

Charleston Green Team Meeting

Wednesday, September 20, 2023

12:00 – 1:30 pm

The meeting will take place in person and over Zoom at the following link:

<https://us02web.zoom.us/j/84517274849?pwd=NzU5ZHA4eFY0ekZibkdZNEpYWENlQT09>

Passcode: 301782

Phone: 305-224-1968 or 309 205 3325

Webinar ID: 845 1727 4849

AGENDA

1. Welcome
2. Adopting the minutes from meeting on August 23, 2023

New Business:

1 WV New Jobs Coalition - Information about Sustainability Fair, October 14
Guests Morgan Wisniewski and Brandi Reece

2. Review and Approve Facilitator for Green Team Strategic Plan
 - A. Terri Reed Cutright & Associates, LLC
 - B. Evan Hansen, Downstream Strategies

Unfinished Business:

1. Position on Yeager Airport Runway Extension Project

Committee Reports:

1. EECBG Development of Plan Committee
2. What to Do with Stuff Committee
3. Designations Committee

Updates:

- A. City Council Environment & Recycling Committee – Chair Brent Burton
- B. Communications – Linda Frame & Patti Hamilton
- C. Opportunities in the Inflation Reduction Act
- D. Sports Complex Green Initiatives
- E. Tree City USA
- F. Consultant for Benchmarking legislation
- G. Recycling Facility Proposal
- H. Green Team Logo

Announcements

Next meeting: (3rd Wednesday is October 18th)

Adjournment

Green Team Meeting Minutes

August 23, 2023

Attendees: Patti Hamilton, Linda Frame, Ted Armbricht, Justin Marlowe, Jennifer Pawley, Dennis Strawn, Quenton King, Robin Sylvester, Stephanie Hysmith, Director Brent Webster, Councilmembers Beth Kerns, Emmett Pepper, and Joe Solomon.

Patti called the meeting to order and quorum was established. She welcomed new member Robin Sylvester. Quenton moved to approve the minutes from July 2023. Jennifer seconded. Unanimous.

New Business

Facilitator for Green Team Strategic Plan: We need a facilitated plan to implement the \$77,000 EECBG grant. Green Team's fund will pay for facilitator. Linda moved that we accept the draft RFP that Patti put together with discussed changes. Quenton seconded. Unanimous. Quenton recommended Dana Kuhnline and Natalia Rudiak from Reimagine Appalachia as well as HUB staff. Patti is a board member at the HUB. Quenton is on the board of Reimagine Appalachia. Linda recommended Leslie Stone and also Dana. Greater Kanawha Valley Foundation (Dennis) and Charleston Area Alliance could also provide names. Mary Hunt or Kent Spellman were also recommended by Councilmember Pepper. Becky King was also mentioned. Patti will add preference given to guiding green initiatives and climate issues and other priorities as stated in our recommendations. They will receive the recommendations we shared with Mayor Goodwin. Quenton moved and Linda seconded sending the proposal to those suggestions. Unanimous. Deadline for a statement of interest is August 31 with proposal due by September 15. Candidate will be selected at September 20 Green Team meeting.

Position on Yeager Airport Runway Extension Project: Councilmember Beth Kerns gave a recap. Save Coonskin Park has 8,000 signatures against the expansion. About half of the park would be underground. She recommends we take a position even though the park not in city limits. Linda suggested inviting the FAA to present to the Green Team. Stephanie expressed her concerns about losing Coonskin Park as well as the airport being moved out of reach. Councilmember Pepper suggested that if the park is lost, we recommend that similar natural land is used to replace it. Patti will invite Dan Virendt to attend the next meeting. Councilmember Kerns thanked the Green Team for bringing this issue to the table. Quenton moved to table this issue until we can get more information. Justin seconded. Unanimous. Ted recommended Blackwell could be improved to take the place of Coonskin Park. Councilmember Kerns said a variance will be required even after the improvements. Norman Shumate III is a possible resource. Justin noted that other entities outside of Charleston will be submitting comments.

Committee Reports:

EECBG Development of Plan Committee: Quenton provided a PowerPoint on the EECBG grant. The Mayor's team submitted the pre-application in April. The final application is due in January

and the Green Team is charged with submitting that to the US Department of Energy. There are 13 broad uses as well as blueprints to use to help streamline the submission process with six categories. Quenton recommends Energy and Planning and Solar and Storage. The EECBG grant committee, Quenton, Dennis, and Jennifer, will meet before the October meeting to identify which categories to pursue and will draft a plan.

What to do With Stuff Committee: The committee will meet with Chuck Hamsher to get his ideas on how to expand the list and ideas. Patti, Jennifer and Stephanie are on this committee.

Designations Committee – committee of Dennis, Rowan, and Jennifer has not yet met.

Updates

City Council Environment and Recycling Committee: has not met.

Communications: Linda will add link to recycling info to our website. Director Webster said that an extra trip to Beckley was added since the blue bins went into use.

Opportunities in the Inflation Reduction Act: no updates.

Sports Complex Green Initiatives: no updates.

Tree City USA: no updates.

Consultant for Benchmarking Legislation: Councilmember Pepper is leading this effort and will get back to us with an update. There is not an RFP yet.

Recycling Facility Proposal: Patti shared information exchanged between City Manager Mishoe and Gorilla.

Green Team Logo: Patti shared some ideas for the logos.

Clean Energy to Communities: US Department of Energy is providing resources and rolling exchange of expertise. We would need to be ready to take action.

