

BROOME COUNTY INDUSTRIAL DEVELOPMENT AGENCY

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Governance Committee Meeting Transcript

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Held telephonically, August 19, 2020, commencing at  
11:30 a.m. Adjourned at 12:01 p.m.

[See attendees at end of Transcript.]

REPORTED BY:

Carrie Hornbeck, Executive Assistant

Broome County Industrial Development Agency

Chairman Bucci: It is 11:30 a.m. We are ready to start. What we will do -- is we will take a roll call for Carrie. If everyone could introduce themselves: Rich Bucci, present.

Ms. Sacco: Cheryl Sacco, present.

Mr. Peduto: Jim Peduto, present.

Mr. Rose: Brian Rose, present.

Chairman Bucci: Okay. We have a quorum. We will call the meeting to order. First item on the agenda is the acceptance of the minutes from the July 15th, 2020 Governance Committee meeting. Those minutes were sent out to all committee members. If there were any revisions, deletions, or modifications, they were sent back to Carrie -- and, so those would have been made -- so, we will accept the minutes, as recorded.

Our next item on the agenda is Public Comment. If there is anyone listening on the call who would like to speak before the Governance Committee meeting at this time, please identify yourselves with your name and address, and we will give you the floor.

Seeing or hearing none, we will close that section of the meeting.

The first item on the agenda is to Review a Recommendation to Accept the FGEIS Regarding the Former BAE Site Located at 600 Main Street in Johnson City, Directing the Filing and Publication of that Report. I'll turn it over to Stacey.

Ms. Duncan: Yes. You would have an Executive Summary -- I think we sent separately -- the complete and final Generic Environmental Impact Statement for those that were -- are interested in reviewing that -- but you do have an Executive Summary. This measure today is the final step in the requirements to complete the State's Environmental Quality Review, or SEQR. It does provide, to a potential developer, one of the important development steps done for them. So, it does help us, as we continue to look to advance the redevelopment of that site -- having completed SEQR, certainly makes this site more attractive to future involvement. So, the final step here -- we've met all the requirements, as far as posting and Public Hearings. The final step here is for the Board to accept this document -- the

Final Generic Environmental Impact Statement -- and this is going to be posted, if not already -- Brendan, I think it already is up on our website.

Mr. O'Bryan: If I can add real quick, that it will be posted as soon as it is approved -- and then, it will be made available for the public to view and make any comment, for two weeks after approval.

Ms. Duncan: And then, similarly, not required -- not a requirement of the Final Generic Impact Statement -- we did also complete a [sic] Easement Agreement, with the Department of Environmental Conservation that has extended the DEC Easement essentially around -- if you can envision the site -- around the perimeter of the site, for access for flood levies and future needs that they might need. That process has been completed, as well. The Site Environmental Management Plan that was a requirement by the Air Force to complete, has also been completed, as well. So, essentially, every step in the process of getting this ready for redevelopment -- barring any site plan approvals -- are ready to go.

Chairman Bucci: Okay. Any questions -- or any questions for Stacey? Is there a motion to approve?

Mr. Peduto: Jim Peduto. So, moved.

Chairman Bucci: Second?

Ms. Sacco: Second. Sacco.

Chairman Bucci: All in favor?

Unknown: [I -- in unison.]

Chairman Bucci: Any opposed? Okay. The motion carries.

The next item on the agenda is a Review, Discussion and Recommendation to Authorize The Agency to Enter into a Contract with Chmura Economics & Analytics, LLC for a Strategic Workforce Plan for Broome County, for a Period of Nineteen Weeks from Kick-off Date. Stacey.

Ms. Duncan: Yes, thank you. So, we are currently in the process of closing our 2017 to 2020 Workforce Strategy Plan. It's hard to believe that that many years have gone by since we started that process. We are a staff with both The Agency and the

Chamber, working on creating a final progress report this fall, that will be released in -- this fall -- but one of the things that came up in the Workforce Recovery Workgroup that we created was the need to address -- you know, not only the immediate needs -- but also, looking outward to the next three to four years, and what a post-COVID Workforce is going to look like. So, what we've done is, we've sought proposals for a four-year strategy. We reached out to Chmura. I also reached out -- you know, we have a relationship with Susan Payne -- I apologize -- that's the Chamber phone that rings up here -- with Susan Payne. We are finalizing our contract with her this year and I don't anticipate moving forward with professional services in relation to [inaudible], as she's taken a role at Three Rivers Development Corp. Similarly, the I-86 corridor, which is Steuben, Schuyler and Chemung County, are doing essentially -- mirroring -- they are doing a post-COVID strategy -- and it was recommended that I reach out to Burning Glass, which we have talked with in the past -- and seeking -- and are awaiting a proposal from them, as well. However, the benefit of Chmura is that we already have a licensing agreement with them; we have

