact, Grass roots mobilize Saas, and other performance tracking methods	Contract	Youth 100%	\$ 25,000
Add (1) Temp FTE .1.0 (4 Months) Youth Projects Tech Coordinator	Contract	Youth 100%	\$ 20,000
☛ Youth Core Academy Online			
☛ New Mainer Youth Academy Online			
☛ Teen Parents Academy Online			

\$ 560,333

Professional Discussions

- Sector Partners
- Quarterly Industry Meetings

  0/5
- Monthly Industry Breakout Groups
- 4 Year Plan Focus Groups
- Annual WIOA Refresher
- Surveys - Electronic

Virtual Hiring Events

- Healthcare Companies
- Healthcare Education Programs
- Androscoggin Healthcare Hiring
- Kennebec Healthcare Hiring
- Oxford & Franklin Healthcare Hiring
- Somerset Healthcare Hiring
- Youth Healthcare Event

Sector Definition

- Sub Sectors - 4 Levels
- Supply Chain
- Distribution Network
- Occupation List

Career Pathways

Occupational Settings

Occupations

Tree Options to the Most Indemand

Occupational Tracts



In Demand Industry Careers

Virtual

Virtual Hiring Fairs



Career Access Points

Online Website

Calendar of Recruitment Events

email the recruitment events directly
to the calendar

Education Inventory

Youth Secondary School



Higher Education - 2 yr

Higher Education - 4 yr

Graduate Education +

Technical Certificate Trade School

Online InState

Online OutState

Talent Landscape

Talent Sensus Tool & Service

Skills

Employment Role

High School Completion

Critical Occupations

Specific Critical Occupation
Shortages

Supply Chain

Guest Workers

Data & Reports

CWRI Tableaux widget

Jobs EQ Widget

Real Feed of News

Local Area Reports

Input

Employer

Employee

Supplier

Buyer

Home

Professional Discussions

...

Sector Partners

Quarterly Industry Meetings

Monthly Industry Breakout Groups

4 Year Plan Focus Groups

Annual WIOA Refresher

Surveys - Electronic

+ Add another card

Virtual Hiring Events

...

Healthcare Companies

Healthcare Education Programs

Androscoogin Healthcare Hiring

Kennebec Healthcare Hiring

Oxford & Franklin Healthcare Hiring

Somerset Healthcare Hiring

Youth Healthcare Event

+ Add another card

Sector Definition

...

Sub Sectors - 4 Levels

Supply Chain

Distribution Network

Occupation List

+ Add another card

Career Pathways

...

Occupational Settings

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Employer

Employee

Supplier

Buyer

+ Add another card

Home

+ Add a card

ONE WORKFORCE LOCAL AREA PLAN

One Workforce Local Area Plan and Process

The Central Western Maine Workforce Development Board oversees WIOA Title1B employment and training funding and the One Workforce System in Androscoggin, Franklin, Kennebec, Oxford, and Somerset counties. Maine has three Local Workforce Areas and this area is sometimes called Region 3.

The Central Western Maine One Workforce Local Area Plan and process development serves as a collaborative and engaging method to create an actionable four-year action plan with expert economic forecasting. The One Workforce Local Area Plan will develop, align, and integrate service delivery strategies to support the State's vision and strategic and operational goals. The local plan sets strategy to direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure individuals, including individuals with barriers to employment, have the skills to compete in the job market and employers have a ready supply of skilled workers.

Price Proposal for Local Area Plan — Response Details and Deadline

All prices and correspondence regarding this opportunity should be sent to CWM Staff, via info@cwmwdb.org, with Local Plan in the subject line. Prices for Tasks A, B and C including the vendor's legal name and a project staff list must be submitted as a single 8.5" x 11" page with single-spaced 12 point type in PDF format and received via email to info@cwmwdb.org by 02/19/2021. The project has a full completion deadline of June 1, 2021. Please indicate very clearly if the responding entity is a veteran, woman, or minority owned business and/or has a majority workforce of same. This is 100% funded by the One Workforce System under WIOA Title 1B through the Maine Department of Labor.

[CWM Local Area Plan Project Scope of Work — Download here](#)

[State PY 20-04 Draft Local Plan Policy — Download here](#)



PRICE LEVEL 1 MEMO

CENTRAL WESTERN MAINE WORKFORCE DEVELOPMENT BOARD

SUBJECT: Local Plan Consultant Process, Price Comparisons

COMMUNICATION CHANNELS

Website	Posting
National Assoc, Workforce Board	Posting
Lewiston Sun Journal	Advertised Posting – four days
Kennebec Journal	Advertised Posting – four days
Facebook	Multiple Posts
Linked In	Multiple Posts
Direct Emails:	AVCOG & KVCOG
	Berry Dunn, Camion Assoc. BusinessFlare
	University of Maine, Workforce Studies

RESULTS

3 interested parties, 2 bids. One bid was \$100,000 and the other was \$30,000.