The next meeting is September 20, 2023 from noon – 1:30 PM, City Hall, 3rd Floor. Meeting adjourned at 1:26 PM.

Terri Reed Cutright &

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MANAGEMENT
PROFESSIONAL

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TRCANDASSOCIATES.COM

September 13, 2023

Ms. Patti Hamilton
The Green Team
City of Charleston
Charleston, WV 25301

Dear Patti,

Thank you for the opportunity to provide you with a proposal for providing strategic planning consulting services to The Green Team.

I have enclosed a proposal for your review and consideration. As you review my website, <http://trcandassociates.com/>, you will see my professional background is diverse and I have helped many organizations and groups with strategic planning and consensus building most of my career and therefore, I have the skill set to assist your Team. Also, you will see I have been involved in several projects in Charleston over the last 8 years, currently working with the Charleston City Center Business Improvement District. Therefore, having experience and background with the City of Charleston and the Kanawha Valley.

I look forward to discussing my interest in assisting The Green Team.

Respectfully,

/Terri R. Cutright/

Terri R. Cutright

STRATEGIC PLANNING SERVICES PROPOSAL
City of Charleston Green Team

STRATEGIC PLANNING SERVICES



September 13, 2023

Submitted by:

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I. Introduction

Terri Reed Cutright & Associates (TRC) is pleased to respond to a request for a proposal from the City of Charleston Green Team (GT) for facilitation and development of a strategic plan.

TRC's facilitation services have been utilized throughout West Virginia since 2015, facilitating approximately \$38 million of private and public projects, special events, grant development, and strategic planning. Owner, Terri Reed Cutright has 33 years of experience working extensively with non-profit organizations, municipal governments, private partners, all levels of state, political subdivisions, and numerous federal agencies.

II. TRC's experience and its approach to strategic planning

TRC has worked primarily with clients in the state to help build capacity, sustainability, and growth to support the people and communities they serve. Our experience tells us that communication and full participation are essential to strategic planning and key to setting and meeting goals. We believe facilitation is above all, a collaborative process. For the GT stakeholders might include city staff, residents of Charleston, high school and colleges with clubs/majors around green initiatives, and other interested parties.

TRC seeks to maximize participation from these constituencies to ensure a sense of "Authorship and Ownership" over the resulting strategic plan. This process solidifies the shared vision and mission of the team and supports the successful implementation of the plan it builds. We show this approach throughout this proposal in the descriptions of phases, activities, and deliverables.

The TRC team has extensive years of experience in community and economic planning and development, capital projects, grant writing and fundraising, and strategic planning. We examine and build upon recent strategic planning efforts to understand where the organization has been and where it is heading. With a strong foundation in program and project management and a full understanding of the visioning process utilizing the PAEE Inventory (Preserve Avoid, Achieve, Eliminate) method of facilitation, the TRC team works to produce a realistic but future focused set of goals/priorities and objectives. These include identifying the involvement of stakeholders, defining the important steps and timelines, and creating milestones that define the outcomes for a more effective overall evaluation of success at every point along the way.

The TRC team has the passion to help their clients succeed at every stage of the project planning. TRC is in constant contact with their clients working transparently from the project timeline. TRC utilizes a project software called Kantata where the client always has access to their project file. The project file shows all tasks with progress statues, assignments, subtasks, and notes, uploaded documents and files needed for the project, a Gantt chart, resource management, collaboration, and financials. By using Kantata TRC can connect, collaborate, execute, and thrive on every client project.

III. Scope of Work

TRC proposes the following approach to delivering a strategic plan to guide the GT over the next 3 years. The process will be structured in 3 phases over 4 months:

1. **Research** - Preliminary activities will “immerse” the TRC team in understanding the GT operations and practice through the members and the advisory members. The initial meetings/interviews will produce a draft plan for a strategic planning retreat with the members and any other stakeholders that are identified. During this phase, extensive research and data collection will occur including review of bylaws, budgets, previous planning reports, etc.
2. **Planning Retreat:** The planning retreat is designed to achieve organizational agreement on and continued commitment to mission and vision, to provide the PAEE inventory (what do we want to preserve, avoid, achieve, and eliminate), and establish working groups, or subcommittees, around key areas identified and supported by GT leadership. The TRC team will guide the stakeholders toward a work plan that identifies current and desired efforts in program growth, organizational strategy, and focus areas involving people, process, and progress.
3. **Strategic Plan** - TRC will produce the final strategic planning document that will serve as a “touchstone” for both operational decision making and fund development activities in the plan period.

Timeline – The phases, activities, and deliverables described in this proposal – the contract period - will take place from September 30, 2023, through December 20, 2023. TRC remains flexible to amending/modifying to meet the needs of the GT stakeholders.

IV. Activities and Deliverables by Phase

Phase One Activities – Data Gathering (September 30 – October 15, 2023)

Phase 1 will involve TRC and GT discussing the mission, vision, history, current programs/projects, goals/priorities, and the future. During this phase TRC will also be compiling data and customizing the planning session for GT. A general overview of this process is as follows:

- Meet with the designated strategic planning committee to discuss GT and the desired results of the planning sessions.
- Complete extensive review of GT.
- Develop a detailed agenda for the GT planning session and customized materials.

Phase One Deliverable:

TRC will provide meeting notes and a draft and then a final agenda for the GT strategic planning retreat.