access to the software that we use -- really, on a daily basis. So, the proposal is to create a four-year strategy -- Workforce Development Strategy, post-COVID. Chmura will do all of the data aggregation and analysis of the key performing [inaudible] that were outlined by a steering committee; they will refresh all of our data analytics on our targeted industry sectors, they will engage in stakeholder groups, focus on the changing workforce needs directly because of COVID. They'll use traditional tools, such as SWOT Analysis, Needs Assessment, Gap Analysis and others. Then, we will -- they will provide recommendations for short-term and long-term wins in the realm of meeting our workforce development needs. The ultimate - this, also, is a staff training, and one of the things we have talked about with our Leadership Alliance, was a series of documents, templates -- you know, almost publications coming out of this -- these two organizations on things like key economic and workforce indicators -- that would be something they will create for us, as well -- and the ultimate product will be a four-year strategy document that will be overseen essentially, by [inaudible] task force -- so, and Natalie, you wanted to just provide

some feedback from our Workforce Recovery Workgroup on how we came to where we are today, with that.

Ms. Abbadessa: Thank you. As Cheryl knows -- you know -- we both sat on the -- this Workforce Group -- and it was evident from this group, they really want the Task Force to come back -- they loved the effort. So, right now, all eyes are on us -- everybody is really looking for this data and Chmura has amazing set of data that I work very well with. I feel this is very, very, very important for the future of workforce and bringing everybody back together -- you know, working really well with Amy Shaw and Danielle Britton, from GEBOP -- and it just really makes sense to put this plan together, get it going, get the strategy and get it implemented, so, I'm really excited.

Ms. Duncan: Any questions?

Chairman Bucci: Any questions for Stacey? Well, I have a couple. The first one is we -- you mentioned the current Broome County Workforce and Talent Strategic Action Plan. That laid out a number of priorities and it laid out a number of strategic initiatives. Have all those been realized? Have we



met all the strategic objectives that were outlined in that report?

Ms. Duncan: Sure -- well that's what Amy, Danielle, Natalie, and our Amy here are working on -- is that final progress report to take a look at what were the key objectives -- and what didn't we reach -- and use that as the baseline for where -- you know -- and that will feed into where we begin a new strategy document. What things do we think have the ability to carry over, and what things have changed, so potentially -- you know, systemically -- because of COVID. I would say that, you know, certainly on building the network for a cohesive Workforce Group, through the Task Force, was one of the key gaps that we had in this community -- was the Task Force, and actually, that came through loudly, with the Workforce Group, was -- you know, we formed this group -- let's not let it go. So, I think that was a key success. Certainly, on some of the mechanisms for marketing job opportunities -- you know, through the Broome Is Good Work Page, creating opportunities to search for job openings, and on the marketing side, we've met some of those objectives. A number of them are on-going -- like any of them would be -- in the -- for the long-

term, you know, the training program and the cross-collaboration between, you know, the community colleges and the employers themselves -- so, we will have a better sense of that, when that final progress report is complete -- and we will share that with the Board.

Chairman Bucci: Yeah, so one of the thoughts I had is that -- you know, the priorities and the strategic objectives aren't going to really change -- you know, COVID or -- you know, post-COVID, or COVID. I think all of the gaps that we might have, or the needs that we might have to develop and maintain a strategic and stable workforce, are -- all of those are going to stay. There might be some modifications, or various directions because of COVID. So, my question would be rather than starting from scratch, why not take the existing report, and build on that, or modify that based on what we identify as post-COVID pandemic needs? I mean, you've got like a foundation stone here, and -- which was very comprehensive -- and rather than just kind of, like, putting it aside -- because, according to the overview, this is going to replace this report -- and my point is, there is a lot

in here that was very insightful, and I don't think that's going to change. So, my thought is -- use this as a foundation stone and build on it rather than starting from scratch. And, another thing that I am almost thinking -- that because we are still in a point of uncertainty -- I am wondering if we should wait a little longer to get a sense of where we are going in regards to COVID, before we jump in and start analyzing what post-COVID might look like, because we don't know if and when a vaccine is going to be developed -- we don't know if there is going to be a second wave and the impact of that -- and I am just wondering if it's premature to start an analysis until we are actually through the event we are trying to analyze, and the impact of that event, while it is still on-going. So, I throw that out there just as, you know, points of consideration.

