

## **Comprehensive Economic Development and Marketing Strategy Resolution, Nunc Pro Tunc**

A regular meeting of the Nassau County Industrial Development Agency (the “Agency”) was convened in public session, electronically, pursuant to Executive Order No. 202.11 - Continuing Temporary Suspension And Modification Of Laws Relating To The Disaster Emergency - by Governor Andrew M. Cuomo of the State of New York on May 7, 2020 at 6:45 p.m., local time.

The meeting was called to order by the Chairman and, upon roll being called, the following members of the Agency were:

### **PRESENT:**

Richard M. Kessel	Chair
Lewis M. Warren	Vice Chair
Anthony Simon	2 <sup>nd</sup> Vice Chair
Timothy Williams	Secretary
Chris Fusco	Assistant Secretary
Amy Flores	Treasurer
John Coumatos	Assistant Treasurer

### **ABSENT:**

None

### **THE FOLLOWING PERSONS WERE ALSO PRESENT:**

Harry Coghlan	Chief Executive Officer / Executive Director
Danielle Oglesby	Chief Operating Officer/ Deputy Executive Director
Anne LaMorte	Chief Financial Officer
Catherine Fee	Director of Business Development/Chief Marketing Officer
Colleen Pereira	Administrative Director
Carlene Wynter	Compliance Assistant
Thomas D. Glascock, Esq.	General Counsel
Andrew D. Komaromi, Esq.	Bond/Transactional Counsel

The attached resolution no. 2020 - 34 was offered by Anthony Simon, seconded by Lewis M. Warren:

RESOLUTION OF THE NASSAU COUNTY INDUSTRIAL  
DEVELOPMENT AGENCY AUTHORIZING THE EXECUTIVE  
DIRECTOR TO JOINTLY ENGAGE CAMOIN ASSOCIATES,  
INC. AND MILLENNIUM COMMUNICATIONS, INC. TO  
DEVELOP A COMPREHENSIVE ECONOMIC  
DEVELOPMENT AND MARKETING STRATEGY, NUNC PRO  
TUNC

WHEREAS, the Nassau County Industrial Development Agency (the “Agency”) is authorized and empowered by the provisions of Chapter 1030 of the 1969 Laws of New York, constituting Title I of Article 18-A of the General Municipal Law, Chapter 24 of the Consolidated Laws of New York, as amended, (the “Enabling Act”), and Chapter 674 of the 1975 Laws of New York, as amended, constituting Section 922 of said General Municipal Law (said Chapter and the Enabling Act being hereinafter collectively referred to as the “Act”) to promote, develop, encourage and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing of manufacturing, industrial and commercial facilities, among others, for the purpose of promoting, attracting and developing economically sound commerce and industry to advance the job opportunities, health, general prosperity and economic welfare of the people of the State of New York, to improve their prosperity and standard of living, and to prevent unemployment and economic deterioration; and

WHEREAS, the Agency from time to time requires the services of qualified firms (“Firms”) to provide certain economic development and marketing services, to promote economic development within Nassau County; and

WHEREAS, therefore, during 2019 the Agency issued a Request for Statements of Qualifications for certain Marketing and Website Design Services (the “RFQ”), seeking statements of qualification from interested Firms, and the Agency published notice of said issuance on July 26, 2019, in Newsday, the Long Island Business News, and the New York State Contract Reporter; and

WHEREAS, the Agency received statements of qualifications from one (1) or more Firms (collectively, the “Statements”) expressing interest in providing the services contemplated by the RFQ; and

WHEREAS, in accordance with its Charter, the Finance Committee of the Agency reviewed the Statements, interviewed or determined that interviews of the respondent Firms are not necessary or desirable, found that certain Firms met the minimum requirements set forth in the RFQ and are qualified to provide the Services, and recommended that the Agency established an approved list of Firms to provide the Services; and

WHEREAS, by resolution dated February 27, 2020, the Agency established such an approved list of Firms to provide the required services, including the firm Camoin Associates 360 Marketing, and authorized the negotiation and making of an agreement with each Firm; and

WHEREAS, in keeping with the aforementioned RFQ and resolution, by resolutions dated April 7, 2020, the Agency has likewise engaged Camoin Associates, Inc. (“Camoin”), an affiliate of Camoin Associates 360 Marketing, to provide certain economic development research services and Millennium Communications, Inc. (“Millennium”) to provide marketing and website design services; and

WHEREAS, the Agency also wishes to jointly engage Camoin and Millennium to develop a comprehensive economic development and marketing strategy, to help make more effective the Agency’s issuance of financial assistance and to enhance its overall economic development efforts; and