Phase Two Activities - Facilitated GT Retreat Session (TBD)

GT retreat session – A full or half day session with members (including any designated committees with authority to set direction for the plan). The retreat will involve structured, highly participatory exercises around Vision, Mission, and Guiding Principles (Values) to create and reinforce alignment on strategic direction. At this session, we will also discuss/select the individuals/subcommittees/roles that are appropriate for execution of the GT Strategic Plan. The assignments moving out of the retreat should represent the GT's current organizational and programmatic structure with identified objectives (e.g., Build organizational strategy, Advocacy and Awareness, Funding/Resources, and Shared/Strengthened Systems). We will be sure that any committee work will advance the work on operations, capacity, fund/revenue development, legal, governance, and collaborative policies and structure.

Phase Two Deliverable:

TRC will provide collect and provide a high-level Strategic Action Plan (SAP) outlining primary goals/priorities, timelines, and responsible parties with feedback and recommendations for on-going teamwork. In this way, we assure the GT is advancing work agreed upon in the session.

Phase Three Activities – Complete summary report of the planning session and final Strategic Plan (December 20, 2023)

The activities in Phase Three will provide the details for crafting the Phase Three SAP document. The strategic plan will serve as a narrative for GT stakeholders that contains, at a minimum, the following:

- Executive Summary – Overview of operation, the needs served, activities, history, mandates, and stakeholders (contains the GT's Vision, Mission, and Guiding Principles)
- Overview of Strategic issues/goals/priorities/and objectives for the GT and its partnerships
- Specific product/service/division description and activities over course of plan period to support strategic plan and identification of the GT's capacity to execute
- PAAE inventory (preserve, avoid, achieve, and eliminate)
- Financial implications of the plan. (Required fundraising/earned income, etc. to support the program strategy) Include the GT's budget/financial/annual reports if required.
- Attachments as appropriate

Phase Three Deliverables – Provide an SAP document. The SAP keeps the strategic plan a living/breathing document that can serve the organization throughout the plan period. This tool can and should be used in each subcommittee and full collaborative session moving forward to monitor progress of the plan and adjust based on the realities on the ground. Diligence with the SAP will assure the strategic plan continues to progress, assuring that priorities and goals are monitored and that issues remain “On the radar screen” of the GT. It also allows for flexibility in your strategic plan if events on the ground require modification to the plan.

Draft and final versions of the GT Strategic Plan. The draft will be presented for approval to GT leadership, and any changes will be included in the final version provided to the GT leadership in December 2023.

V. CONTRACT TERMS

1. Payments to Contractor

Project Price: Based on above information TRC's rate of services is \$5,000 for the contract period of September 30, 2023, through December 20, 2023.

- a. Client shall pay to Contractor for services rendered under this Contract the sum of \$5,000 payable as follows:
 - i. \$1,000 as retainer upon execution of this Contract
 - ii. \$2,000 after a draft copy of the summary report is completed; and
 - iii. \$2,000 upon completion of Phase 3 (October 15, 2023)

2. Expenses

Up to \$50 for training materials if needed such as printing/handouts/charts etc. All Documents are provided in electronic format (MS Word, Excel, PowerPoint, PDF, etc.) and as such, should incur no expense from TRC. Any reproduction of documents will be the responsibility of GT.

3. Term of Contract

This Contract shall constitute the entire agreement between the parties and shall remain in effect December 20, 2023.

4. Notices.

Any notices required or permitted to be given under this Contract shall be sufficient if in writing or by e-mail and if either personally delivered to the intended party or mailed to above address of the party intended to receive notice.

5. Guarantees

Contractor shall use all resources at Contractor's disposal to perform duties as assigned and agreed to by both parties and shall submit same in good faith. However, no guarantee of receipt of funding by the Client is implied or promised by Contractor.

6. Confidentiality

Both parties agree to adhere to strict confidentiality practices.

7. Jurisdiction and Venue

This Contract shall be construed, interpreted, and governed by the laws of the State of West Virginia, and the parties agree that any and all claims or actions under this Agreement shall be brought in Monongalia County, West Virginia.

IN WITNESS WHEREOF, the parties set their hands on the day and year first written above.

Terri R. Cutright, Manager
Terri Reed Cutright & Associates, LLC

Date

Patti Hamilton
City of Charleston Green Team

Date

VI. ORGANIZATIONAL PROFILE

Terri Reed Cutright and Associates, LLC

Terri Reed Cutright – President

Terri R. Cutright is the President of Terri Reed Cutright & Associates (TRC & Associates). Established in 2008, TRC & Associates are a management and marketing company located in Morgantown, West Virginia, specializing in Management and Organization Membership Services, Project Management, Strategic Planning Facilitation, Grant Development, Community & Downtown Revitalization, Special Events, Farmers Markets, Town/Gown, the Art, and Tourism, Fundraising Counsel, Historic Preservation and Economic Development

Below is a sample of recent and current clients focused on the business and economic development sector, government, non-profits, and foundations:



Business and Economic Development

Morgantown Area Partnership
 West Virginia Small Business Development Center
 AECOM/Garrett County, MD
 Charleston Area Alliance
 GAI Consulting
 Sutton Community Development
 Pennsylvania Downtown Center
 The Economic Development Authorities for Monongalia, Preston, and Barbour WV Counties

Government

Morgantown Board of Parks & Recreation (BOPARC)
 City of Elkins
 City of Hinton
 City of Friendsville, MD
 City of Morgantown, WV
 City of Bluefield, WV
 City of Princeton, WV

Non-profit

The Shack Neighborhood House
 SPARK Imagination and Science Center
 Arts Monongahela/Art Council of Greater Morgantown
 Morgantown Community Resources
 PACE, Girls on the Run WVNC
 Empty Bowls Monongalia
 Operation Welcome Home
 The National Main Street Center
 Elkins Mountain Arts District
 Parkersburg Art Center
 Main Street West Virginia
 Mylan Park Foundation
 Greater Kanawha Valley Foundation

A comprehensive list of clients and projects are available on the TRC website at www.trcandassociates.com/projects/.