Ms. Duncan: Well, in regard to replacing -- I mean, it's -- you know, we've sort of set this timeframe for this initial plan, and so I -- you know, replacing includes taking that which we did not yet accomplish, determining if we think it's still the way we want to go, and using that as our baseline data for

going into -- you know, the next organizational strategy document. So, there will be things -- you know, I essentially carried in from the previous, to the new plan, ultimately -- you know, the key -- some of the things that we will be taking a close look at are the changes relating to remote work and how that will change the workforce needs. How do you upscale -- you know, people who are -- who cannot be in a remote work setting -- making sure there is the training. What we are seeing now, from an actual job posting point of view, are that the majority of the jobs -- significantly, the majority of those jobs are front-line workers - include, you know -- so, gas station attendants, material handlers -- and they are really in the -- you know, lower-skilled -- lower-to-moderate-skilled workforce. So, do we have the wherewithal to create the programs -- and kind of re-address -- because, a lot of our program before focused on some higher-skilled, professional positions, that we currently aren't seeing the demand for. So, they will look at that demand analysis and say, do we still need these and, if so, how do we shift? So, I mean, one way or the other, we are going to need this data. You know, the benefit of this is,

they provide the analysis and the aggregation for us and we can create benchmarks of periods of time. So, six months from now, a year from now -- because I think -- you know, like me -- I'm hearing everything from -- you know, we'll be out of this in 2022, or 2023, or -- you know, so we can track this, as we go. Certainly, as a living document, if you will.

Chairman Bucci: Well, what's [inaudible] but for timeframes to start immediately, right? I mean, when -- if we -- I'm just wondering, because there's just so much uncertainty out there, if it's better to wait and see how the currents shift. For example, you talk about remote work. For right now, that is a major strategy for businesses, for universities, and so forth -- because of where we are, in regards to no vaccine, and so forth. That may change in a couple months -- and so, some of the -- I'm just thinking it may be premature for them to start doing in-depth analysis on things, let's say, like remote work, when maybe a year from now, remote work will no longer be the high-priority that it is today. So, I'm just wondering if we should let the dust settle on where we are with the pandemic -- you

know, where we are going to be in a few months, with regards to the possible vaccine, or of a possible second wave, or the combination thereof -- and then, you know, kind of sort out where we should go -- rather than starting now, when we are kind of in a point of really, uncertainty, and I [inaudible] an analysis done today may radically change in two months. That's my only thought. Other than that, is [sic] there any other questions or comments for Stacey?

Mr. Gray: Rich, if I might just weigh in on this -- you mentioned uncertainty. I think it's just -- everyone would agree the only thing we know for certain is that everything that has come before us is uncertain. Everything that is going forward is uncertain. I think what the benefit of this proposal is -- is that it begins the process of collecting data, which may, or probably won't change -- in terms of hard facts -- of which way different industry sectors are going. But I think it will give us foundation to be able to go left, right, up or down, depending on what occurs here in the next couple of months. I think, without it, the staff -- I think in particular, as well as other economic developers in

general -- are going to be, sort of, using gut reactions to: do we go left, do we go right? I think the benefit of this is to give us some hard data that will give us a higher level of confidence that where we go in the next couple of months, is at least based on something we can put our arms around. Short of that, I agree with you that there's uncertainty going forward, but I think it does give us something solid to be able -- for us to be able to adapt to whatever occurs in the next couple of months. I think we need hard data to do that.

Chairman Bucci: Yeah, no, I don't necessarily disagree with that.

Mr. Stevens: I'm not on this committee, but

. . . .

Chairman Bucci: I go back to that -- you collect data in the month of September, and then a vaccine is developed, that is going to change -- I'm sure, a lot of outlooks from employees and employers. So, the data collected in September, may, in essence, become irrelevant, because perceptions and comfort levels -- and things are going to change -- and my only point is, I think we are still in a very fluid

situation, and to start collecting data now, while everything is still very fluid, may make that data irrelevant and -- before we even codify it. That's one concern. And, my other concern is that -- you know, we have this major strategic action plan, and we don't know -- we outlined all these objectives, and we don't know how many of those objectives have been met. And, again, I don't think those objectives have changed -- or the strategic priorities have changed, COVID or non-COVID. And, so, I think we should be working to implement all the objectives and strategic initiatives that were outlined in that strategic plan. Just because it was dated through 2020 -- that -- those ideals and those concerns highlighted in that report, are still here, in regards to developing and maintaining a dynamic workforce. So, I think that that report should continue to move forward and the strategic initiatives in that report should be implemented, and then build on it -- certainly with -- depending on what is going on with COVID. I mean, the premise is not wrong, I'm just thinking about this -- the way we implement it, that's all.