1

SCOPE OF WORK

Task A Data, Expert Analysis & Key Deliverables before

2. Maintain and use the latest public and proprietary data sources and methods
3. Provide Regional Economic Analyses
 - a. Analysis of Local Area Industries Cluster/Demand/Capacity
 - b. Analysis of Local Area Workforce Segment Profiles
 - c. Analysis of Workers Knowledge & Skills Supply/Demand/Capacity
 - d. Analysis of Employment & Training Supply/Demand/Capacity
 - e. Analysis Supply Chain Workforce Profile & Impact
 - f. Analysis of Grey Economies & Workforce Profile & Impact
 - g. IMPLAN Forecast by Scenario

Task B Public Engagement & Input

1. 13 Interactive Focus Forums



Virtual meetings with breakout groups, in session polling & follow up surveys.
There are four general groups: industries, system experts, customers and board members.

- a. Industries
 - a. Healthcare Industry Sector
 - b. Manufacturing Industry Sector
 - c. Information Technology Industry Sector
 - d. Construction Industry Sector
 - e. Unique Maine / Heritage Hybrid Sector
- b. Board Members
 - a. Board by Category Breakout (Business, Labor, Other)
 - b. 1 Board Workshop
- c. System Experts
 - a. State Economic Development Officials
 - b. Higher Education System
 - c. Adult Education System
 - d. Other WIOA Stakeholders
- d. Customers

Workforce System Customers

- 4. Surveys and Other Input
 - a. Customer Surveys with a Population of 50,000
 - b. Business Surveys with a Population of 5,000
 - c. General Population Survey online and via text
 - d. Expert Survey limited

Task C Local Plan Document

Department of Labor Policy PY 20-04 Sections 1 thru Section 10.

The One Workforce Local Area Plan will comprise the State required 103 sections that address strategic planning and regional analysis for the workforce system. This will also include descriptions of and recommendations for the Local One-Stop Delivery System, coordination with WIOA funded programs, cooperative agreements, descriptions of best practice implementation strategies for fiscal, performance and other functional accountability and operations suggestions for successful and transparent public practice.

FIRM PROFILE - LOCAL PLAN

The **BusinessFlare®** Approach is a trademarked, proven approach to economic development and redevelopment planning and successful implementation, providing positive economic growth that then will extend to surrounding areas and help lift the overall economy, improving the quality of life for the area's constituents and stakeholders.

The approach is based on the evaluation of, and the adoption of strategies to improve six areas of economic development influence: Investment Drivers, Business Climate Themes, Community Connections, Key Opportunities, Economic Development Values, and Implementation.

BusinessFlare® was originally created and trademarked in 2012 as an approach to economic development, and operated as Neighborhood Equity Strategies LLC (NES). Mr Crowder continued using the BusinessFlare® Approach during his time at RMA, and rebranded NES as BusinessFlare LLC in 2018.

North Miami-based BusinessFlare® integrates market reality into a local government's strategic plan, annual budget process and day-to-day operations. It is practical methodology we use to identify an effective strategy that efficiently utilizes limited staff resources. Following the plan will result in real estate investment, new businesses, fewer vacant storefronts, more commercial development, viable public private partnerships, improved quality of life, and new jobs.

Economic Development is inevitable, but where it occurs is not. So we focus on the key drivers of investment, combining a realistic evaluation of the real world influence a local government has over each driver with recognition of the influences that are beyond the local government's control. This is essential to identify strategies that truly encourage economic growth and strengthen credibility, customer service and cash flow potential.

BusinessFlare® has a unique approach and is one of the first consulting firms to adapt to the gig economy and support an internal **entrepreneurship** program. Since our team is based in Miami, Fort Lauderdale, Palm Beach County, Ohio, Tennessee and Maine we were already experienced at working remotely prior to the pandemic. We are also currently in the process of expanding with our new office in **Palm Beach County**. Since the COVID-19 pandemic began BusinessFlare® also publishes the bi-weekly Greater Miami Local Economic Outlook.

AREAS OF PRACTICE

- Economic Development
- Market, Economic and Feasibility Analysis
- Workforce Development
- Education and Training
- Target Industry Recruitment Strategies
- Infrastructure Evaluation and Funding Strategies
- COVID and Post-COVID Strategies
- Community Redevelopment
- Retail Strategies
- Public Private Partnerships
- Craft Brewery, Live Music and Market Strategies
- Economic Impact Analysis
- Branding and Marketing
- Grants and Incentives
- Health Care Industry Consulting

REPRESENTATIVE SAMPLE OF RECENT PROJECTS

- University of South Florida Research Foundation U.S. EDA Grant Application
- Groveland Real Estate Positioning Strategies
- Doral Post-COVID Economic Dev. Strategy
- Miami Beach Economic Data Updates
- Rockledge CRA Economic Development Strategy
- Miami Beach North Beach CRA Creation
- Rockledge CRA Craft Brewery Recruitment
- North Miami Redevelopment Implementation
- Downtown Hollywood Retail Assessment
- Redland Market Village Feasibility Analysis
- Hallandale City Center Development Agreement
- Golden Hill Apartments Incentives
- Homestead CRA Extension and Plan Update
- Homestead and North Miami COVID Economic Impact Tracking

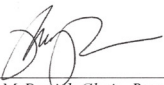
One of the things that sets the BusinessFlare® family apart from other redevelopment consulting firms is that we understand economic development and business investment not only as consultants and former public employees, but as entrepreneurs as well, with experience owning retail stores, online food sales, dive instruction, design and production, and management.