In December 2015, TRC & Associates received certification as a Socially and Economically Disadvantaged Business (**DBE**) by the West Virginia Department of Transportation Unified Certification Committee and began working on West Virginia transportation projects. President, Terri Cutright, has also served as a peer advisor for West Virginia Department of Arts, Culture & History.

Since 2015 Terri has been able to secure over \$38M in grant funds for her clients. Some notable grants include West Virginia Abandoned Mine Land, Economic Development Authority (Tourism grant), Claude Worthington Benedum Foundation, West Virginia Art Culture and History, CARES Act, Congressional Directed Spending grants, Hazel Ruby McQuain Charitable Trust, and the Weldon Foundations.

TRC & Associates are an active small business member of the Morgantown Area Chamber of Commerce. Terri has been selected to serve as a member of Business Networking International (Mountaineer Chapter) as the representative for Community/ Non-Profit/Economic Development and Business Coaching.

Currently, Ms. Cutright serves on the Advisory Board of Directors for Truist Bank (formerly BB&T), Truist WV Foundation Board, Mountain Line Transit Board, and the Morgantown Area Partnership's Transportation Committee. She also serves on the Board of The Stonewall State Park Foundation and volunteers with her church, Suncrest United Methodist, having acted as their Director of College Ministry for 3 years. She recently served on the Mountaineer Country

Terri Reed Cutright & Associates LLC

Convention & Visitors Bureau and was a 15-year member and led the organization as the Board Chairman 2 different terms.

During her professional career, Terri has served on the Board of Directors in many local and state-wide organizations that work in community development such as WV Preservation Alliance, Arts on the River Festival, and the Metropolitan Theatre Foundation.

Over the last 33 years, Terri has been recognized for her leadership with many awards. In 2015, she was selected as the **U.S. Small Business Administration's West Virginia 2015 Women in Business Champion of the Year**. She also was awarded the **Greater Morgantown Convention & Visitors Bureau 1998 Tourism Award** for her development of the state's first audio historic walking tour.

Terri has presented at the National Trust for Historic Preservation's Annual Conference, numerous National Main Street Center National Town Meetings, and the Illinois Main Street Spring Conference. In her capacity as a community leader, Terri also presented at the Ohio Heritage Conference, Morgantown Area Chamber of Commerce's Economic Summit, West Virginia University's Community Leadership Academy, Monongalia County Leadership and to a variety of city, county and state elected officials. Her featured topics are Main Street success stories, Organization, Economic Development and Promotions/Special Events, Fundraising, Farmers Market Recruitment, Small Business Management, the Arts, and Town/Gown relationships. Terri is a 1999 graduate of the National Trust for Historic Preservation's Main Street Certification Institute in Professional Downtown Management. With 28 years of downtown management experience, she is one of the most experienced professionals in the country in this field.

Terri Cutright graduated from West Virginia University with a BS in Business Administration with a major in marketing. She has also completed graduate hours in personnel management. Upon graduating from college, Terri worked in banking for seven years (Marketing Representative). In 1984, she relocated to Southern West Virginia and Eastern Kentucky with her husband. Prior to moving back to West Virginia, Terri served as a Main Street Program Manager in Prestonsburg, Kentucky and a college instructor in business and marketing at Prestonsburg Community College.

Additional information about the company and testimonials can be found on the web site, trcandassociates.com

ADDENDUM – CLIENT REFERENCES

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Ms. Melissa Wiles

Executive Director

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Board of Parks and Recreation

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Mr. Ron Justice

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Proposal: Strategic Plan for Charleston Green Team

September 14, 2023



**Downstream
Strategies**

Ideas that sustain.

Submitted to:

Patti Hamilton, Chair
Charleston Green Team
Charleston, WV
pattihamil10@gmail.com

Submitted by:

Evan Hansen, Principal
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1. INTRODUCTION

Downstream Strategies appreciates this opportunity to submit a proposal to provide strategic planning services to the Charleston Green Team.

Downstream Strategies is a West Virginia–based environmental and economic development consulting firm with offices in Morgantown, Berkeley Springs, Davis, and Lewisburg. Founded in 1997, we are considered *the* go-to source for objective, data-based analyses, plans, and actions that strengthen economies, sustain healthy environments, and build resilient communities. We combine sound interdisciplinary skills with a core belief in the importance of protecting the environment and linking economic development with natural resource stewardship. We do consulting with a conscience.

Our planning staff includes an AICP-certified planner, as well as planners with degrees and experience in urban and regional planning and community and regional planning. Their experience—and the tools that they employ—will be available to the Downstream project team as we facilitate a strategic planning process for the Green Team.

We are also leaders related to renewable energy, energy efficiency, energy policy, and local initiatives to address climate change—many of the specific topics that the Green Team is prioritizing. Over the last two decades, Downstream Strategies has performed West Virginia–specific policy analyses and released reports on topics ranging from opportunities to develop solar on degraded land, energy benchmarking opportunities for local governments, and the role that energy efficiency can play in addressing rising electricity rates.