WHEREAS, in furtherance of said joint engagement, during the Agency’s April 7, 2020 board meeting, its Chief Executive Officer / Executive Director Harry Coghlan described said anticipated scope of services (including research and information gathering and the formulation of specific economic development strategies, marketing strategy, branding, messaging, and business expansion and attraction initiatives with the goal of strengthening the base and creating economic prosperity within Nassau County), and the general terms for said engagement; and

WHEREAS, the Agency, on the one hand, and Camoin and Millennium, on the other hand, are now ready to consummate said additional engagement;

NOW, THEREFORE, BE IT RESOLVED BY THE MEMBERS OF THE NASSAU COUNTY INDUSTRIAL DEVELOPMENT AGENCY, AS FOLLOWS:

Section 1. The Agency hereby ratifies and confirms all actions as described above taken by the Agency’s staff to date.

Section 2. The Agency hereby determines that procurement of the services described in Exhibit “A” hereto (the “Services”) constitutes a procurement of professional services involving the application of specialized expertise and a high degree of creativity and, therefore, is not subject to the competitive bidding requirements of the Agency’s State of Procurement Policy and Procedures.

Section 3. The Agency hereby determines that the proposed action is a Type II Action pursuant to Article 8 of the New York Environmental Conservation Law (including the regulations thereunder, “SEQRA”) involving “continuing agency administration” which does not involve “new programs or major reordering of priorities that may affect the environment” (6 NYCRR §617.5(c)(26)) and therefore no findings or determination of significance are required under SEQRA.

Section 4. The Agency hereby authorizes and directs the Executive Director, Deputy Executive Director and/or Administrative Director to enter into a joint agreement with Camoin Associates, Inc. and Millennium Communications, Inc. to provide the services described in Exhibit “A” and for the fee amounts described in Exhibit “B” hereto, nunc pro tunc, on such terms and subject to such conditions as the Executive Director, Deputy Executive Director and/or

Administrative Director may deem advisable or necessary, subject to the terms of this resolution and the Agency's budget for the type of services required, as applicable. The Executive Director's, Deputy Executive Director's or Administrative Director's execution of any such agreement shall evidence the Agency's approval of the terms thereof.

Section 5. This Resolution shall take effect immediately.

ADOPTED: May 7, 2020

The question of the adoption of the foregoing Resolution was duly put to a vote on roll call, which resulted as follows:

Richard M. Kessel	VOTING Aye
Lewis M. Warren	VOTING Aye
Anthony Simon	VOTING Aye
Timothy Williams	VOTING Aye
Chris Fusco	VOTING Aye
Amy Flores	VOTING Aye
John Coumatos	VOTING Aye

The foregoing Resolution was thereupon declared duly adopted.

## Exhibit “A”

### **Scope of Services**

Camoin and Millennium shall jointly create a plan that contains impactful strategies that will catalyze projects throughout Nassau County. They will hone-in on economic opportunities through data analysis, stakeholder engagement, branding, marketing and the execution of initiatives.

#### **1. PROJECT LAUNCH AND ORGANIZATIONAL MEETINGS (SITE VISIT #1)**

##### **1a. Kick-off Meeting**

The parties will begin the project with a start-up meeting between Camoin/Millennium and the representatives of the Agency. The meeting will be attended and facilitated by representatives from Camoin and Millennium, and its purposed will be to review the project scope and determine the scheduling of upcoming tasks.

More specifically, this meeting will coordinate the following topics:

- **Project approach** – review and discuss the scope of work to be completed over the course of the engagement and any modifications that may be needed; and
- **Communication** – establish regular communication channels and methods between all parties both internally and externally; and
- **Project oversight and management** – review the project management plan and structure between the consultant team and client and the methods used to insure the timely completion of tasks; and
- **Existing documents** – identify and prepare for the circulation of existing plans, documents and other information; and
- **Stakeholders and Engagement** – identification of organizations and individuals who be interviewed as part; and
- of the planning and marketing process and how these meeting will be scheduled and coordinated; and
- **Schedule** – review the project schedule and determine dates for site visits/meetings/interviews/focus groups, etc. In addition, a regular weekly/bi-weekly project meeting will be established.

##### **1b. Agency Board Presentation: The History and Future of Economic Development**

The economic development profession, tactics and skill set of professionals has changed significantly in the last decade. Transforming from a traditional economic development organization (“EDO”), one that has been primarily transactional, to one that is more integral and comprehensive is going to require Agency staff and board to understand what is now seen as best and emerging practices.

