

THE AGENCY

BROOME COUNTY IDA / LDC

BROOME COUNTY INDUSTRIAL DEVELOPMENT AGENCY

GOVERNANCE COMMITTEE MEETING

August 19, 2020 – 11:30 a.m.

The Agency Conference Room, 2nd Floor

FIVE South College Drive, Suite 201

Binghamton, NY 13901

AGENDA

- | | | |
|----|---|-----------|
| 1. | Call to Order | R. Bucci |
| 2. | Accept the July 15, 2020 Governance Committee Meeting Transcript | R. Bucci |
| 3. | Public Comment | R. Bucci |
| 4. | Review/Discussion/Recommendation to Accept the FGEIS Regarding the Former BAE Site Located at 600 Main Street, Johnson City, New York and Directing the Filing and Publication Thereof as Required by Law and Regulation | S. Duncan |
| 5. | Review/Discussion/Recommendation to Authorize The Agency, to Enter into a Contract with Chmura Economics & Analytics, LLC for a Strategic Workforce Plan for Broome County, New York, for a Period of Nineteen Weeks from Kick-off Date | S. Duncan |
| 6. | Adjournment | R. Bucci |

BROOME COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Governance Committee Meeting Transcript

Held telephonically, July 15, 2020, commencing at
11:15 a.m. Adjourned at 11:34 a.m.

[See attendees at end of Transcript.]

REPORTED BY:

Carrie Hornbeck, Executive Assistant

Broome County Industrial Development Agency

Chairman Bucci: Good morning. We will begin our Governance Committee meeting. I'll reflect, based on who I can see as members of the committee: Rich Bucci is in attendance, Cheryl Sacco is in attendance, Jim Peduto is in attendance, so we do have a quorum.

Call the meeting to order. Our first order of business is to accept the Governance Committee Meeting Transcript from the June 17th meeting. That was forwarded by Carrie to all members. Members had an opportunity to review and make any additions, deletions, or modifications. Those would be sent in. So, any of those changes would have occurred; so I will move to accept the transcript, as it was presented and/or modified.

Mr. Peduto: So, moved. Jim.

Ms. Sacco: Seconded. Second.

Chairman Bucci: Moved by Jim; seconded by Cheryl. Thank you.

Next item on the agenda is our Public Comment section.

Ms. Sacco: Wait. Do you want us to vote?

Chairman Bucci: Oh, yeah, I guess we can vote on that.

[Laughs.]

Chairman Bucci: All in favor of accepting the minutes?

Unknown: [I -- in unison.]

Chairman Bucci: Any oppose? Motion carries.

Okay. Now, we open up to our Public Comment section. If there is anyone listening, or joining us by video, who would like to speak, I would ask them now to identify themselves and make themselves known, and they would have five minutes to address the Governance Committee Meeting. Hearing or seeing no one, I will close that section of the meeting and move on to our first item on the agenda.

It's a Discussion to Authorize The Agency to Expend an Amount Not to Exceed \$36,000.00 for the Repair and Restoration of the Façade of the Boscov's Department Store Located at 11 Court Street and 13 Court Street in the City of Binghamton. Stacey.

Ms. Duncan: Yes. Thank you. Yes. This request came to us directly from Mayor David -- he reached out to me about two weeks ago. I've been working closely with the Mayor on addressing some of the issues related to the building, as it relates to funding from the state through previous Regional Economic Development Council processes. Just prior to COVID, we were very, very close to getting the funding that was required to do those renovations and to do a longer-term lease with Boscov's, through the Greater Binghamton Fund. It was listed and ranked as a priority project in that program. Just prior to COVID, actually, we were supposed to be announcing additional funding through that program. So, as you can imagine, now everything is very much in limbo on the status of state incentives -- but that does not mean the building does not continue to deteriorate, unfortunately. So, the Mayor reached out with regard to a specific repair on the Court Street side -- if you've been down there, you will notice that that is -- the sidewalk is blocked off, for public safety purposes. Asked if historically -- with our involvement with Boscov's -- if we've ever run into this -- which, we had not -- so, as you noted via

email, I wanted to get a -- feedback from the Board -- and Joe and I did some background -- because it was my understanding we were not an official title on this -- but we were -- you know, there is a PILOT for the purposes of the lease payment from Boscov's to the City of Binghamton. We do -- it was one of the few Sale/Leasebacks that we do -- traditionally, we do Lease/Leasebacks -- so that, in this role, we are the owner of the facility -- so, the request from the Mayor was to go

I am getting a lot of feedback -- I don't know if somebody needs to mute -- is anybody else getting that? I'm not sure.

Chairman Bucci: I'm getting it, too.

Ms. Duncan: Yeah, so if you could mute -- maybe, Tom, it might be your -- are you muted?

Ms. Abbadessa: I just muted Tom -- I muted everybody.

Ms. Duncan: Okay. It's much better now, yes. So, the request was given -- the significance of the building, and given that the role that we've played with Boscov's historically, would we consider a

partial payment or partnership with the city on some of those necessary repairs? I sent that to the Board, so, we are looking at an amount not to exceed \$36,000.00. I sent you -- I had asked the Mayor for some background on -- you know, any estimates, any quotes, any proposals he's received on those repairs, and forwarded that to the Board. I believe, it is through Binghamton Precast. Now, I think Dan Crocker -- you're on the line, correct? You had gotten some other information on the type of construction materials that were involved, so, did you want to -- did you want to just bring that up with the Governance Committee? Dan brought that to my attention just yesterday.

Mr. Crocker: Yeah, I was with a friend of mine on Monday -- Bob Cunningham -- he's a brick mason. He started working for Sarkisian Brothers when he was 14 -- he is 78 now. He owns his own construction building business [a masonry business]. He was on the project when they did that. Those are hand-laid bricks -- that whole façade. They are not -- they are not panels. The only panels are the actual limestone in the bricks.

Ms. Duncan: Okay, so we will need to get some clarification on the actual type of material and repair that will be needed, but I think for the purposes of Governance, what I am asking the Governance Committee, is to consider recommendation to the full Board that we partner to an amount not to exceed \$36,000.00 on any necessary repairs, as we continue, myself and Mayor David, to work with the state on longer-term funding for that. In addition, one of the things I would recommend that we do, is make that payment for that -- you know, also, contingent -- that if and when monies are received from the state, that that payment would be -- you know -- we would be reimbursed for that payment, if that's something the Governance Committee would recommend -- that upon any receipt of funds from New York State, we would be paid back that amount. So, I would bring that up for discussion.

Mr. Crocker: I had one other question, Stacey. That company out of Jessup -- why were they chosen for that? Are they some type of specialty company or . . .

Ms. Duncan: I will find that out. Upon your email to me, Dan, I have a list of some questions -- I will reach out to the Mayor after today and get some more clarification on that. That, I don't know -- if it was a specialty or not, but I will reach out to the Mayor on that.

Mr. Crocker: Okay. I looked at their website and they didn't seem like they were any -- they did one project at Bloomsburg University -- but certainly, a local general contractor here . . .

Ms. Duncan: Could do that work . . .

Mr. Crocker: Yeah.

Ms. Duncan: And that would be also, something we could -- you know, we would want to discuss it, as well, as contingent -- our partnership contingent upon certain factors.

Ms. Sacco: Yeah, and the dollar amount -- depending on who the actual actor is who is paying for it, being about thirty-six, it may have to be competitively bid, which may be why it's not a local person -- maybe it was the lowest responsible -- but

we want to make sure that it was -- it complies with general municipal law.