Ms. Sacco: And, I'm not saying. . .



Mr. Stevens: Rich, I'm not on this committee, but you're not saying that you don't think we should do this; you're just saying maybe we shouldn't do it right now?

Chairman Bucci: Yeah. I'm . . .

Mr. Stevens: If that's the case, then when do you think we should do it?

Chairman Bucci: I think that -- I think what we ought -- well, a couple things. I think that we have this strategic plan -- and I think we should build on the strategic plan, with this premise of post-COVID implications. The premise is not wrong -- I don't disagree with Stacey about that -- so, but, we have an existing document that is very thorough, outlined a number of strategic initiatives that we needed to implement, and I don't think that changed because of the COVID pandemic. And I think we should continue to move forward with that -- I'm, yeah -- my timing is such -- I just think we are very fluid right now in regards to -- I think we ought to wait and see, over the next couple of months, to see: a) if a vaccine is developed, which is being predicted, and b) if there is a second wave. Because in the fall,

which a number of health professionals are predicting -- and the impact of that, combining with the flu -- those are variables that may or may not have huge impact, but they are variables. I think we should wait and see how this progresses, and then, move forward -- doing data collection. I just think we start collecting data now, it might be premature and maybe, not valid six weeks from now -- or eight weeks from now. So, I don't disagree with the premise -- I'm kind of disagreeing with, maybe, the process and the timing. That's all. The premise makes a lot of sense.

Ms. Duncan: I do want to . . .

Mr. Stevens: So, you want to wait until after the first of the year? 2021?

Chairman Bucci: Yeah, that could give us more -- I mean, obviously, I think the next several months are going to be critical in regards to flux. I think a lot is going to happen in the next few months. What -- good or bad.

Mr. Stevens: Okay.

Mr. Rose: Question. Stacey, or whoever would know: so, if we blessed this proposal today, and tomorrow -- started working tomorrow -- what kind of timeframe is there to get actual information? I'm asking that question with the following second question in mind, which is -- I understand the polling about long-term planning, and we've got, you know, some strategies and objectives that have already been identified -- and to take a snapshot in time, and think about your five to ten year vision differently, based upon a snapshot that may be operational -- is a challenge. The other timeframe, though, is -- you know, let's say this operational period is itself, two years long. Are we going to get information that allows us to develop stronger short-term strategies to at least protect from loss, based upon what they may provide us? I don't know and that's what my question is about.

Ms. Duncan: Alright, the timeline they are proposing in there is a nineteen-week timeline, in which -- and, I do want to make a distinction on one of the benefits of that -- is the data aggregation -- is sort of, a continuance of -- a continuing process, and we have the data. So, we have the licenses for

the software. I can -- I am freezing -- there, I froze for a sec [sic] -- we can go in and, sort of, try to pull out certain data, as we need. What we don't have, quite frankly, is an understanding from a community-based understanding of the key performance indicators that we can use to measure any -- you know, movement in the right, wrong, neutral direction, as a result of COVID -- as a result of some of our continuing -- and I agree with Rich, that a lot of our need, haven't [sic] necessarily changed substantially, but what did -- what this will help us find out is -- what did change substantially in our workforce -- and how do we address that, if we don't have the mechanism to do so? So, the data is sort of a living, breathing thing, 'cause [sic] we can access that. What we don't have access to, quite frankly, is sophistication of the process of the community, the engagement, the assessment, to create the strategy to move us forward -- and also, then, identify who -- you know, who's -- the implementation part of it. Who's responsible for what -- you know, over the course of -- you know, immediate short-term, long-term -- you know, needs. So, you know, that's part of what we did with the process earlier, was identifying those partners -- you

know, we'll look at how those partners change substantially, and, if so, who are the new partners, and how do their roles change? It's sort of -- it's just a kind of organic continuation of the initial strategy process, you know. I agree that there will be things that might be really relevant now, that may not be in a year from now, but you know, it's hard to know what those might be -- especially things like our K-12 pipeline, which was really one of the most robust things we were, I think, successful at building -- was a cohesive K-12 pipeline strategy, you know, and that came to an abrupt stop, because of COVID. So, we know for at least the next school year, what's our K-12 engagement going to look like, because that will be drastically different, because students will be -- you know, hybrid, remote, you know -- so, these are things we can look at as part of this process, but -- you know, it's the timing, I think -- you know, is up to you. . . you know, these conversations are going to be had.