To establish this foundation of understanding, Camoin will present a historical perspective of economic development and the transformation high performing EDOs have undertaken. In

addition, we will present examples of the programs, initiatives, processes, structure and capacity they have undertaken.

### 1c. Agency and Partner Organization Interviews

During the initial visit, Camoin will meet with Agency staff and leadership to discuss the organizations current management structure, governance, vision, functions, funding, financing tools, performance measurement and reporting systems and staffing capacity, etc. We envision this to be a half day engagement (4 hours) that will include a one-on-one meeting with the Executive Director and then the entire Agency team as a group facilitated discussion. Other topics of discussion may include IT, software, processes, the identification of barriers to economic development within the county and the inter-relationship between the Agency and other organizations and legislative bodies.

In addition, we will also look to meet with up to eight (8) external economic development providers in the county the following day and will work with the Agency prior to our visit to identify individuals potentially representing:

- Educational institutions
- Workforce organizations and training providers
- Small business assistance and innovation commercialization centers
- Downtown improvement organizations
- Planning and permitting departments
- Housing
- Marketing and tourism

The purpose of these interviews is to inventory the economic development offerings in the county and how partner organizations are working together to provide an effective delivery system.

**Deliverable:** Refinement of the Camoin/Millennium project management plan, including updated project schedule with key milestones and detailed deliverables. Inventory of economic development functions provided and summary of interview key findings. Agency team and board presentation on high performing EDOs.

## 2. ECONOMIC BASE and MARKET ASSESSMENT

Camoin will conduct a thorough analysis of the current economic situation and the county's role in the regional economy. We will gather and analyze information that will indicate where there are latent market business development opportunities based on shifting workforce trends, industry dynamics or demographic changes. The data we collect and analyze will be gathered from the perspectives employed by professional site selection consultants and corporate real estate executives. We will rely on the same kind of research and analysis to understand how Nassau County compares.

Some of the quantitative data to be analyzed is described below.

## 2a. Demographic and Socioeconomic Profile

Camoin will develop a demographic and socioeconomic profile of the county and region that will be used for reference throughout the study.

The demographic profile will include existing and projected trends for population distribution by age and income, number of households, median age, race, and ethnicity. We will also compile information on labor market size and commuter trends (inflow-outflow) as well as education attainment and unemployment trends. We will assess how the study area's economy compares with the MSA and the State of New York, as well as with the nation where appropriate.

Specifically, Camoin will compare and contrast the County with the larger New York metropolitan areas or sub-areas.

### **ECONOMICALLY VIABLE TARGET INDUSTRIES:**

- Are within growing and/or emerging markets.
- Fit with regional talent and skills.
- Fit with regional supply chain characteristics.
- Are highly concentrated and/or competitive.
- Align with the community's infrastructure and development preferences.
- Can gain a competitive advantage by locating in the region.
- Have strong potential multiplier and spillover effects.
- Have the capacity and potential for innovation.
- Complement and enhance existing businesses.

Indicators within the existing conditions assessment will include, but are not limited to:

- Existing, historic and projected 5-year population trends;
- Population distribution by age and income;
- Number of current households and projected change in households by age cohort;
- Median age;
- Unemployment rates;
- Educational attainment; and
- Poverty rates.

## 2b. Economic Data and Trends Analysis

Camoin subscribes to Economic Modeling Specialists International (EMSI) for industry-related data. EMSI supplies the most accurate and reliable industry employment and occupational data available. This analysis will include an in-depth examination of employment by industry at the 2- to 6-digit NAICS code level (based on what we determine to be most appropriate at the time of the analysis) and assess strength in terms of industry size, past growth, projected growth, location quotient (concentration), and competitiveness. We will analyze these data points for Nassau County, as well as comparison geographies.

Key data points that will be collected to develop a granular understanding of economic trends will include:

- **Employment Size:** Largest employment sectors;
- **Past Growth:** Over the past ten years;
- **Projected Growth:** Over the next ten years;
- **Concentration:** Location quotient analysis to determine how concentrated the industry is relative to the state/nation;
- **Establishments:** By industry sector;
- **Competitiveness:** Shift share analysis to determine how competitive the industry is regionally with respect to the state/nation;
- **Wages:** Average annual wages as compared to the state and the nation; and
- **Gross Regional Product:** Final market value of all goods and services produced in the region.

Through data collection in this task, we will be able to answer the following questions:

- What are the top employment sectors and clusters in the county based on current employment size, growth, and concentration?
- What are potential emerging clusters/sectors?
- What industries are positioned to gain a competitive advantage by relocating or expanding in the region?
- How can the county capitalize on growing regional clusters?