Ms. Duncan: Yep. Absolutely.

Chairman Bucci: So, Stacey, is [sic] -- the thirty-six represent 50% of what the total project cost is anticipated to be?

Ms. Duncan: Yes. According to Mayor David, it was a seventy-two -- yep, a rough -- an approximate repair in the amount of \$72,000.00 and he requested would we consider going in at 50% of that cost.

Chairman Bucci: Okay. So, to Dan's point, though, hypothetically, if it's determined that the project is of greater intensity than we might think, we're still locked in at our thirty-six, right?

Ms. Duncan: Yes.

Chairman Bucci: So, if it goes up -- you, know, then -- that really, any additional cost will fall on -- to the responsibility of the city.

Ms. Duncan: Yes -- and/or Boscov's. Yes, that would be my recommendation, that we have a not-to-exceed amount.

Chairman Bucci: Okay.

Mr. Crocker: Another thing I saw in that proposal from the company from Jessup -- they were going to bring a [sic] engineer with them -- I would hope that the engineer would be licensed in New York.

Unknown: Good.

Ms. Duncan: Good point. We will check on all those -- we will check on all those points -- and I am guessing, now we are speaking, that the Jessup connection was through -- just directly through Boscov's, but I will address that with the Mayor and make sure that we're -- that they are complying with our -- you know -- labor policies, if we were to participate in anyway, financially on this. Absolutely.

Chairman Bucci: Any other questions for Stacey? Any other discussion? Okay, seeing none, I will entertain a motion to approve.

Ms. Sacco: I'll make the motion, contingent upon what Stacey was talking about -- getting reimbursement if there is state money and obviously, Stacey addressing those concerns with the city.

Chairman Bucci: Is there a second? Jim seconded? Okay. All in favor?

Unknown: [I -- in unison.]

Chairman Bucci: So, Stacey, when we present this to the full Board, do we want to just -- we will add that contingency, that if there is any state money, that we would get reimbursed -- is that how we will frame it, or . . .

Ms. Duncan: Yeah, and that it will -- and that the project will be compliant with our local labor policies.

Chairman Bucci: I guess what -- in your presentation, you can reflect what. . .

Ms. Duncan: Sure. Will do.

Chairman Bucci: Okay, the next order of Business is a Recommendation to Authorize The Agency to Execute and Deliver all Documents Necessary to Effect the Transfer of the Existing Lease Agreement Between Gannett Satellite Information Network and The Agency Covering the Premises Located 10 Gannett Drive 90 CFJ Boulevard [sic], Johnson City. Stacey.

Ms. Duncan: Yes. So, if you recall, we have had a PILOT on the Gannett building since it was built -- back, I think, in 2005 or 2006. That PILOT was a fifteen-year, with the last five years being at 0% abatement, or 100% taxes. So, the property is still owned by Gannett. They are paying at 100% taxes. There is a buyer doing their due diligence and it was the request of that buyer, in communication with Joe Meagher and Gannett, that they extend the lease, and therefore, PILOT -- that they have -- what we have with that building -- through -- for one additional year, during this due diligence period. I will note, again, that when we say PILOT, it is at 100% taxes, because the way the PILOT was structured, the final five years -- they were paying it. So, they are paying 100%, so we are not amending anything in the PILOT schedule, as far as the percentage of abatement goes. We are just extending it for a year, similarly to what we do with Boscov's, in some regards. So, that would be the action of the Governance today -- is to approve the extension of the lease and therefore, PILOT, on that property, while the sale process continues.

Attorney Meagher: This is Joe. Can you hear me?

Ms. Duncan: Oh, there he is!

Attorney Meagher: Okay.

Ms. Duncan: Hi Joe.

Attorney Meagher: I spoke with Joe Cook about this, and he was fine with it, and said it may even be a benefit for the taxing authorities, because it may delay it going to tax exempt, which the foundation or the BFSS would be -- so, as long as they are paying at 100%, he's fine with it.

Ms. Duncan: That's fine. Yeah -- and the foundation Joe is referring to is the Binghamton University Foundation.

Chairman Bucci: They are looking at purchasing that property?

Attorney Meagher: Yes.

Ms. Duncan: They are. Yes, they are in their due diligence period now for their book storage -- their computerized book-storage facility.

Chairman Bucci: So, then, when they purchase it, that takes it off the tax rolls, though, right?

Attorney Meagher: It will, but the timing is, kind of, the issue -- and, if it doesn't get done before March 1st, then it will be another year on the PILOTs, in effect.

Chairman Bucci: Oh, no, I think that's a good -- from that perspective [inaudible] -- it's to the taxing authorities' advantage to keep it on the rolls as long as they can, obviously.

Ms. Duncan: Yeah. Exactly.

Chairman Bucci: Okay. Any other questions for Joe or Stacey? Or, any discussion on the issue?

Ms. Sacco: I just want to thank Joe for -- because that was going to be my question -- is, how is this affecting the local taxing authorities -- and we'll give them the appropriate notice, right, Joe -- that this is extended?

Attorney Meagher: Yep.

Ms. Sacco: The timing of it . . .

Attorney Meagher: I've already talked with Joe Cook about it and at the end of the day, the PILOT is at 100% -- they'll keep paying the 100%, under the lease.

Ms. Sacco: Yeah, I just want to make sure that not just the assessor knows, but the taxing entities -- because as you know, we had some issues with the schools, of when their budget is, and -- cause when these do -- things do fall off, it affects the tax cap.

Attorney Meagher: Yes.

Ms. Sacco: I just want to make sure we do send notices to the schools and any other -- the town and the county, and . . .

Attorney Meagher: We'll do.

Ms. Sacco: In this case, the village.

Ms. Duncan: Yeah.

Ms. Sacco: Thank you.

Chairman Bucci: Has Gannett taken all their printing equipment out of there? Is that all gone?

Ms. Duncan: They have, yeah. They did that a while -- some time ago.

Chairman Bucci: That's too bad. Okay. . .

Mr. Crocker: The . . .

Chairman Bucci: Go ahead. . .

Mr. Crocker: So, the Southern Tier Hemp was gonna [sic] look into buying, right? They had trouble with the . . .

Ms. Duncan: Yeah. . .

Mr. Crocker: The lease . . . the deed documents, to put to use, for whatever they wanted to?

Ms. Duncan: Yeah, so there was sort of a -- there was a tri-party agreement between -- well, there's the land owner and then there's the Visions building, the Walmart and the Gannett building, and then, with that, there was [sic] a number of deed restrictions placed on the building. So, Southern Tier -- strangely enough -- that it could only be used for the manufacture -- the manufacturing of print publications -- which, you know, they didn't see the writing on the wall with the internet -- but, Southern Tier Hemp was working for some time to get that deed

restriction removed in its entirety. What happened was they were able to successfully add hemp processing as a [sic] allowable use. My understanding is the principal at Southern Tier Hemp then, you know, said no, I want it completely -- and I don't -- this is sort of hearsay, so please take that, for what it is -- was that their request was that the deed restrictions be removed, in entirety. Southern Tier Hemp said -- and Gannett said listen, we've allowed hemp -- or the owner of the land -- excuse me -- and they couldn't come to terms with this, so Southern Tier Hemp had walked away from the purchase. That's my -- that's what I was -- explained to me by one of the commercial brokers involved with the project. So, that is not moving forward anywhere in town that I am aware of. During that time, we did entertain -- you know -- we did encourage Michael Falcone to look at other buildings in Broome, should he just -- you know, not be able to reach the finish line with this one -- which he did. I know he looked at a couple other places, but I've not heard of any activity related to that company or that project since.