In 2019 Mr. Crowder also created the BusinessFlare® Academy, a nonprofit economic development and redevelopment think tank dedicated to local government economic development education.

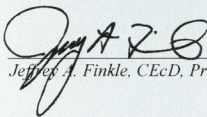
Kevin Crowder, CEcD

Has satisfied the requirements and standards set by IEDC to recognize those excelling in the area of Economic Development and is hereby awarded the designation

Certified Economic Developer



Tracye McDaniel, Chair, Board of Directors



Jeffrey A. Finkle, CEcD, President & CEO

Certified 4/1/18-3/31/21

Certification No 2127



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

*The Power of
Knowledge and Leadership*

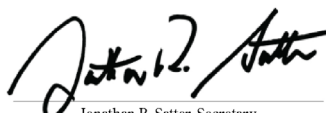


State of Florida

Minority & Veteran Business Certification

BusinessFlare, LLC

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
06/04/2019 to 06/04/2021



Jonathan R. Satter, Secretary
Florida Department of Management Services



Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd

Kevin S Crowder, CEcD

Owner and Project Manager



Kevin Crowder is the Owner of BusinessFlare Economic Development Solutions, and is an IEDC Certified Economic Developer (CEcD). His primary areas of expertise are redevelopment and economic development planning and implementation, market research, craft breweries and live music strategies, nighttime economies, public private partnerships, feasibility assessments and government affairs.

Mr. Crowder was the Director of Economic Development and Government Affairs for the City of Miami Beach and the Miami Beach Redevelopment Agency from 1998-2013 when he formed NES/BusinessFlare. He also served as the Economic Development Director for Redevelopment Management Associates from 2013 to 2018. As an economic development consultant, a former city employee, and an entrepreneur (he and his wife own Goodnight's Red River Spice Company) he understands multiple perspectives.

He is a prior member of the board of directors of the Florida Council of Public Private Partnerships (FCP3) and the Florida Redevelopment Association (FRA) and is on the board of H3Hope, a breast cancer support nonprofit. He is a member of the International Council of Shopping Centers, the International Economic Development Council, the Key West Art & Historical Society, the Florida Venture Forum, the American Chili Society, the American Legion, the Choctaw Nation, the Florida Brewers' Guild and the Craft Brewers Association. He is a full member of the Urban Land Institute and participant on ULI Technical Advisory Panels.

Mr. Crowder is also the President of the BusinessFlare Academy, a non profit focused on economic development training for local elected officials. Mr. Crowder is a Veteran of the United States Army and speaks Spanish.

Representative Sample of Experience

Miami Beach Economic Development Director (1998-2012)
LNR Property Corporation Headquarters Recruitment
Titusville Economic Development Strategic Plan
West Palm Beach Economic Development Strategic Plan
Stuart Economic Development Assessment
Palm Bay Bayfront Economic Development Strategy
Rockledge CRA Economic Development Strategy
North Miami P3 and Redevelopment Implementation
North Port Retail Strategy
Cape Coral Bimini Basin Revitalization Strategy

Years Experience: 27

Economic Development and Redevelopment

Alachua	Cape Coral
Rockledge	Mount Dora
Groveland	North Miami
North Miami Beach	Martin County
Naranja Lakes	Miami Beach
Titusville	Doral
North Port	Redlands
Homestead	Palm Bay

Market, Economic, Feasibility Analysis

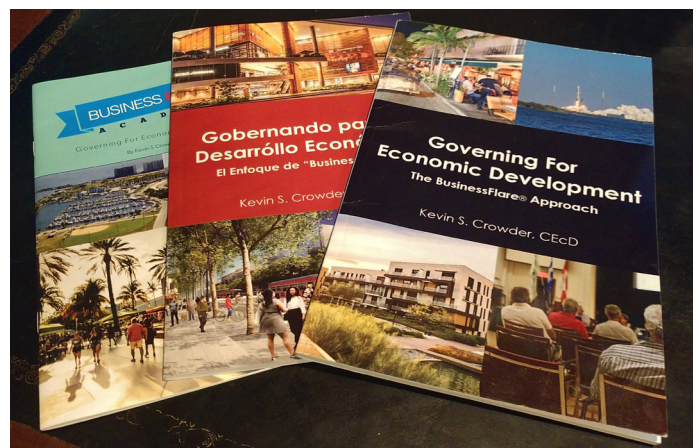
North Port	North Miami Beach
North Miami	Redland Market Village
Las Brisas Marina Project	Bahia Mar (Ft. Lauderdale)
North Beach Town Center	Golden Glades Interchange
Snapper Creek Service Plaza	Latin American Art Museum
Fontainebleau Hotel	North Miami Beach