We are also very familiar with green teams in West Virginia. Evan Hansen was a founding member of the Morgantown Green Team in 2007 and served until 2010. Later, Joey James served as chair for three years. Downstream Strategies was also instrumental in starting the Alderson Green Team, which was active approximately 10 years ago.

With this background and experience, we can not only facilitate productive strategic planning sessions, but we can also serve as a technical resource as Green Team members consider the best plan of action as it charts a path for the next two years.

2. EXPERIENCE

The following selected projects highlight our team's experience in planning and facilitation as well as energy and climate. Information about these and many other Downstream Strategies projects can be found at www.downstreamstrategies.com/projects. References are available on request.

City of Ravenswood Strategic Plan (Ongoing)

Client: City of Ravenswood, West Virginia

Downstream Strategies is leading Ravenswood's effort to update its 2018 comprehensive plan and to recommend zoning ordinance changes. The process included over 40 interviews with community stakeholders, coordination with staff and administration, and work sessions with the Planning Commission and City Council. Although the comprehensive plan was recently completed, the announcement of a titanium melt facility powered by a first-of-its-kind solar energy micro-grid at Ravenswood's doorstep brings housing, land use, and infrastructure challenges to the forefront. The plan's growth framework will prioritize infill, redevelopment, and downtown revitalization that celebrates Ravenswood's river-town charm. Final deliverables will include an implementation strategy to outline the next steps to advance the plan forward with targeted zoning code updates.

City of Huntington 10-year Comprehensive Plan Update (Ongoing)

Client: City of Huntington, West Virginia

<https://storymaps.arcgis.com/stories/ba855faa306b41478b6249dc1dadb94e>

Downstream Strategies, together with the Land Use and Sustainable Development Law Clinic at the West Virginia University College of Law, are leading the City of Huntington's effort to update its comprehensive plan. The City sought a team to lead a community planning effort that uses creative outreach techniques to engage a diverse range of people who live, work, and play in Huntington. To meet this goal, we developed a Community Engagement Plan that states the team's guiding principles, identifies community stakeholders, lists engagement and input opportunities and desired outcomes, and establishes a project timeline. To date, the public engagement effort included establishing a steering committee to guide the planning process, designing and launching a comprehensive plan landing page, launching a community survey with over 1,000 responses, and hosting a community event during the Juneteenth Festival of Huntington.

Charging West Virginians: How Utility and Public Service Commission Actions Continue to Increase Electricity Bills (2023)

Clients: West Virginia Citizen Action Group and Energy Efficient West Virginia

West Virginia's residential electricity rates more than doubled between 2005 and 2022, outpacing the increases in all five surrounding states and in every other state in the country. In this report, Downstream Strategies assesses the factors contributing to this steep rise in rates, including (1) regulators and utilities doubling down on aging coal-fired power plants, (2) record-high cost recovery cases filed by utilities, (3) non-competitive resource procurement practices employed by utilities, and (4) a lack of energy efficiency programs available for consumers to take control of their electricity consumption.

Benchmarking Primer and Roadmap for Local Government (2021)

Clients: West Virginia Office of Energy and Energy Efficient West Virginia

<https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/BenchmarkingReport.pdf>

Benchmarking is the process of measuring and then comparing a building's energy performance against itself, modeled buildings, or comparable buildings over time, which allows building owners and operators to compare operational costs and set reduction goals. Downstream Strategies wrote this primer to introduce local West Virginia governments to energy efficient benchmarking concepts, tools, and approaches to manage expenses while detailing the local economic benefits and job creation potential of energy efficiency programs.

West Virginia Energy Code Primer (2021)

Clients: West Virginia Office of Energy and Energy Efficient West Virginia

<https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/West-Virginia-Energy-Code-Primer.pdf>

Energy codes are widely used building codes that reduce energy use by regulating the design and components of buildings, such as heating and air conditioning systems, ventilation, wall insulation, windows, and lighting. The West Virginia Legislature updated the state energy code for residential buildings in 2013 and the energy code for commercial buildings in 2019; however, only a handful of West Virginia cities and counties have adopted and currently enforce these energy codes. Energy codes promote good building practices and safeguard both occupant and building health by preventing dangerous conditions caused by poor moisture and air control, such as mold growth, structural rot, air contamination, and the spread of smoke and fire. Additionally, they have the potential to save West Virginians thousands of dollars if their city or county adopts and enforces state building energy codes.

Line of Sight: North Central West Virginia Comprehensive Economic Development Strategy 2022-2026 (2022)

Client: Region VI Planning and Development Council

<http://www.regionvi.com/events/RegionVI-CEDS-Plan.pdf>

Downstream Strategies completed a Comprehensive Economic Development Strategy (CEDS) for the Region VI Planning and Development Council, which is the U.S. Economic Development Administration-designated economic development district for North Central West Virginia. The CEDS is a five-year economic plan to guide the growth of jobs, commerce, and community development. It is a strategy-driven plan guided by a diverse workgroup of local representatives. Our team developed the CEDS through local input, statistical analysis, and integration of economic development principles and practices. This CEDS identifies key themes that surfaced during the research process and during interviews conducted with stakeholders. It also details strategies that capitalize on strengths and opportunities to empower communities to build upon successful economic sectors and to pursue new and sustainable avenues for prosperity to grow the region's diversifying economy.