Mr. Crocker: So, the intended use of Southern -- there is no problem with restrictions whatever. . .

Ms. Duncan: For this purpose, no. Yeah, there -- they were -- that's already been an accepted use -- it's my understanding, from the university.

Mr. Crocker: Thank -- I just want to make sure I was understanding.

Ms. Duncan: Sure. No, a lot of moving parts linked with that one, yeah.

Mr. Crocker: Thank you.

Ms. Duncan: Certainly.

Chairman Bucci: Any additional questions or discussion? Seeing none, I will entertain a motion.

Ms. Sacco: I'll make the motion.

Mr. Peduto: Jim. Second.

Chairman Bucci: Motion, Cheryl. Jim, second. All in favor?

Unknown: [I -- in unison.]

Chairman Bucci: Any opposed? Motion carries.

That's all we have on our Governance Committee agenda. I will entertain a motion to adjourn.

Natalie, do you have something?

Ms. Abbadessa: One second. I just need to know that there is a phone number on here. 759-6640. Somebody just let me know who that is.

Attorney Meagher: What's the number again?

Ms. Abbadessa: 759-6640.

Attorney Meagher: No. Not me.

Mr. Peduto: Muted.

Chairman Bucci: Are they muted?

Mr. Platsky: Take me off mute. It's me, Jeff Platsky.

Chairman Bucci: Yeah [inaudible] . . .

Ms. Duncan: Hi Jeff.

Unknown: Hi Jeff.

Ms. Duncan: Yeah, I knew that number -- that number sounded familiar to me.

[Laughs.]

Ms. Duncan: Hi Jeff.

Mr. Platsky: Hi. I'm between Cobleskill and Albany, right now.

[Laughs.]

Ms. Duncan: Gotcha. Okay.

Ms. Abbadessa: Just needed to know.
Thanks, Jeff.

Ms. Duncan: Thanks, Jeff.

Mr. Platsky: Sure. [Inaudible.]

[Laughs.]

Chairman Bucci: Okay, I will entertain a motion to adjourn.

Mr. Peduto: Jim. So, moved.

Chairman Bucci: Second? Second by Cheryl.
All in favor?

Unknown: [I -- in unison.]

Chairman Bucci: Okay. We are adjourned.

Meeting adjourned [at 11:34 a.m.].

[Attendees: Rich Bucci, Cheryl Sacco, Jim Peduto, Dan Crocker, Wayne Howard, Joe Meagher, Stacey Duncan, Tom Gray, Natalie Abbadessa, Carrie Hornbeck, Theresa Ryan, Brendan O'Bryan, Theresa Ryan, Amy Williamson, Kevin Wu, Jeff Platsky.]

RESOLUTION TO ACCEPT FINAL GENERIC ENVIRONMENTAL IMPACT STATEMENT

WHEREAS, on September 18, 2019, The Agency – Broome County IDA/LDC (“The Agency”) was designated to act as Lead Agency for this Type I Action under the 6 NYCRR Part 617 of the State Environmental Quality Review Act (“SEQRA”) to determine if the Former BAE Site at 600 Main Street Redevelopment (“Proposed Action”) would have any significant adverse environmental impacts; and

WHEREAS, on October 16, 2019, the Agency, as Lead Agency, determined that the Proposed Action may have a significant adverse impact on the environment and that a Generic Impact Statement (“GEIS”) would be prepared; and

WHEREAS, use of the GEIS format was deemed appropriate by the Lead Agency as the Proposed Action is “an entire program or plan having wide application or restricting the range of future alternative policies or projects, including new or significant changes to existing land use plans, development plans, zoning regulations or agency comprehensive resource management plans” (6 NYCRR § 617.10(a)(4)); and

WHEREAS, a Draft Scoping Document was prepared to identify the potentially significant adverse impacts related to the proposed action that are to be addressed in the draft GEIS (DGEIS) including the content and level of detail of the analysis, the range of alternatives, the mitigation measures needed and the identification of non-relevant issues; and

WHEREAS, a review period (October 17, 2019 to November 1, 2019) was established to provide an opportunity for involved and interested agencies, as well as the public, to comment on the Draft Scoping Document; and

WHEREAS, based on a review of substantive comments received during the review period, a Final Scoping Document was prepared and adopted by the Lead Agency on November 13, 2019; and

WHEREAS, a DGEIS dated November 2019 was prepared for consideration by The Agency, as SEQRA Lead Agency and the content of the DGEIS was consistent with the Final Scoping Document; and

WHEREAS, a summary document of the DGEIS outlining site history and selected areas of importance studied in the report was provided as a supplement to the full the DGEIS dated November 2019; and

WHEREAS, The Agency reviewed the DGEIS and the Final Scoping Document to determine whether to accept the DGEIS as adequate with respect to its scope and content for the purpose of commencing public review; and

WHEREAS, on December 18, 2019, The Agency accepted the DGEIS as complete and adequate for public review; and

WHEREAS, on May 18, 2020, The Agency prepared a notice of completion of the DGEIS to be filed and circulated and to provide notice of the public hearing as may be required by law and the SEQRA implementing regulations; and

WHEREAS, The Agency determined it would receive and consider public comments with respect to the DGEIS until July 4, 2020; and

WHEREAS, The Agency determined that a public hearing with respect to the DGEIS to be held on June 24, 2020 (5:30 PM) virtually and live streamed via The Agency's Facebook page; and

WHEREAS, a Final GEIS (FGEIS) was prepared, which incorporates the DGEIS by reference, as well as any revisions or supplements to the DGEIS, copies or a summary of the substantive comments received during the public comment period and their source (whether or not the comments were received in the context of a hearing), and the Lead Agency's responses to substantive comments; and

WHEREAS, on August 12, 2020, The Agency were presented with copies of the FGEIS dated August 2020; and

WHEREAS, The Agency reviewed the FGEIS to determine whether to accept the FGEIS as adequate with respect to its scope and content.

NOW THEREFORE BE IT RESOLVED BY THE AGENCY, that the FGEIS for the proposed actions is complete and is accepted in accordance with the requirements 6 NYCRR Section 617.9. As such, The Agency hereby directed to cause to be prepared a notice of completion of the FGEIS and that the notice and copies of the FGEIS be filed and circulated as may be required by law and the SEQRA implementing regulations. Additionally, copies of this Resolution and notice of completion and acceptance of the FGEIS shall be published on The Agency's website, <https://theagency-ny.com>, for public review and made available to any member of the public upon request to The Agency.

BE IT FURTHER RESOLVED, that The Agency, as may be required by law and the SEQRA implementing regulations, shall make and file its written SEQRA Findings regarding the environmental impacts of the proposed projects after more than ten calendar days have elapsed from the passage of this resolution to allow for the public and other agencies to consider the FGEIS. The filing of the Findings will complete The Agency's obligations under SEQRA for the proposed action.

FORMER BAE SYSTEMS SITE at 600 MAIN STREET REDEVELOPMENT FINAL GENERIC ENVIRONMENTAL IMPACT STATEMENT July 2020

I. EXECUTIVE SUMMARY

The Agency – Broome County IDA/LDC (The Agency), as the Lead Agency, issues this Final Generic Environmental Impact Statement (FGEIS) for the Former BAE Systems Site at 600 Main Street Redevelopment (the Project). The FGEIS has been prepared pursuant to, and in compliance with, the New York State Environmental Quality Review Act (SEQRA) process outlined in Title 6 of the New York Code of Rules and Regulations (6 NYCRR) Part 617¹, with statutory authority and enabling legislation under Article 8 of the NYS Environmental Conservation Law (ECL)².