The industry analysis will also consider the education and training pipeline for industries that are identified with the greatest economic potential. This is a critical component to foster inclusive economic growth, as job growth that is limited to industries where two- or four-year university degrees are prerequisites for entry into the workforce can exacerbate already challenging economic standings for individuals who do not have the opportunity to obtain a university degree. We will consider how resources can be strategically engaged to promote jobs across the spectrum, from those that require advanced degrees and training, to those that offer career pathways with technical certificates or on-the-job training.

## 2c. Office and Industrial Space Market Assessment

Space needed for expansion is critical to ensuring economic growth. Camoin will utilize employment projection data to assess employment trends within the industries that utilize office and industrial space. Combined with current commercial real estate market information (Co-Star), we will then determine if any opportunities or obstacles to growth for businesses exist within these markets. This information will also be used to determine cost competitiveness of the identified target industries.

Deliverable: The Nassau County Economic Base Assessment will help to identify regional competitive advantages and the most valuable opportunities for economic generation. We will synthesize key findings from data collection into an easily readable executive summary report that presents major themes from the analysis.



Supporting documents will be included as appendices. We will devote project management calls and time during an in-person meeting to collect feedback on the report and subsequently update as necessary.

### 3. WEB DESIGN AND BRANDING AUDIT

#### 3a. Web Content

A content audit will also occur at this time identifying gaps and needs for the final site. Once the audit is done, our tech team will formulate the content migration plan to determine how current content will be moved to the new site and ensure that any existing external links (Google searches) are intact. At the same time, our tech team will be reviewing any 3rd party vendors, digging into their APIs and formulating integration plans if needed. The final step of this stage is finalizing the content hierarchy and plan out the entire structure of the site's content (usually beginning on our whiteboard wall). Outlines and flowcharts and check-in reviews will be used.

Once the audit is complete, we will meet with you to determine the best way forward for the design: Mobile or Desktop first? While it is suggested that the mobile be developed first, the Agency will dictate this design decision.

What will our key stakeholders respond to the best? What do the analytics show?

Once approved, we'll gather our user findings and personas and generate wireframes of all page types. It is at this point that our entire team is involved in making sure Design and Development agrees to features and core functionalities.

We'll present these as clickable prototypes (using an online collaboration tool like InVision) and work feedback through the same system (keeping an audit trail of questions and answers). All necessary stakeholders will have access to the prototype development. Once we've finalized the flow, we'll repeat the process with the other format. We now have a mobile and desktop UX flow ready for UI design.

UI design always starts with a homepage design that defines the look and feel of the entire site. Once completed, we'll put it up on the wall and dissect it. Once we land on a final direction that we like we will bring it to the team to discuss rationales and make decisions.

Once the look and feel is set and approved by all stakeholders we'll comp up key pages, features and functionality based on the wireframes. We will then transfer the page comps into InVision, prototyping click/tap interactions and any transitions/movements allowing for in-browser view of the creative to scale. So, we now have a design everyone loves, and new features mapped out and described within an architecture that makes sense and accommodates our content schema. It's now time to begin the development phase.

Since we are actually designing and developing two sites, the Agency and the Nassau County Local Economic Assistance Corporation ("LEAC"), will focus design efforts on the Agency site

first. As decisions are made for the Agency look and feel, we will recommend the necessary updates needed for the LEAC site (currently these are being identified as logo and content updates only—using the design patterns defined for Agency).

### 3b. Brand

Simultaneously, we will conduct an industry audit to see how key competitors are positioning themselves in the marketplace. These efforts are designed to identify many of the potential competitive voices in the marketplace, including, but not limited to:

- Competitive organizations
- Competitive positioning
- Competitive messaging
- Competitive UVPs
- Relevant industry/issue influencers that compete for SOV

We use this competitive analysis to map the industry through the eyes and ears of the target audience. We then identify the whitespace where the new brand can achieve differentiation while optimally leveraging the key insight(s).

## 4. BUSINESS ENGAGEMENT AND FINDINGS UPDATE (SITE VISIT #2)

Engaging and understanding the needs and opportunities of your businesses and key industries will be the foundation of developing economic development and marketing strategy. As such, we will conduct a broad outreach effort through a digital survey, as well as in-person interviews with key industry leaders. More specifically, our work will include:

**Business Survey** – To further understand the Nassau County business environment, Camoin will develop an online business survey. We will encourage the Agency to reach out to partner groups (chambers of commerce, workforce providers, industry groups, etc.) and directly to businesses to encourage and direct them to a web link to complete the survey. The survey findings will be used to help understand the current views and overall needs to ensure a healthy business community in Nassau County. Camoin will supplement these lists with data from EMSI and PitchBook data, the premier comprehensive data source for capital market transactions and private company data.