Public Private Partnerships

City of Miami Beach	Davie, Florida
Miami Shores, Florida	North Miami, Florida

Experience

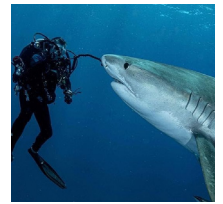
Principal - NES/BusinessFlare, 2012-19
Economic Development Director, RMA, 2013-2018
Director of Economic Development, Miami Beach 1998-2013
South Beach Business Improvement Districts, 1993-1998
South Beach Marketing Council, 1993-1998
SIGINT Voice Interceptor - United States Army, 1988-92



Kevin S. Crowder self published "Governing for Economic Development through the BusinessFlare Publishing Group"

Kent Bonde

Real Estate & Revitalization



Kent Bonde has an extensive and diversified background in project administration, asset management and redevelopment experience. During his 26-year career with the City of Miami Beach, he was responsible for managing a wide variety of development and redevelopment initiatives within the City of Miami Beach's City Center Historic Convention Village (City Center), and South Pointe Community Redevelopment Areas (CRAs). Mr. Bonde led the creation, update and ultimate approval of the City Center Historic Convention Village CRA Plan in 1992 and the CRA Plan Amendment in 2001. This Amendment reflected the existing conditions and future plans for the Redevelopment Area, implemented the Preliminary Proposed Master Plan for the 17th Street surface parking lots north of Lincoln Road, implemented and funded community policing innovations within the Redevelopment Area, and utilized Tax Increment funds for a Business Assistance Program.

Economic Development Management and Planning

Miami Beach City Center Redevelopment Plan
City Center Master Plan and Plan Updates
City of Cape Coral – Bimini Basin Implementation Strategy
City of Rockledge CRA - Subdistrict Strategy

Financing and Capital Planning

City Center and South Pointe CRA annual budget
City Center Capital expenditure long-range forecasting
Tax and revenue projections

Miami Beach - Public-Private Partnerships

Loews Miami Beach Hotel
African-American Hotel Initiative – RDP Royal Palm
Anchor Shops and Parking Garage
Public-Private Parking Project
New World Symphony Project
Boys & Girls Club Miami Beach

Miami Beach - Public Facilities

Beach Walk Project
Lincoln Road Improvements
Collins Park renovation
Bass Museum expansion
Miami Beach Regional Library
Colony Theater improvements
Sound Space Park

Years Experience: 29

Education

BS, Business Management, University of New England.

Professional development - ICSC, ULI, NAHRO, Leadership Institute, Florida Institute of Government.

Certifications

U.S.C.G Licensed Master Captain – 100 Tons
Dive Instructor, National Association of Underwater Instructors (NAUI)
Rec-Trimix Instructor, International Association of Nitrox & Technical Divers (IANTD)

Personal and Professional Affiliations

Florida Redevelopment Association
International Council of Shopping Centers
Urban Land Institute
Miami Shores Chamber of Commerce
Knights of Columbus
National Association of Underwater Instructors
International Association of Nitrox & Technical Divers



Miami Beach Beachwalk



The Colony Theater

Farrell Tiller, MBA

Economic Development



Born, raised and educated in South Florida, **Farrell Tiller** maintains a passion for analytics and community/economic development throughout the Sunshine State. Upon graduating from Florida Atlantic University (FAU) with a Bachelor of Arts in Finance, Mr. Tiller began working as a research and market analyst for the Pompano Beach, FL based Economic Development consulting firm Redevelopment Management Associates (RMA). During his time with RMA, Mr. Tiller expanded his role to become an Economic Development Project Manager and furthered his education by achieving a Master's degree in Business Administration (MBA) from FAU. His background includes experience in finance and budgeting, operations, communication, consensus building, and event planning. In addition to his work in Economic Development, Mr. Tiller is a U.S Coast Guard (USCG) certified Master Captain and a PADI Freediving Instructor.

Mr. Tiller's professional expertise includes market research, analysis and strategy for redevelopment planning, downtown revitalization, housing strategies, retail strategies, preparation of economic development plans for business attraction and retention, as well as marketing and communication strategies. As a millennial, Mr. Tiller provides perspective on younger consumer market trends as it relates to redevelopment. Mr. Tiller's experience ranges from large and mid-size cities to small and rural towns.