Alderson Strategic Riverfront Enhancement Plan (2018)

Client: Town of Alderson, West Virginia

<https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/alderson-plan.pdf>

Downstream Strategies facilitated community design charrettes and visioning sessions to engage local residents and stakeholders in this project, which resulted in a plan guiding the redevelopment of Alderson's downtown river frontage on the Greenbrier River. Proposed enhancements included extending existing trails to create a contiguous loop for pedestrians and bicyclists that link to waterfront access for swimmers, anglers, and boaters. The final plan provides graphic visualizations of river access sites and a full implementation plan with complete cost estimates.

Prospects for Large-scale Solar on Degraded Land in West Virginia (2017)

Client: Appalachian Stewardship Foundation

https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/utility-scale-solar-report_2-21-17-1.pdf

As solar markets have exploded and the new low-carbon economy has improved its footing, West Virginia's economy has crumbled. West Virginia's miners and the once-prosperous companies that employed them have fallen on hard times. West Virginia's small towns and rural communities are dotted with degraded lands, including former mines, hazardous waste sites, landfills, Superfund sites, and Brownfield sites. This report examines the opportunities for large-scale solar development on these sites. The authors also explore the environmental and economic impacts of this type of development in the Mountain State.

Mountain Maryland Energy Advisory Committee (2015)

Clients: Board of County Commissioners of Garrett County and Allegany County

Downstream Strategies facilitated a strategic planning process for, and provided technical assistance to, the Mountain Maryland Energy Advisory Committee. This work group was established to advise the Board of County Commissioners of Garrett County and Allegany County, Maryland on local and state policies, regulations, programs, and legislation to help guide energy planning, with the goal of maximizing likely positive effects and minimizing potentially negative consequences of energy development.

A Windfall for Coal Country? Exploring the Barriers to Wind Development in Appalachia (2012)

Clients: U.S. Department of Energy and The Mountain Institute

https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/DS_wind-technical-report-final.pdf

Several coal-producing states in Appalachia also boast significant wind resources. This report identifies barriers to wind development in Appalachia and suggests methods for overcoming these barriers. Barriers include those related to geography, environmental impacts, policies, and economics. The report concludes that there are many opportunities for wind development in Appalachia, even in its coal-producing counties.

Blue Ridge Mountain Communities Area Watershed Plan—Future of the Mountain: A Common Vision for the Jefferson County Blue Ridge Mountain Communities Area (2010)

Client: County Commission of Jefferson County, West Virginia

https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/JeffersonCo-Common-Vision_FINAL.pdf

The Blue Ridge Mountain Communities Area in Jefferson County, West Virginia lies within the Shenandoah River watershed, a major tributary that affects the water quality of the Chesapeake Bay. This common vision document is based on a facilitated public outreach process with the residents and stakeholders, and it lays the foundation for a watershed plan.

The Prospects for Landfill Gas-To-Energy Projects in West Virginia (2006)

Client: The Mountain Institute

https://downstreamstrategies.b-cdn.net/wp-content/uploads/2023/05/Prospects_for_landfill_gas-to-energy_WV_May2006.pdf

This report explores the prospects for landfill gas-to-energy projects in West Virginia. Landfill gas is frequently flared, even though it is an energy-rich resource that can be used to generate electricity or heat, thereby reducing emissions. The report identifies barriers to the capture and use of landfill gas at public landfills and provides recommendations for regulatory changes that would increase the number of landfill gas-to-energy projects in the state.

3. KEY PERSONNEL

Evan Hansen will serve as the primary point of contact with the Charleston Green Team and will take the lead in facilitating the process and writing the final report. Joey James will assist in facilitating the process and will serve as a technical resource for the Green Team related to energy-related options. Mr. Hansen and Mr. James will be joined on this project by Brennan Williams, who will make available his successful experience in stakeholder engagement and community planning. Staff support at Downstream Strategies will also be provided as needed.

Evan Hansen, Principal

In Mr. Hansen's 30+-year consulting career, he has managed interdisciplinary research teams, facilitated group processes, performed quantitative and qualitative policy and scientific analyses, provided expert testimony, and developed computer tools. He facilitated the Mountain Maryland Energy Advisory Committee in Garrett and Allegany counties to advise county commissioners on local and state policies, regulations, programs, and legislation to help guide progressive energy planning. In West Virginia, Mr. Hansen has assessed opportunities for landfill gas, wind, solar, and energy efficiency. He represents Monongalia County in the West Virginia House of Delegates, where he has a front-row seat to the state's evolving energy policy as Minority Chair of the House Energy and Manufacturing Committee.



Mr. Hansen earned a B.S. in Computer Science and Engineering from M.I.T. and an M.S. in Energy and Resources from University of California, Berkeley. This interdisciplinary degree combines public policy, economics, environmental science, and engineering.

Joey James, Principal

Mr. James is an expert in solution-oriented economic development and planning for transitioning economies. He applies a multidisciplinary approach to solve problems for clients in the nonprofit, public, and private sectors and has worked extensively in econometric analysis, capacity building, asset-based economic development, energy systems analyses, and geographic information systems. Mr. James' technical analyses, strategic plans, and feasibility studies have guided focused investment and revitalization efforts across the Appalachian Region and beyond. Mr. James' work connects nature and economy through innovative analyses and solutions that empower diverse communities to make management decisions and expand local economies. In recent years, his work has resulted in the award of over \$150 million for implementation of innovative projects that help former coal communities reclaim their economic well-being.