In collaboration with Town of Union, Village of Johnson City, and Broome County planning offices; State agencies; local residents; and a design consultant, The Agency prepared three (3) redevelopment scenarios for the Project site. These scenarios were created with the intent to transform the site from a vacant parcel into a vibrant urban district. Scenario A is a development with lodging, commercial, and residential. Scenario B is a development with lodging and flex space. Scenario C is a development with is a recreational center. All of the Project redevelopment scenarios incorporate green and gray infrastructure, and technological solutions to increase resilience to flooding events that have historically impacted the site.

The FGEIS outlines social, economic, and environmental factors impacting the Project site, and provides mitigation measures to be incorporated into future planning and decision-making processes for state, regional, and local agencies. SEQRA implementing regulations³ require that the FGEIS incorporate the Draft Generic Environmental Impact Statement (DGEIS), including any revisions or supplements to it, copies or summaries of the substantive comments received and their sources, and the Lead Agency's response to all substantive comments. The DGEIS document, including all appendices, was accepted by The Agency on December 18, 2019 and is incorporated herein by reference.

Comments on the DGEIS were solicited during a public comment period from May 18, 2020 through July 4, 2020. A public hearing to solicit oral and written comments was held on June 24, 2020. A table summarizing substantive comments and the Lead Agency's responses to those comments is included in Chapter 4 of this document. Written comments received during the comment period are included as Appendix A, and a transcript of the public hearing is included as Appendix B.

The FGEIS incorporates changes, revisions, and clarifications to information contained in the DGEIS that resulted from the public and Lead Agency's substantive comments on the DGEIS. Chapter 3 addresses

¹ http://www.dec.ny.gov/docs/permits_ej_operations_pdf/part617seqr.pdf

² <https://www.nysenate.gov/legislation/laws/ENV/A8>

³ SEQRA Implementing Regulations – Section 6 NYCRR 617.9(b)(8), http://www.dec.ny.gov/docs/permits_ej_operations_pdf/part617seqr.pdf

revisions or supplements to the DGEIS. Upon completion of the FGEIS, The Agency will issue a findings statement (Findings)⁴. The Findings must:

1. Consider the relevant environmental impacts, facts, and conclusions disclosed in the FGEIS;
2. Weigh and balance relevant environmental impacts with social, economic and other considerations;
3. Provide a rationale for the Lead Agency's decision;
4. Certify that SEQRA requirements have been met; and
5. Certify that consistent with social, economic, environmental, and other essential considerations from among the reasonable alternatives available, the action is one that avoids or minimizes adverse environmental impacts to the maximum extent practicable, and that adverse environmental impacts will be avoided or minimized to the maximum extent practicable by incorporating as conditions to the decision those mitigative measures that were identified as practicable.

The Lead Agency's Findings must also set forth specific conditions or criteria under which future actions will be undertaken or approved, including requirements for any subsequent SEQRA compliance. This may include thresholds and criteria for supplemental EISs to reflect specific significant impacts that were not adequately addressed or analyzed in this FGEIS. No further SEQRA compliance is required if a subsequent proposed action will be carried out in conformance with the conditions and thresholds established for such actions in this FGEIS or its Findings.

⁴ SEQR Findings Statement for an FGEIS - 6 NYCRR 617.11, http://www.dec.ny.gov/docs/permits_ej_operations_pdf/part617seqr.pdf

Overview of Proposal for Workforce and Target Industry Strategic Plan

In 2019, the Board approved retention of \$125,000 of investment income to be utilized for studies identified as “germane to economic development,” and with Board approval.

The following initiative is being considered for approval by the Board (8/19/20)

Project Name: Workforce & Target Industry Strategic Plan Post COVID-19

Lead: Chmura Analytics

Project Description: Chmura Analytics will complete a Post COVID Targeted Industry Study and Workforce Strategic Plan for 2021-2025. This plan will replace the 2017-2020 Broome County Workforce Development Strategic Plan we previously commissioned. Chmura will do all of the data aggregation and analysis and identify recommendations and solutions to address the post-COVID workforce needs by industry.

Chmura will conduct and SWOT and PEST analysis, Force Field analysis and Gap Analysis. The resulting product will include a strategic workforce “ecosystem” plan that is inclusive of other organizations and funded initiatives as well as implementation recommendations to achieve both short-term and long-term wins in a post COVID world.

This document will also serve as a vital part of the development of an “Economic Development Blueprint” as identified by the Boards of The Agency and the Greater Binghamton Chamber of Commerce –i.e. the Leadership Alliance. This will also provide critical data for the Broome Talent Task Force, which will regroup in Fall 2020.

The Agency currently holds licenses with Chmura Analytics for economic and workforce development software. Chmura will provide additional staff trainings as part of the scope of work.

Chmura will also provide templates for quarterly publications with key economic and workforce indicators per discussions with the Leadership Alliance Boards (“*Leadership Alliance to serve as a “clearinghouse of information, business trends and other relevant economic data.”*”)

Updates on previously approved studies:

1. Project Name: Broome County Site Inventory Analysis (Phase 1)

Lead: Elan Planning & Consulting

Amount: \$45,000

Status: In Progress

2. Project Name: Creative Sector Economy

Lead: Cultural Planning Group

Amount: \$75,000

Status: Did not proceed – COVID changed priorities on this. Creative sector could be encompassed in Target Industry Study & Workforce Strategy with Chmura as previously outlined.

Total Amount Approved: \$125,000

Total Amount proposed/approved: \$84,600

Remaining Balance: \$40,400

July 14, 2020

Statement of Work

**Strategic Workforce Plan
Update for Broome
County,
New York**



THE AGENCY
BROOME COUNTY IDA / LDC



VIRGINIA

1309 E Cary St, 2nd FL
Richmond, VA 23219
804.554.5400

OHIO

1025 Huron Road E
Cleveland, OH 44115
216.357.4730

chmura.com

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July 14, 2020

Stacey Duncan
Executive Director
The Agency Broome County IDA/LDC
smd@theagency-ny.com

Dear Stacey,

Chmura Economics & Analytics, LLC (Chmura) is pleased to submit this proposal to update Broome County's strategic workforce plan. We are excited about this opportunity to help The Agency in these challenging economic times.

Chmura, a nationally recognized economic consulting firm, is uniquely qualified to support your efforts based on our previous experience as well as our existing set of analysis tools, datasets, and models.

Please call or email me if you would like additional information. My contact details are (804) 554-5400 ext. 104 (office), and (804) 625-5668 (mobile), or sharon.simmons@chmuraecon.com. Please sign this page to indicate acceptance of the proposal, and we look forward to working with you soon.¹

Sincerely,



Sharon Simmons
Director of Operations

Stacey Duncan, Executive Director

(Date)

¹ Chmura is a woman-owned small business (VA SWAM Vendor Number S-9700).