Mr. Tiller also specializes in researching and identifying funding opportunities in client cities. His research and analysis has proved helpful in assisting client cities to identify and receive local and federal funding opportunities such as Opportunity Zones, New Markets Tax Credits, and Qualified Targeted Industry Funding. Specifically, Mr. Tiller assisted with: the development of a Notice of Available Funding (NOFA) for the North Miami Beach Craft Brewery District that included \$500,000 in incentive funding for the attraction of a microbrewery, a Retail Gap Assessment for the City of North Port, and the creation of a special taxing area known as a Business Improvement District for the city of South Miami. Mr. Tiller has recently worked alongside the Business-Flare Academy to record data and offer support to cities in Florida looking to minimize negative effects of COVID-19 as well as assistance planning for economic development in a post-COVID world.

Years Experience: 6

Areas of Expertise

Market Research & Analysis
Economic Development
Redevelopment and Adaptive Re-use
Community Engagement
Business Management
Target Industry Business Recruitment
Craft Breweries

Education

M.B.A. | Florida Atlantic University
B.A. | Florida Atlantic University

Professional Affiliations

Florida Redevelopment Association (FRA)
International Council of Shopping Centers (ICSC)
International Economic Development Council (IEDC)
Council of Development Finance Agencies (CDFA)
Brewers Association

Relevant Projects

North Port Retail Gap Assessment
Rockledge CRA Revitalization Plan
Mount Dora, Grandview Business District
South Miami Business Improvement District
Titusville Strategic Economic Development Plan
Cape Coral Bimini Basin Implementation Plan
Lauderhill Retail Recruitment Plan
North Miami Beach Craft Brewery Incentive Program
Miami Design District Business Improvement District
Miami Shores P3 Feasibility Study



Bimini Basin

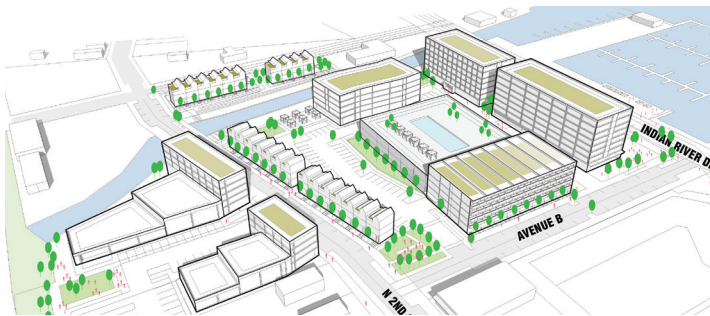
Camilo Lopez

Urban Designer

For more than 7 years, **Camilo Lopez** has developed a broad knowledge in redevelopment, urban planning and design, architecture, city branding, and economic development with government agencies. His experience includes site feasibility analysis, city strategic visioning, master planning, form-based codes, land use and transportation, architectural design, tactical urbanism, art and cultural programming events and project implementation management. Camilo is highly capable at working across computer platforms to design, create, and produce illustrative drawings/maps and other graphical support in the latest versions of Adobe Suite, AutoCAD, sketch up, and Microsoft Office. In addition, Mr. Lopez is highly knowledgeable of the planning process, by applying state, county and local codes, ordinances and regulations and all other planning and design chores. He has worked with many municipalities across South and Central Florida and abroad. His projects have successfully attracted millions of dollars and created many jobs at every location he has worked.

Camilo is an advocate for Quality of Life, People-Centered Design, New Urbanism, Transit Oriented Development, Tactical Urbanism, and Placemaking.

Mr. Lopez has Bachelor's degrees in both architecture and urban design from Florida Atlantic University, and has gained valuable experience during time at firms such as the Corradino Group, HENN Architekten, and Redevelopment Management Associates.



Camilo's design for waterfront activation in Fort Pierce

Rachel Bach, AICP

Planning and Development

Rachel Bach is a seasoned professional with 24 years experience in the areas of economic development, housing, redevelopment, transportation demand management, and urban planning with a "hands on" approach to managing projects and staff, a commitment to customer service and a passion for preserving community character while growing active downtowns and commercial districts.



ConnecToledo, Downtown Development Corporation (Toledo, OH) President/CEO (2017 – 2019)

Chief Executive of the newly relaunched Downtown Development Corporation. Improved efficiencies and reorganized operations to include rolling off public parking management into a separate entity and combined operations of the Corporation with the Downtown Toledo Improvement District. Managed overall downtown maintenance and hospitality services provided by the Downtown Ambassadors and coordinated with the City, County, Council of Governments and other organizations on downtown transportation projects and riverfront events and urban trail planning.

At Redevelopment Management Associates she provided contracted municipal executive and management services in the areas of economic development and urban redevelopment managing all aspects of administration, marketing, capital projects, facilities and maintenance. Past assignments include managing multiple redevelopment agencies providing forensic reviews and reorganization including financial management practices, consulting and maintenance practices and contracts and bid processes. Also provided general planning and zoning consulting services related to redevelopment initiatives and project management for other cities.