Mr. James earned a B.A. in Geography from WVU with a Certificate in GIS and Remote Sensing. He also holds a Certificate in Energy Resilience from George Washington University.

Brennan Williams, J.D., AICP, Community and Economic Development Planner

Mr. Williams is a city and regional planner with over six years of professional planning and zoning experience at the municipal level. As the Director of Planning for the City of Travelers Rest, South Carolina, he managed and coordinated many planning and special development projects. Mr. Williams has specialized knowledge in stakeholder facilitation, comprehensive planning, neighborhood planning, zoning code development and implementation, urban design, and stakeholder engagement.

He received his Master of City and Regional Planning from Clemson University, his J.D. from the Charlotte School of Law, and a B.A. in Political Science from the University of South Carolina. He is also a member of the South Carolina Bar.



4. SCOPE OF WORK

With an unprecedented amount of federal funding available to address climate change in the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA), the Charleston Green Team is faced with numerous options for reducing greenhouse gas emissions while securing new local jobs and improving the quality of life for Charleston residents. We understand that the Green Team seeks a facilitator to help pare down its overall plan of recommendations and goals so that the group can focus on specific priorities for the next two years. The final deliverable will be a strategic plan for presentation to the mayor and City Council.

The Green Team has already identified several potential projects, including implementing the 2021 building efficiency benchmark ordinance; completing a greenhouse gas inventory; writing a community engagement plan; and creating a climate, sustainability, and resiliency and action plan. The Green Team also aims to make the most strategic use possible of the \$250,000 that Charleston City Council has made available.

In general, the strategic planning process will help the Green Team identify:

1. funding sources,
2. projects, and
3. implementation options.

Agreeing on an overarching goal will be part of this strategic planning process, but a potential starting point would be to identify the largest amount of reasonably achievable funding that will allow the Green Team and its partners to implement the most impactful projects to reduce greenhouse gas emissions while securing new local jobs and improving the quality of life for Charleston residents.

We propose proceeding according to the following tasks.

4.1 Task 1: Kickoff meeting

After executing a contract but before the strategic planning process begins, the project team will host a kickoff meeting with the Green Team by video conference to:

- introduce the project team to key Green Team participants;
- define expectations and clarify any remaining uncertainties;
- review the scope of work, milestones, deliverables, and strategic planning session(s) logistics; and
- agree on a strategy to complete the strategic plan on time and within budget.

4.2 Task 2: Document review

Immediately following the kickoff meeting, or sooner if possible, we will begin a document review, which will include:

- previous recommendations provided by the Green Team to the mayor or City Council;
- previous work products completed by the Green Team, whether successful or unsuccessful;
- programs from the IIJA and IRA—as well as other relevant federal, state, and local programs—which may provide resources to the Green Team to help facilitate progress; and
- any other documents identified at the kickoff meeting.

This document review process will be ongoing throughout the project; however, it will be promptly initiated at the start of the project, and all then-known documents will be reviewed before the stakeholder planning session.

4.3 Task 3: Pre-session meeting with Green Team leadership

After reviewing documents, the Downstream team will meet with Green Team leadership to discuss its initial findings and to make detailed plans for the strategic planning session(s) with the full Green Team. It is anticipated that this meeting will occur by video conference.

4.4 Task 4: Strategic planning session(s)

The request for proposals presents two options for the strategic planning process: a single one-day session or two half-day sessions. Our team is open to both options. We will choose between these options after consulting with Green Team leadership at the kickoff meeting (Task 1).

We recognize that Green Team members serve as volunteers—and for this reason we lean toward holding two half-day sessions. This would likely provide greater flexibility in terms of days of the week (weekdays versus weekends) and times of the day (mornings, afternoons, or evenings). One session could be held during a weekday evening, and the other one could be held on a Saturday morning, for example. A second benefit of holding two sessions is that the Downstream team would put in work between the sessions and produce an outline or a draft plan for feedback during the second session. Between meetings, our team would also research and answer any technical questions raised at the first meeting.

Although we lean toward two meetings, we are open to facilitating a single one-day session, which could be on a weekday or weekend, depending on the will of the Green Team. Some Green Team members might prefer participating in a single one-day session, even though it is longer, because it would only disrupt one day.

While our approach will be refined with feedback gathered at the kickoff meeting (Task 1) and at the pre-session meeting (Task 3), we suggest that the strategic planning process include:

- input from Green Team members via an online survey conducted before the session(s);
- interviews with Green Team leadership before the session(s);
- development of a strategic plan vision and mission;
- a strengths, weaknesses, opportunities, and threats (SWOT) analysis;
- a facilitated process to identify the highest-priority funding sources and projects;
- development of specific goals, objectives, strategies, and timelines aligned with the highest-priority funding sources and projects; and
- development of metrics for the periodic evaluation of the successful implementation of the strategic plan.

4.5 Task 5: Draft strategic plan

The Downstream team will then get to work drafting the strategic plan. If two sessions are held, an initial draft of the plan will be presented to the Green Team during the second session.

4.6 Task 6: Post-session meeting with Green Team leadership

After the strategic planning session(s) are held, we will share a final draft plan with Green Team leadership. We will then meet with Green Team leadership for feedback. We budget for this meeting to be held by video conference.