Background

Broome County, New York is the county seat of the Binghamton metropolitan statistical area (MSA). The county lies on the south line of New York; Broome County's southern border abuts the northern border of Pennsylvania. The Agency is the lead economic development organization for Broome County, governing the Broome County Industrial Development Agency (IDA) and the Broome County Local Development Corporation (LDC).² The vision of The Agency is to be the "dynamic, approachable driver of economic development in Broome County."³

The Agency needs to modify its strategic workforce plan, particularly in light of the COVID-19 pandemic which has left many people economically vulnerable. Further, the plan needs to position the County for both short-term wins and long-term success. The design of the plan must carefully consider environmental factors including the COVID-19 pandemic and the regional economy's likely recovery path. In addition, the plan needs a refresh for its targeted industries and associated available labor and skilled workers. Chmura Economics & Analytics (Chmura) is pleased to offer this statement of work (SOW) to perform this analysis. The rest of this SOW details Chmura approach, deliverables, professional arrangements, and price for consideration by The Agency.

In this COVID environment, planning implementation faces real barriers in the short term. Particularly as it relates to operationalizing the mission of The Agency. Chmura will help walk The Agency through a thoughtful and strategic process to repurpose the existing plan—based on the obvious "low hanging fruit" prospects, workforce implications, and requirements to capture the current and out-years voices of economic and workforce development clients, prospects, and stakeholders.

Scope, Methodology, and Deliverables

Our plan is to complete a Targeted Industry Study and an updated Strategic Plan over the following five stages in nineteen weeks:

Stage 0. Project Orientation and Project Management

Producing a product that meets the client's objectives is an essential outcome of this project's work effort. For this reason, having a clear understanding of these objectives and establishing clear communication channels are key to our mutual successes. To that end, a project orientation meeting will give The Agency leadership and the consulting team an opportunity to clarify questions and articulate a mutual understanding of the desired outcomes of the project.

This is an opportunity for The Agency to provide Chmura with important background information about the organization that may not be available in the current strategic plan or available on public locations. The team will also familiarize itself with the current JobsEQ® portrait of the Broome County economy and economic outlook.

Chmura Economics & Analytics can support this project due to our previous experiences and existing set of analysis tools, datasets, and models. Since its founding in 1998, Chmura has steadily evolved into a nationally recognized consulting firm and a provider of labor market software and analytics. Leslie Peterson, Chmura's President and Chief Strategy Officer, and Patrick Clapp, an Economist with Chmura, will be the key strategists for this work. We have helped economic development organizations across the country to bring data to strategic decision-making. We have delivered on a number of business-to-government strategic plans and are experienced in helping make their implementation successful.

² <https://theagency-ny.com/broome-county-economic-development-agency>

³ Ibid.

Sharon Simmons, Chmura’s Director of Operations, will serve as the project manager to The Agency. Chmura will leverage its proprietary labor market platform, JobsEQ®, as well as other datasets to analyze the economic drivers of the region and uncover potential strategic opportunities to help The Agency reach its vision. We can help with the modification of the mission, if needed, to pivot during this current pandemic environment.

Stakeholder Engagement

The project will kick off with a virtual meeting with The Agency to develop a clear consensus of the goals and objectives for the plan’s revision. The purpose of this meeting will be to introduce all team members and primary points of contact, clarify any points of this proposal that exist, and finalize the project scope and charter.

Chmura will engage regional stakeholders to validate the secondary data analysis, provide additional details and outlook into regional needs, and develop preliminary opportunities and recommendations. Chmura will work with The Agency to develop a plan for engaging and documenting the needs of each stakeholder group during the planning process. We propose up to 3 focus group sessions of 6-10 participants to ensure coverage of key stakeholders and target sectors in an engaging virtual environment.⁴ It is assumed The Agency will provide a list of stakeholders and contact information. Follow-up phone interviews may be needed to gather input and details from other key stakeholders outside of a focus group.

Specifically, the following elements are expected to come primarily from stakeholder engagement:

- Validated economic and industry trends and drivers
- Perspectives on regional drivers, competitiveness, differentiating factors, perceptions of Broome County
- Refinement of sub-sectors within target sectors
- Identification of existing regional efforts, needs, and challenges related to growing, expanding, and attracting businesses in target industries and enhancing regional competitiveness
- Workforce and training opportunities, needs, and challenges
- Insights on current environmental factors impacting the region including COVID-19
- Strengths, weaknesses, opportunities, and threats (SWOT) for the region, including COVID-19 (external scan)
- Strengths, weaknesses, opportunities, and threats (SWOT) for the region, including COVID-19 (internal scan) with the staff of The Agency.

Stage 1. Discovery – Revisit The Agency’s Vision, Mission, and Goals

Chmura will engage The Agency board via virtual focus groups⁵ that are small enough to hear all the voices and large enough to have diverse voices in each group – about eight people per focus group. We look to The Agency staff to help formulate the groups. Natural unit⁶ groupings may include:

- Steering Committee
- Executive Committee
- Group of The Agency’s investors
- Group of The Agency’s business customers

To revisit the organization’s vision, Chmura will lead each group through exercises to explore

⁴ The focus groups will be completed virtually due to health concerns related to the COVID-19 pandemic.

⁵ This assumes there is no vaccine available to conduct in-person focus groups—travel is deducted.

⁶ For board or staff members, one-on-one interviews may be preferred by The Agency.

- The Agency’s unique and critical role/purpose, and differentiation from organizations such as the Chamber of Commerce, the Workforce Development Board, and other relevant local governmental agencies and any businesses relevant to successful strategy execution.
- What is The Agency’s value proposition to their investors, to their customers, and to any other critical stakeholders?
- What are key “stretch” goals for The Agency looking ahead five to ten years?
- What elements inspire the participants in their vision of the future of The Agency?
- Is there consensus around specific high-level goals (up to five)?

Based on the results of the focus groups and interviews, Chmura will synthesize the input from the participants and draft two or three short vision statement revisions (if needed) – one or two sentences that build on key points of consensus. These will be reviewed with The Agency staff and/or the Steering Committee to finalize the vision statement (if needed). (We can return to the vision statement after completing Stages 2 and 3 to make any final adjustments and assure alignment throughout the strategic plan modifications.)

Needs Assessment Components

Stage 2. Synthesis of Primary and Secondary Data

The Agency is looking for a strategic partner to help with refreshing the operations and desired outcomes of the existing operating documents, in light of the current pandemic. The Agency needs to identify primary data (community) and stakeholder views that augment the current operations. In other words, what priorities does The Agency need to fulfill their mission? The completion of a Needs Assessment effort will inform the direction of strategies in terms of capacity, capabilities, and goals to plan for the future of The Agency and ultimately, the region’s economic health. Stage 2 research will be driven by discoveries in Stage 1. Several methodologies are summarized below.

PEST analysis (political, economic, social, and technological)

PEST is an external scan, if you will, of the operational environment of The Agency. It is important to get this external view from the partner organizations that work within the economic development ecosystem, before drilling down further into the organization to uncover what improvements are needed or wanted. This step will help the Chmura Team and The Agency get an understanding of the effectiveness from their mission. We can learn about what is working, what is not working, from the vantage point of the broader stakeholder community. Sample PEST:

Political	Economic
<ul style="list-style-type: none"> • Laws impacting The Agency growth • Employers competing for top employees 	<ul style="list-style-type: none"> • Cost of employee turnover • Cost of CRM • Cost of attending conferences • ROI from virtual networking events
Social	Technological
<ul style="list-style-type: none"> • Use of social media tool to maintain a culture of knowledge sharing • Impacts from employees that want to hold on to knowledge or employees that power grab 	<ul style="list-style-type: none"> • CRM for managing The Agency for BRE performance improvement

SWOT analysis (Internal and External Scan)

Similar to the external scan, a SWOT (strengths, weaknesses, opportunities, and threats) analysis can reveal the inner workings of The Agency in terms of its current outcomes. The ‘as is’ of the current state of operations can help The Agency think about its goals from the perspective of closing gaps in the organization—gaps in people and productivity.