At the City of Lake Worth, Florida, she served as the Interim Community Services Director where she provided direct management and coordination of a departmental reorganization to Building, Code Compliance, and Planning and Historic Preservation divisions into a centralized and coordinated Community Services Department. Established cross disciplinary teams to address redevelopment matters including unsafe structures, overcrowding issues, and streamlining enforcement of a "demolition by neglect" historic preservation ordinance.

Lina M Duque-Crowder

Creative Director

Lina Duque-Crowder is a creative director with experience in brand development and management, promotions and product placement, and graphic design.



Her creative experience includes cutting edge design for many new establishments in South Beach during the early days of the revitalization of the historic district, and significant experience developing and implementing promotional programs for hotels, restaurants, night-clubs. and public agencies

She has provided creative services to organizations that include Estefan Enterprises, the South Beach Marketing Council, the Cardozo Hotel, the Miami Beach Development Corporation, the City of Miami, the Miami Design Preservation League, the Miami-Beach Redevelopment Agency, and many other local public and private organizations.

She has a keen understanding of the private sector and their approach to driving business and cash flow through marketing, and the ability to problem solve client issues and quickly respond to requests with viable, efficient, and affordable solutions.

She is a native English and Spanish speaker with significant experience as a translator for various types of clients.

Notable Projects and Clients

City of Miami Beach
South Beach Marketing Council
South Beach Prefers Visa
Welcome to America's Riviera
Team Bacardi
Estefan Enterprises
Mahou San Miguel / Spain's Best Beer
Vitamalt
Miami DDA
AP Management
Governing for Economic Development

Years Experience: 29

Alicia Alleyne, MBA

Operations and Administration

Alicia Alleyne's professional experience includes executive level business management and operations, project management, human resources, real estate administration, marketing and event planning.



Ms. Alleyne applies strong interpersonal, research and business management skills to her role as Operations and Project Manager with BusinessFlare. She provides a broad range of support, contributing to Project Design Management, implementation, business development, and overall operations. Using extensive organizational, coordination and analytical skills, Ms. Alleyne has a proven ability to build and maintain business relationships with a diverse team.

Currently, Ms. Alleyne serves as a Project Manager on various projects for CRAs and local Florida governments assisting with Economic Development strategies and Public Private Partnerships. Most recently, Ms. Alleyne has provided research assistance to municipalities on best practices and responses related to Post-COVID-19 recovery strategies. Other governmental affairs experience includes monitoring budgets and assisting in the facilitation of all related economic development activities.

Prior to joining BusinessFlare, she served as a consultant to various businesses assisting with operations, payroll and social media management, etc. and worked for a redevelopment consulting firm as Director of Operations and Administration. As an adjunct professor at the University of Fort Lauderdale Ms. Alleyne instructed property management and other business related courses.

In addition, Ms. Alleyne's previous work experience includes nearly ten years of administrative policy development, recruiting, construction accounting and supervisory support at Nova Southeastern University. At Nova's Shepard Broad Law Center Ms. Alleyne was an essential contributor to the development of the Critical Skills Program. Ms. Alleyne has also coordinated public and private events for domestic and international clients, contributing to Market Program Design, developing media sponsorship packages, and negotiating contracts.

Ms. Alleyne is a Licensed Florida Realtor® and is a Florida Notary Public and Signing Agent.

Years Experience: 12

Charita Allen

Regional Economic Development Subconsultant

Charita D. Allen owns Allen Economic Development Consultants, and was the Vice President for Economic Development and Urban Initiatives at the Beacon Council from 2004-2013, where she designed, oversaw, and directed targeted industry economic development activities throughout Miami-Dade County, with a special focus on incentives, Florida Enterprise Zones, Brownfields, and other designated areas for redevelopment. From there she spent five years consulting throughout the country and currently serves in a three-year appointed position as Deputy Administrator for Economic Development with the City of Chattanooga, Tennessee.

- Created a \$2.5 million Small Business COVID-19 90-Day Stabilization Fund from concept to legislation to funding and awards, during a six-week period to provide grants and loans to more than 200 micro-businesses, sole practitioners, and small businesses impacted by executive order closures.
- Oversaw targeted urban area initiatives and industry-related activities that would impact business recruitment, including legislative items related to land donations, land swaps, sales tax waivers, and incentives in the recruitment of more than 61 projects; 4,427 direct jobs; 1,664,016 square feet; and \$352,734,458 million in capital investment;
- Coordinated with engineering and environmental teams to identify industrial land for development to include grubbing, clearing, erosion control, and grassing, along with associated costs, funding sources, grants and grant matching-funds;
- Assisted select municipalities and/or governmental departments with asset identification and differentiation for industry cluster recruitment for back-office IT, data centers, and medical device and craft manufacturing;
- Identified and established regional working relationships and presented projects countywide to 36 municipalities, comprising regular interactions and briefings with 324 local elected officials; and
- Conducted more than 29 community input sessions and 73 stakeholder meetings for economic development planning projects in Florida, South Carolina, and Tennessee.