4.7 Task 7: Final strategic plan

We will then finalize the plan. Our suggested outline for the plan includes:

1. **Strategic plan vision and mission.** The strategic plan vision and mission will have been developed at the planning session(s).
2. **Funding sources.** The plan will identify specific funding sources from the IIJA, IRA, and other federal, state, and local programs that are reasonably achievable and best aligned with the Green Team's priority projects. For each funding source, it will also identify whether the proposal can be written by the Green Team itself or whether assistance will be required from the City of Charleston, consultants, or other partners.
3. **Projects.** Projects will be prioritized and linked with specific funding sources, including a Plan B if the originally sought-after funding source is not secured. For each project, the plan will describe the role of the Green Team and other partners, whether consultants will be required, a budget, and a timeline.
4. **Implementation.** Successful scaling up the Green Team's efforts to secure funds and complete projects will require thoughtful, intentional implementation efforts. The strategic plan will address implementation by identifying what can reasonably be achieved by Green Team members versus partners or consultants. It will also include the metrics developed during the planning session(s) for the periodic evaluation of the successful implementation of the strategic plan.

5. TIMELINE AND BUDGET

We understand that time is of the essence and that the strategic plan will be completed in 2023. While this compressed timeline will be a challenge, we will dedicate the resources necessary to meet it.

The timeline illustrated below assumes that the project starts on October 1 and that two half-day planning sessions will be conducted: one in October and one in November. It can be adjusted if a single full-day planning session is held instead.

Our proposed not-to-exceed budget of \$20,000 includes 156 hours of labor at an average charge rate of approximately \$126.40 per hour, plus travel expenses for one in-person planning session in Charleston.

Task	Oct	Nov	Dec
1: Kickoff meeting			
2: Document review			
3: Pre-session meeting with Green Team leadership			
4: Strategic planning session(s)			
5: Draft strategic plan			
6: Post-session meeting with Green Team leadership			
7: Final strategic plan			

NOTES: WHAT TO DO WITH STUFF

(from meeting with Chuck Hamsher)

Places to add or to add to more stuff categories:

Vo Tech Colleges (??)

Heart & Hand

Faith In Action

Recovery Point - toiletries

Ray of Hope

RCCR - Quarrier St

Fellowship Home

Union Mission

Roark Sullivan (??)

Sojourners

Stuff to Add:

Gardening equipment

Chair lifts (put on hospital bulletin boards)

Cars - Good News Mountaineer Garage

Old TVs - DEP drop-off / gamers want old TVs

Mattresses - no use; trash

Food (non-perishable) - Manna Meal & Covenant House

Paint -Restore

General Notes:

What does hospice do with meds they prescribe?

Meds generally - take to City Police

City Sanitation Dept - talk with them

Collections & "Boomer Stuff" - Talk to someone who knows such as vintage store

Appraisers - (also for collections) - art store, antique store, jewelry store for recommendations

"Don't get into a rush" - Plan ahead when moving, downsizing, selling a house; 30 days is not enough

Old magazines not recyclable; might be collectible

Find out pick-up availability & restrictions at some of our places

Have a moving sale, living estate sale - Be Creative

ADDITIONAL INFO - FROM CONVERSATION WITH KANAWHA VALLEY SR SERVICES

STAFF:

Diapers - People often have cases of them when they die; Health Rite, KVSS

Medical Equipment, Sleep machines - Health Rite

Office Supplies (several organizations need them)

AARP is good resource and has some info on this topic

Stuff no one wants: Need to list hauling/recycling services

STUFF	WHAT TO DO WITH IT			
Appliances	Goodwill	Restore	Salvation Army	
Art (Should it be appraised?)	Goodwill	Estate Sale		
Automobiles	Goodwill	Good News Garage		
Books	Goodwill	Salvation Army	Little Free Libraries	Book Stores
Cabinets/Counters	Restore			
Cell Phones	Target	Lowes		
Clothing, Shoes, Accessories	Goodwill	Salvation Army	YWCA store	Mountain Mission
Electrical Supplies	Goodwill	Restore	Goodwill	Heart & Hand
Electronics	Restore	Goodwill	Staples	Best Buy
Fixtures (Kitchen & Bath)	Restore	Goodwill	DEP	
Flooring	Restore	Goodwill		
Furniture, Lamps, Rugs, etc.	Restore	Goodwill	Estate Sales	
Hazardous Waste	DEP			
Housewares	Goodwill	Restore		
Ink Cartridges	Staples			
Luggage & Tote Bags	Goodwill	Restore	Foster Centers	Salvation Army
Lumber	Restore			
Medical Items (walkers, wheelchairs, medicines, etc.)	Goodwill	Faith In Action	Heart & Hand	
Outdoor/Sports Equipment	Goodwill			
Paint	Restore	DEP disposal		
Personal Care Items	Heart & Hand			
Pet Food and Items	Heart & Hand	Animal Shelter		
Punching Items	Restore	Goodwill		
Rechargeable Batteries	Staples	Lowes		
Tools	Goodwill	Restore	Salvation Army	
Toys	Restore	Goodwill		
Vacuums	Goodwill	Restore	Salvation Army	
Windows/Doors	Restore			
Bedding/Blankets	Animal Shelters			
Eye Glasses	Lions Club			
Children's Items (Cribs, Playpens, etc.)	Restore	Goodwill	Salvation Army	Heart & Hand
Various Collections	Goodwill	Estate Sales		
Costume Jewelry	Goodwill	Estate Sales	Consignment Shops	
Christmas / Holiday Decor				
Social Media sites such as "Buy Nothing" and Facebook				
Yard Sales are good options for getting rid of stuff.				

*Consider giving luggage to foster child placement centers

*Used car seats cannot be donated