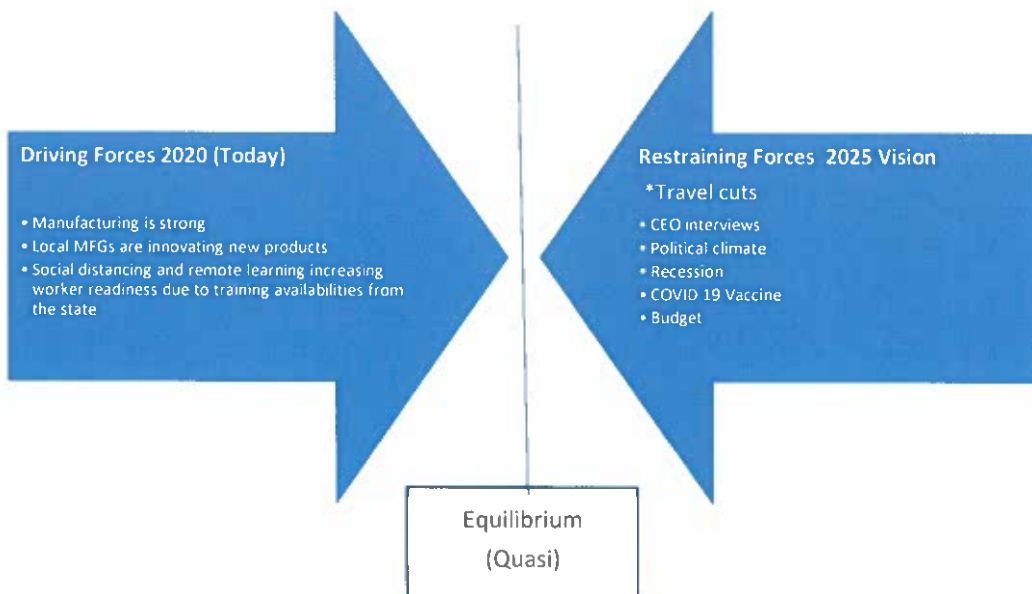
An external SWOT analysis can put into perspective The Agency’s strategic plan relative to COVID-19. The SWOT analysis will be performed with three focus groups—the stakeholders, The Agency staff, and business leaders. The facilitators will walk the participants through an exploration of the region’s strengths and weaknesses, and the external opportunities and threats or challenges.⁷ This exercise will be framed in the context of the new vision, value propositions, and high-level goals. The SWOT will also consider the organization’s elements, such as:

- Key Processes: Operations, customer relations, innovation, community investment
- Assets: Human capital, information, culture
- Resources: Investors, fee-based services, grants and other resources

Force Field analysis

Force Field analysis (FFA) was birthed as a technique to deliver change management to organizations.⁸ FFA is an approach to do a deep dive that is process centered. We will work with The Agency to capture the driving and restraining forces that exist in the current state (the as-is). The FFA simulates a temporary release of The Agency from its current state of equilibrium. This allows The Agency to get a glimpse into the relationships between the driving forces in today’s environment for change opportunities for better alignment between their mission and their vision in the timeframe of the strategic plan.

Sample FFA: .



⁷ Chmura with work with The Agency’s staff to determine any aspirational goals for the plan.

⁸ Lewin K. (1951) 'Field Theory in Social Science', Harper and Row, New York

Gap Analysis

The final step in the data gathering needs assessment phase is to bring a gap analysis to The Agency. Potential gaps to understand against goals and strategies might look like the following:

- Staffing mix and experience levels
- Training and professional development opportunities
- Second language of staff if needed
- Assessment of the operationalized mission
- Implementation recommendations as needed on action steps to move toward the future state (vision)
- BRE expansion planning barriers and bandwidth
- Data analysts and consulting services
- CRM (e.g., Salesforce) to better inventory the assets of businesses in the region
- Website updates to include labor market data and available labor

The final report will provide the rationale and verification for the what, how, and why to the stakeholder wants and needs to underpin the strategic plan. This research will tell the The Agency story for today and its desire to optimize and rise above the status quo to achieve its the future. The research will also provide The Agency with an improved mission framework that is better aligned to the capabilities and capacity of the staff, the budget, and the ability to pivot to a more streamlined operating plan.

Identify Revised Short and Long-Term Plans

Stage 3. Identify strategic goals and write the strategic plan

Based on the Board's vision and high-level goals and the outcomes from Stage 2, Chmura will draft preliminary recommendations for strategic goals and corresponding objectives. Then, Chmura will work with The Agency staff to verify compatibility with agency capacity, budgetary constraints, and need for new program/resource development. The draft document will also be reviewed with the Steering Committee⁹ to assure alignment with the Board's vision and goals, before finalizing the plan. The document will map how the organization's operating activities can contribute to the vision and high-level goals. It will articulate how the strategic themes play out across the organization's elements, such as:

- Key Processes: Operations, customer relations, innovation, community investment
- Assets: Human capital, information, culture
- Resources: Investors, fee-based services, grants and other resources
- Virtual conferences and outreach
- Workforce development
- Economic development
- Business retention and expansion
- Digital and social marketing platforms: Marketing campaigns

The strategic plan will also recommend metrics and measures to evaluate the implementation of the plan, including critical success factors.

⁹ This is at the discretion of The Agency.

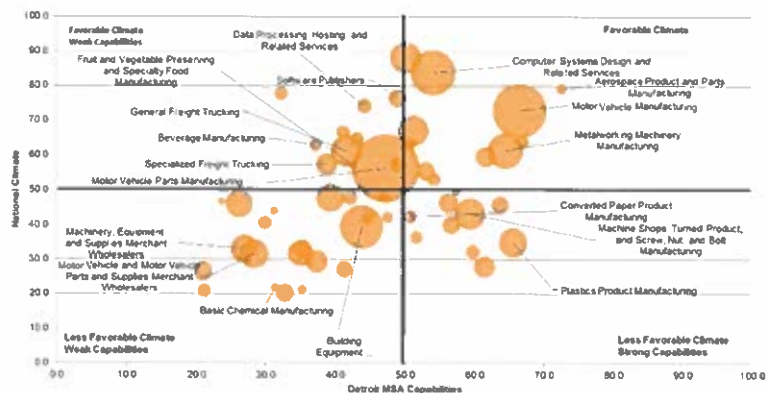
Target Industry Study to be Incorporated into the Strategic Plan

The target industry analysis will be conducted using both primary and secondary data. The primary data will be collected primarily through the aforementioned virtual focus groups. Participants will represent a cross-section of The Agency’s key stakeholders, community and business leaders. This list of participants will be developed in during the kickoff meeting. The secondary data will come from a variety of sources including Chmura’s proprietary JobsEQ® software, including RTI and the Employer Database.

Climate-Capabilities

Chmura’s climate-capabilities matrix compares the strengths and weaknesses of industries in a region with national trends, providing a data-driven approach to identify potential opportunities. Ideally, Broome County should try to attract industry clusters that have the greatest potential for growth given national and global trends, as measured by an External Climate Index; and given the strengths and specialization of Broome County industries, as measured by a Capabilities Index.