Years of Experience: 30

Charita D. Allen
President

Allen
Economic Development Partners
build • create • generate



Naranja Lakes, FL



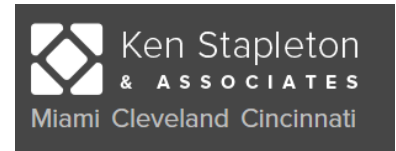
West Columbia, SC



Chattanooga, TN

Ken Stapleton

Innovation & Economic Development Subconsultant

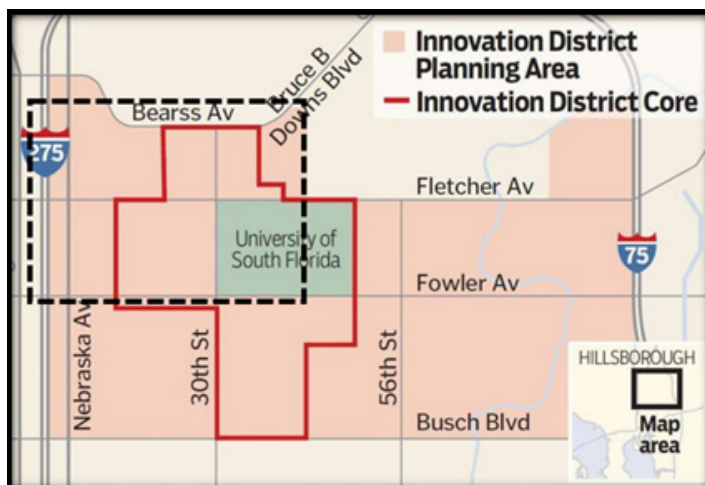


Ken Stapleton is the President of Ken Stapleton and Associates, which provides urban economic development program strategy and project management services related to innovation ecosystems, business recruitment strategies, university-community partnerships, innovative urban safety programs, public health initiatives, urban mobility projects, urban place management, place branding, and urban redevelopment strategies to a variety of public and private clients throughout the United States and Canada.

Currently, Ken also serves as the Senior Director of Innovation Partnerships for the University of Cincinnati's Office of Innovation. He leads the team working to create the premier Innovation Community in the Midwest, and helps to attract both talent and investment to the companies occupying the 1819 Innovation Hub.

A University of Miami Fellow of the Knight Program in Community Building, Ken previously served as Senior Economic Development Advisor and Executive Director of the award-winning University Park Alliance for The University of Akron; Senior Vice President of Planning, Safety and Design for the Downtown Cleveland Partnership; and as a redevelopment expert in several South Florida communities. Ken holds a master's degree in Urban and Regional Planning from the University of Illinois and is a full member of the Urban Land Institute - where he served as a management committee member and chaired the Technical Advisory Panel program for Southeast Florida.

Years of Experience: 32



Ken Stapleton and Associates are nationally recognized consultants in urban economic development providing award-winning and market-driven methods for transforming city neighborhoods, downtowns, parks and business districts into prosperous, safe and vibrant places. From executive level guidance and consensus building on complex urban projects to detailed solutions for economic and community development, we help attract new investment to urban places. Our market-responsive solutions have helped build award-winning BRT projects, parks, institutional partnerships, safety programs, and community outreach initiatives. We build teams of national experts around each project, help our clients think like master developers, and bring over three decades of actual implementation experience to the urban places we serve. Our laser focus on impacts and ROI helps our clients create both momentum and investor confidence, including attracting substantial grant funds.

Our innovative solutions include our Complete Streets After Dark approach to mobility mode shifts and improved urban retail sales, our Safedesign™ system for improving both real and perceived safety, our multi-district marketing strategies to expand market share, and our Total Travel Path™ Analyses for visitor experience enhancements. Clients include private developers, universities, Cities, park systems, transportation agencies, non-profits, BIDs, Community Redevelopment Agencies, and counties across the US and Canada.



March 2, 2021

Ms. Stacy Kilroy
Executive Director
Central Western Maine Workforce Development Board

Via email: skilroy@cwmwdb.org

Dear Ms. Kilroy:

BusinessFlare is pleased to provide you with this Letter Agreement for preparation of a Local Area Plan for the Central Western Maine Workforce Development Board. The BusinessFlare Team has significant experience conducting market analysis and preparing strategic plans at the local and regional level. Our team includes analysts, economic developers and planners, and we understand the connections between workforce development, education, entrepreneurship, economic development, housing and quality of life, and we prepare realistic strategies and goals that can be achieved. Attached, please find our firm profile and key team member resumes. BusinessFlare is a Veteran-Owned Business.

Scope of Work

Task A - Analysis

Regional Economic Analysis including industries, workforce, knowledge and skills, training, supply chain, gray economies, and ImPlan forecasting scenarios.