Ms. Sacco: Stacey. . .

Ms. Duncan: Yep, Cheryl.

Ms. Sacco: Yep. Can I . . . so, we've been talking about timing and whether it's appropriate to even do this and its timing -- you know, is obviously -- we've been discussing that. Is there any opportunity for us to do this work, collect this data in-house, versus going out?

Ms. Duncan: You know, I mean, we did that -- and that was -- quite honestly -- was one of the benefits. And when Natalie and I did the call with -- a couple calls on this strategy -- was the ability for Chmura to sort of, gather and aggregate that data in a more time-efficient way. I mean, we have a level of training and sophistication with the Chmura tools, but I'll be honest -- there is a lot -- you know, we don't know how to manipulate and use -- and part of this process is training. So, when we come out of this, we identify those KPI's and we know where to go in and manipulate that data, in a better, more efficient manner. Can we? Yes. Is it more -- probably, time-consuming -- I would argue, yes.

Ms. Sacco: Thanks.

Ms. Duncan: Um-hum.

Chairman Bucci: Any other questions or comments? Is there a motion?

Mr. Rose: Just for clarification, the motion would be to do what?

Ms. Duncan: To engage with Chmura to begin the . . .

Mr. Rose: And this would then go to the full Board?

Ms. Duncan: Um-hum.

Mr. Rose: I'll make a motion.

Ms. Sacco: I'll second. Sacco. Second.

Chairman Bucci: All in favor?

Unknown: [I -- in unison.]

Chairman Bucci: Opposed?

Ms. Sacco: I'm opposed. I . . .

Chairman Bucci: I am opposed, also.

Ms. Sacco: Yeah. I think the Board needs to look at this and realize we are split.

Chairman Bucci: Again, I'm not -- I'm opposed on -- not the concept, but some of the

logistics of the process. So, what we can -- definitely worth throwing to the full Board for their input and discussion. So, we have two I's and two nays. Okay.

Mr. Stevens: Can I just ask a question? I'm not -- again, I'm not on the committee, but can you approve -- can the contract itself, be approved, but the implementation date -- the start date, be a to be determined?

Ms. Duncan: I would imagine so. Yeah, we -- you know, what we can do in -- based on this conversation -- you know, as I mentioned at the beginning, we're going through a -- creating/drafting a sort of, final, if you will, progress report for the original strategy. In which case -- if we feel there is any significant modifications -- you know, we were going to have this conversation on -- here's where we ended, if you will -- and here's where we -- what we think is still relevant. We can have conversations, certainly, with any vendor on just the -- you know, scope of this change -- scope of the work change, as a result of that.



Chairman Bucci: So, it's two approve, two oppose, so it goes to the full Board, without a recommendation.

Ms. Hornbeck: The second was -- Cheryl Sacco, correct? But then she opposed it.

Ms. Sacco: Yes.

Ms. Hornbeck: Okay.

Ms. Sacco: So, I can make the motion and so the motion is heard, but making a motion doesn't equal a yes.

Chairman Bucci: Alright.

Ms. Hornbeck: Thank you.

Chairman Bucci: Okay, that's all we have on the agenda, so I will entertain a motion to adjourn.

Mr. Rose: So, moved.

Chairman Bucci: Second?

Ms. Sacco: Second.

Chairman Bucci: Second from Cheryl. Okay.

We are adjourned.

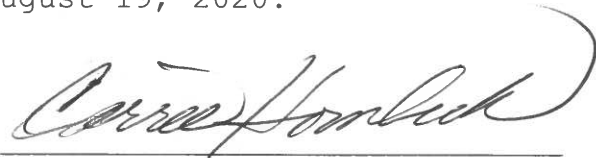
Meeting adjourned [at 12:01 p.m.].

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

STATE OF NEW YORK :

COUNTY OF BROOME :

I, CARRIE HORNBECK, Executive Assistant,  
do certify that the foregoing is a true and accurate  
transcript of the Broome County Industrial Development  
Agency Governance Committee Meeting, held  
telephonically, on August 19, 2020.



CARRIE HORNBECK

Executive Assistant

The Agency Broome County

Industrial Development Agency

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