Climate-Capabilities Sample Output



Based on data availability, this analysis will be performed at the 4-digit NAICS level, providing additional detail. The external climate represents the potential environment for growth in the nation and internationally. Each cluster will be assessed based to economic performance, innovation potential and value-added by the following variables:

External Climate

- Economic Performance
 - National projection for output growth, 2018 - 2028
 - Export growth (2008 to 2018)
- Innovation Potential
 - Patents granted in the United States
 - R&D spending by US companies¹⁰
 - Venture capital financing
- Value-Added
 - Value-added multipliers for the nation

Measurement of Broome County’s capabilities considers an industry’s competitiveness relative to the nation and its recent growth based on the assumption that industries that already perform well in the County are best positioned to continue to grow if the external environment is positive. Innovation potential is comprised of leading indicators that point to future growth. The value-added by a cluster, or its multiplier, identifies the extent to which the industry will create additional income for other industries in the region. The following list is a summary of variables considered for Broome County capabilities analysis:

¹⁰ R&D spending by industry is not available at the regional or state level but is available at the national level from the National Science Foundation/Division of Science Resources Statistics, Business R&D and Innovation Survey: 2016.

Broome County Capabilities

- Economic Performance
 - Concentration of employment in Broome County relative to the nation (location quotient) (2020)
 - Change in location quotient (2010 to 2020)
 - Employment growth (2010 to 2020)
 - Relative wage (2020)
 - Average annual wage growth (2010 to 2020)
- Innovation Potential
 - Patents granted in the Broome County
 - Federal R&D contract awards to Broome County firms
- Value Added
 - Total value added, industry multipliers for Broome County (2020)

An index will be created for the external climate and Broome County capabilities variables to rank industries within targeted clusters. The resulting comparison shows those industries/sectors that are in the best position for growth because of strong capabilities in Broome County as well as a favorable national and international climate.

The target industry study will first assess the industries currently in Broome County with regard to their competitiveness and connectivity to a regional supply chain, assets, risks and barriers, and opportunities. Chmura will assess the industries in Broome County and identify target industries primarily through the following methods:

- 1) Industry trends and forecast data from Chmura's proprietary JobsEQ[®] software, and
- 2) Climate-capabilities modeling.

Actionable Implementation Recommendations RE: COVID-19 and Post-Pandemic

Stage 4. Development of implementation recommendations

Chmura will draft a preliminary revised strategic plan. The recommendations will provide guidance on setting priorities, timelines, and resource needs for accomplishing the strategic objectives due to their vulnerability to economic downturns in the COVID-19 environment. Chmura will work with The Agency staff to review compatibility with agency capacity, budgetary constraints, and the need for new program/resource development.

Digital Periodic Publication Recommendations

The Agency would like to be the go-to organization for labor and economic data. To do this, The Agency is considering the creation of a new digital periodic publication. Chmura will work with the staff of The Agency to provide recommendations on topics, frequency, and content for the digital publication. Information gathered at the focus groups is likely to provide insight as to what the stakeholders view as important topics and data to read about on a regular basis. This initiative can serve as an out of the gate marketing campaign.

Deliverables

The deliverables for this project include a strategic workforce "ecosystem" plan that is inclusive of other organizations and funded initiatives. The plan can be delivered as a white paper for the benefit of the local graphic designer. The recommendations will be based on the target industry study and focus group findings. The report will include the appropriate layering of analytics, application explanations, and summary text that together tell a compelling story about Broome County's target industries. The white paper report will provide implementation recommendations to help the

county achieve both short-term wins, which are particularly important in the current economic climate, and long-term success.

Client References/Relevant Experience

Project Name	Transforming through Innovative Leadership: A Turnaround Strategy for Modeling and Simulation in Hampton Roads
Client	The Commonwealth of Virginia
Contact Person	Karen Jackson Email: karenriackson2010@gmail.com Phone: 757-869-7129
Project Description	<p>The disestablishment of the US Joint Forces Command in Hampton Roads put the Modeling & Simulation (M&S) industry in Hampton Roads at risk. The region needed a strategic plan to support the industry.</p> <p>Chmura defined the M&S industry; identified growth sectors, evolving skills needed, opportunities for upskilling, and performed other workforce analysis; and drafted an actionable Strategic Plan.</p>
Project Name	GO Virginia Region 1 Growth & Diversification Plan
Client	GO Virginia Region 1
Contact Person	Shannon Blevins Email: srb8q@uvawise.edu Phone: 276-337-0156
Project Description	<p>GO VA was established to help regions tailor solutions to their unique economies with the ultimate goal of creating more higher-paying jobs in a sustainable environment. The GO VA Region One Council welcomed the opportunity that the development of a Growth and Diversification Plan provided to offer a new, resilient path to economic renewal throughout Southwest Virginia.</p> <p>Chmura conducted a thorough quantitative analysis of the region's demographics, workforce and economic data, pinpointing strengths, weaknesses, and potential industry gaps. These data informed the strategic outcomes of the plan, targeted industries, and specific strategies for regional initiatives.</p> <p>The GO Virginia Region One Council unanimously approved the Growth and Diversification Plan was unanimously approved by the GO Virginia Region One Council. The plan was submitted to the Department of Housing and Community Development and approved, and the region is accepting applications for funding projects in alignment with the plan.</p>
Project Name	TCAD 5 Year Strategy
Client	Tompkins County Area Development
Contact Person	Michael Stamm, President (retired) Email: embeestamm@gmail.com Phone: 607-592-8620
Project Description	TCAD's Five Year Strategic Plan was developed by TCAD's board and staff. The process included workshops, focus groups, and a survey of external stakeholders. TCAD embarked on this effort with a sense that they needed to enhance the effectiveness of staff and to inspire greater engagement of the board and the investor base. These initial aspirations did not begin to

	<p>anticipate the excitement of exploring a truly new way of thinking about the organization, and about its internal and external relationships.</p> <p>Martha Armstrong provided the staff leadership for all aspects of developing this strategy.</p>
Project Name	2015 to 2020 Economic Development Strategy for Tompkins County
Client	Tompkins County Area Development
Contact Person	<p>Michael Stamm, President (retired)</p> <p>Email: embeestamm@gmail.com</p> <p>Phone: 607-592-8620</p>
Project Description	<p>This is TCAD's third economic development strategy. It was developed with contributions from diverse stakeholders. TCAD embarked on this effort in order to take a fresh look at the County's overarching strengths and challenges, and to renew its strategic approach to economic vitality. The process reached for broad input, and paused for self-reflection and depth of consideration. The results include vision and values statements, three high-level goals, and a commitment to excellence in TCAD's economic development programs as well as a commitment to proactive leadership that advances achievement.</p> <p>Martha Armstrong provided the staff leadership for all aspects of developing this strategy. Chmura's JobsEQ contributed to the economic information in this strategy.</p>
Project Name	2010 Tompkins County Workforce Strategy
Client	Workforce Investment Board of Tompkins County
Contact Person	<p>Julia Mattick, Director (retired)</p> <p>Email: jmattick@verizon.net</p> <p>Phone: 315-719-5970</p>
Project Description	<p>The Workforce Strategy was the result of a rewarding collaboration between Tompkins County's economic development and workforce development agencies, TCAD and the WIB. This project has served to deepen their understanding of shared policy issues and goals. The Tompkins County Workforce Strategy provides a road map for workforce development, helping individuals and employers reach greater success, and that will drive the success of the local economy.</p> <p>Martha Armstrong provided the staff leadership for developing this strategy, working closely with the WIB Director, Julia Mattick. Chmura contributed a labor market study as the foundation of this project, as well as JobsEQ workforce data which informed this strategy.</p>

Professional Arrangements

Sharon Simmons, Director of Operations, will assume overall responsibility for the process, the pricing, and final products delivered to The Agency. Leslie Peterson, President & Chief Strategy Officer, is the technical contact for the project. Patrick Clapp is the modeling point-of-contact to the client.