Timeline: March 8, 2021-May 31, 2020

Fee: \$5,000

Task B Engagement

BusinessFlare will facilitate Focus Groups and workshops with the following groups:

- Manufacturing
- Construction
- Health Care
- Information Technology
- Higher Education
- Adult Education
- Workforce System Customers
- Unique Maine / Heritage Sectors / Craft Breweries
- State Economic Development Officials
- Business Community

BusinessFlare will facilitate three (3) Board Member Category Meetings (Business, Labor, Other) and one (1) Board Workshop.

BusinessFlare will design and analyze surveys of customers and businesses.

Timeline: March 22, 2021-April 30, 2021

Fee: \$10,000

Task C Local Area Plan Document

The narrative document required by the Maine Department of Labor Policy PY 20-04 Sections 1 thru Section 10 along with specific data analysis, career pathways and workforce development recommendations that are supported by economic development models and plans.

Timeline: April 1, 2021-June 2, 2021

Fee: \$15,000

Terms: BusinessFlare will invoice the Client on the following schedule:

- | | |
|-----------|---|
| Payment 1 | \$7,500 upon execution of this Letter Agreement |
| Payment 2 | \$7,500 upon delivery of the draft data analysis |
| Payment 3 | \$7,500 upon completion of the public engagement |
| Payment 4 | \$7,500 upon delivery of the draft Local Area Plan Document |

Accepted and Agreed to on this date, ____ of March, 2021, by

Stacy Kilroy, Executive Director
Central Western Maine Workforce
Development Board

Kevin S. Crowder, Owner
BusinessFlare, LLC

THE CENTRAL WESTERN MAINE WORKFORCE DEVELOPMENT BOARD

Price Proposal for Local Area Plan - Response Details and Deadline

All prices and correspondence regarding this opportunity should be send to CWM Staff, via info@cwmwdb.org. Prices for Tasks A, B and C are due on one single 8.5 by 11-inch sized page, 12pt font, no smaller than single 1.0 spacing, with vendor name and staff list in PDF format by **02/19/2020 11:59 pm to info@cwmwdb.org**. Please indicate very clearly if the responding entity is **veteran, woman, or minority owned business and/or has a majority workforce of same**. *This is 100% funded by the One Workforce System under the WIOA Title 1 B program through the Maine Department of Labor.*

Local Plan Scope of Work

Task A Data, Expert Analysis & Key Deliverables before June 2, 2021

1. Maintain and use the latest public and proprietary data sources and methods
2. Provide Regional Economic Analyses
 - a. Analysis of Local Area Industries Cluster/Demand/Capacity
 - b. Analysis of Local Area Workforce Segment Profiles
 - c. Analysis of Workers Knowledge & Skills Supply/Demand/Capacity
 - d. Analysis of Employment & Training Supply/Demand/Capacity
 - e. Analysis Supply Chain Workforce Profile & Impact
 - f. Analysis of Grey Economies & Workforce Profile & Impact
 - g. IMPLAN Forecast by Scenario

Task B Public Engagement & Input before May 1, 2021

1. 13 Interactive Focus Forums

Virtual meetings with breakout groups, in session polling & follow up surveys. There are four general groups: industries, system experts, customers and board members.

- a. Industries
 - a. Healthcare Industry Sector
 - b. Manufacturing Industry Sector
 - c. Information Technology Industry Sector
 - d. Construction Industry Sector
 - e. Unique Maine / Heritage Hybrid Sector
- b. Board Members
 - a. Board by Category Breakout (Business, Labor, Other)
 - b. 1 Board Workshop
- c. System Experts
 - a. State Economic Development Officials
 - b. Higher Education System
 - c. Adult Education System
 - d. Other WIOA Stakeholders
- d. Customers
 - a. Individual Workforce System Customers

b. Business Community Customers

2. Surveys and Other Input

May 1, 2021

- a. Customer Surveys with a Population of 50,000
- b. Business Surveys with a Population of 5,000
- c. General Population Survey online and via text
- d. Expert Survey limited

Task C Local Plan Document

May 25, 2021 for June 2, 2021

Review

The narrative document required by the Maine Department of Labor Policy PY 20-04 Sections 1 thru Section 10 along with specific data analysis, career pathways and workforce development recommendations that are supported by economic development models and plans. Following the Maine Department of Labor Policy PY 20-04,

“[t]he local plan sets strategy to direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure individuals, including individuals with barriers to employment, have the skills to compete in the job market and employers have a ready supply of skilled workers.”¹

The **One Workforce Local Area Plan** will comprise the State required 103 sections that address strategic planning and regional analysis for the workforce system. This will also include descriptions of and recommendations for the Local One-Stop Delivery System, coordination with WIOA funded programs, cooperative agreements, descriptions of best practice implementation strategies for fiscal, performance and other functional accountability and operations suggestions for successful and transparent public practice.

Deadline to info@cwmwdb.org
02/19/21 by 11:59 pm

¹ Maine Department of Labor. (Jan 20, 2020). PY20-04 Local Area Plan Requirements [draft].