It is understood and agreed that The Agency will provide all reasonable support to help Chmura achieve a successful project completion within the targeted timeframe. Chmura expects The Agency to participate in the execution and delivery of this product with regard to the following:

- Timely feedback regarding the initial inputs and trends
- Active participation to facilitate the resolution of project-related issues
- Reasonable edit cycles
- No model reworks

The draft strategy and workforce planning document can be completed within nineteen weeks after a signed contract and all necessary data are received from the client.¹¹ The draft peer regions report and digital periodic publication recommendations can also be completed concurrently with the strategic workforce plan. After Chmura receives comments and/or approvals to the preliminary drafts from The Agency, a revised submission will be provided in 'pdf' and Microsoft Word formats suitable for downloading and printing.

Timeline/Project Plan

The graphic below summarizes the proposed project plan and timeline, assuming a project kickoff in the first week of August. All work on the project is expected to take 19 weeks from the kickoff date. Key deliverables from each stage are marked, as is a milestone marking the completion of each stage. The timeline and project plan will be finalized and recorded in the project charter during the kickoff and orientation at the start of the project.



¹¹ Client data may include background information from the current plan, prior scripts from stakeholder engagement, operating and staff budgets (if desired by client), a list of stakeholder groups including phone numbers and email addresses.

Price

Chmura's pricing reflects the hourly rates assigned to the professionals on the project and includes historical data to estimate billable hours. Alterations to the model, including 'tweaking' will be billed to client on an hourly rate of \$200.

The project components are priced as follows:

Strategic Workforce and Targeted Market Plan: \$ 39,600

The Strategic Workforce Plan price includes one formal virtual presentation.

It is understood between Chmura and The Agency that payment for these services is due within 10 days upon submitting the final report and associated invoice to the Agency. Additional value-added services can be available beyond this analysis for an additional negotiated fee. If final payment is not received in the terms of this agreement, the Agency agrees that a 1.5% penalty is applied for every 30-day period payment is not made and that consulting services are suspended to the client after a 60-day window until open invoices are paid. A signature on page 3 is required to execute this contract between Chmura and the Agency.

Firm Qualifications

Company Background

Founded in 1998 by Dr. Christine Chmura, and headquartered in Richmond, Virginia, with a regional office in Cleveland, Ohio, Chmura has steadily evolved to become a nationally recognized consulting firm that has consistently demonstrated its expertise in economic impact analysis, economic forecast, strategic planning and technology development. Since its inception, Chmura's consulting work has produced reliable:

- Economic and fiscal impacts;
- Return on investment analyses;
- Benefit and cost analyses;
- Economic feasibility reports;
- Labor market studies;
- Educational alignment assessments;
- Workforce skills gaps analyses;
- Economic diversification plans;
- Industry cluster analyses;
- Customized web-based labor market information platforms.

Chmura's clients include national trade associations, non-profit organizations, higher education institutions, workforce investment boards (WIBs), economic development organizations (EDOs), private businesses, cities, counties, states, and federal agencies, amongst others. Specifically, Chmura conducted economic impact for several national trade associations such as International Interior Design Association and United States Industrial Pellet Association.

Chmura's professional staff includes a mix of economists, data scientists, strategists and technical writers that will contribute to the execution of this project. The company maintains highly efficient organization structure, and open, collegiate working style. Chmura's collective skills have been honed through academic training and:

- More than thirty years' experience in economic research;
- Fifteen years of strategic planning specific to supporting workforce and economic development;
- Fifteen years producing software solutions for economic and workforce development, education, private enterprise, and government entities.

Project Personnel

The Chmura team is under the leadership of Christine Chmura, PhD., CEO and Chief Economist, and Leslie Peterson, President and Chief Strategy Officer, who will supervise the overall completion of the study. The primary project management point of contact is Sharon Simmons, Director of Operations. Xiaobing Shuai, PhD and Director of Research, is the technical contact for the study. Alex Doherty and Patrick Clapp are economists who will work on the data analysis and report writing. Olivia Rollins is the editor of Chmura.

Christine Chmura

PhD, CEO & Chief Economist – Prior to founding Chmura Economics & Analytics, Chris was the Chief Economist at Crestar Financial Corporation and before to that an Associate Economist at the Federal Reserve Bank of Richmond. She received her Ph.D. in Business with a major in Finance and a minor in Economics from Virginia Commonwealth University in Richmond, Virginia. Chris has served on the Governor's Economic Advisory Board of the Commonwealth of Virginia for the last seven governors.

Leslie Peterson

President & Chief Strategy Officer – Leslie has a passion for rural economic development, a disciplined scientific approach to research and applications, a heightened sense of customer care, and a sharpened desire for straightforward communication. Prior to joining Chmura, Leslie worked in the chemical industry, including ten years at EASTMAN Chemical Company where she served as a world-wide sales coordinator, holds a commercially viable patent, and worked on the team that brought Eastman the coveted Malcolm Baldrige Award. Leslie is a LEAD VIRGINIA 2007 alumna. Her professional memberships include the International Economic Development Council (IEDC), the National Association of Workforce Boards (NAWB) and the Virginia Economic Developers Association (VEDA).

Xiaobing Shuai

PhD, Director of Research – Dr. Shuai conducts model building and regional and macroeconomic trend forecasting. His interest rate forecasts are published in the "Blue Chip Financial Forecasts." A prior senior analyst with Capital One Financial Corporation, he studied at the University of Wisconsin-Madison and obtained an M.A. in Agricultural Economics and a Ph.D. in Economics. Xiaobing won the NABE 2005 Contributed Paper Award, published in *Business Economics*; this paper investigated the economic relationship between Virginia's center cities and their suburbs.

Sharon Simmons

Director of Operations – Sharon has 12 years of professional experience. Prior to joining Chmura, she worked for an intellectual property consulting firm. Her areas of expertise were intellectual property valuations and patent litigation. Before spending four years as an intellectual property consultant, Sharon was an Associate Economist at the Federal Reserve Bank of Chicago. After spending six years at Chmura working on several of the firm's publications including the Weekly Economic

Update and gaining extensive experience working on defense-related projects, Sharon transitioned into her current role as Director of Operations in 2017. Sharon graduated from the University of Virginia with a Bachelor's degree in Economics.

Patrick Clapp

Economist—Patrick has been with Chmura for over seven years, with experience spanning economic and fiscal impacts, workforce and economic development, training alignment, strategic planning, and economic forecasting. He has worked with clients in 17 states, including state and local workforce development boards, economic development organizations, postsecondary education institutions, and private industry. Patrick holds a dual B.A. degree in economics and government from the College of William and Mary.

Alex Doherty

Economist – Alex graduated from the University of Virginia with a Bachelor's degree in Mathematics and Economics where he led several student organizations and helped develop curricula for the University's Data Science Institute. Alex's experience includes macro- and micro-economic analyses, economic impact reports, and workforce studies. He designs surveys for a wide range of projects at Chmura. Alex brings an analytical mindset for finding key insights in the data that allow Chmura's clients to make strong business decisions.

Olivia Rollins

Research & Editorial Assistant – Olivia obtained a Bachelor's degree from Virginia Tech. Her responsibilities at Chmura include writing, editing, survey work, and assisting economists in research and analysis.