Soliciting information directly from local businesses provides the most revealing and helpful information in terms of workforce needs and general business development knowledge. We will phrase questions in such a way as to elicit thoughts and ideas useful for policies and recommendations to be included in the economic development strategic plan.

The survey will include, but not be limited to, the following topics sorted by industry: Current employment as well as anticipated number of new employees in the next 1 -5 years; business growth challenges; skills needs and skills gaps; education and training challenges and needs; desired industry credentials; awareness of business development and resources available in the county; thoughts and feedback on business climate issues in the county, region, and state; and industry trends impacting their competitiveness.

**Business Interviews** - In Camoin's and Millennium's experience, detailed issues and opportunities can best be identified by using the data and survey response analysis in concert with insights gained through interviews and conversations with industry and economic development stakeholders.

For the second site visit, Camoin will conduct up to twelve (12) interviews with business leaders representing the potential key industries identified through the economic base analysis and survey. The purpose of these interviews is to further understand the competitive advantages and obstacles these industries are experiencing and how the Agency may provide future support and/or attract others. Camoin will rely on the Agency staff to identify and coordinate the scheduling of these interviews. In an effort to complete the interviews in one day, we ask they be scheduled and conducted in no more than two locations.

**Team Findings Presentation** - On the morning following a full day of industry interviews, the entire consultant team will hold a meeting with Agency representatives to present our status on the web design and branding audit, as well as the data findings to date such as emerging themes and interview findings.

**Deliverable:** Web design and branding audit update, revised Economic Base Assessment with internal and external interview findings to date, input from community engagement session, and revisions from project staff.

## **5. OPPORTUNITIES AND CHALLENGES ASSESSMENT**

Using the preceding analytics, engagement session, and discussion with Agency partners, Camoin will identify the economic development opportunities and challenges facing Nassau County. We will populate a list of Challenges and Opportunities, our version of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, using findings from the preceding tasks. This will be built out into a larger Asset Inventory that will identify:

- Economic development capacity;
- Branding and messaging;
- Infrastructure assets;
- Innovation and entrepreneurship assets;
- Locational advantages/disadvantages;
- Market position for commercial and industrial opportunities;
- Labor force skills and skill gaps
- Land use planning and permitting, and
- Local and regional partners necessary to accomplish economic development goals.

Identifying assets will be critical to move forward with economic development strategies that are resilient and implementable. At the same time, uncovering gaps and competitive disadvantages will help draw attention to where additional resources should be dedicated to address business environment issues.

Using the findings of the previous research, the Camoin/Millennium team will prepare a presentation of 2 – 3 viable whitespaces where the brand can be effectively positioned. Directional copy will be developed to demonstrate potential positioning. Once aligned on the positioning, we move on to brand development.

Deliverable: The Camoin/Millennium team will prepare an Opportunities and Challenges Assessment summary for review during a weekly project call. Feedback from the County staff and partners will be incorporated into the final document. We anticipate this being an iterative process with the Agency staff and that there will be several rounds of discussion before the Economic Asset Inventory is finalized during the 3rd site visit.

## 6. TARGET INDUSTRY IDENTIFICATION, BENCHMARKING AND BRAND PRESENTATION (SITE VISIT #3)

Guided by the baseline and economic trends assessments, business engagement, and stakeholder interviews, Camoin will work to identify four (4) to six (6) targeted industry clusters for the Nassau County. We expect that these clusters will have the greatest potential for the area and/or are in the need of the most assistance to maintain their strength in the Nassau County. Furthermore, we will look towards the economy of the future and identify those clusters that are experiencing innovation, technology development, technology transfer, and research and development that position them to be successful in the economy of the future. This will include an overview of the entrepreneurial and small business ecosystem and the role that independent contractors and the gig economy have in the work lives of Nassau residents.

### 6a. Target Industry Clusters and Subsectors

The in-depth investigation will include a detailed industry analysis on the targeted clusters to gain insight into industry trends and factors required for future investment. We will evaluate the clusters individually, and as they relate to each other and to the economic base of the metro area and Northeast/Mid-Atlantic region. The detailed analysis will include investigation into current companies in each primary cluster and related subsector located in the county, changes in technology and other recent advancements in the cluster, and other key factors related to the targeted clusters. The detailed industry analysis will inform the asset/weakness assessment for the clusters and help form recommendations for ways to strengthen the clusters.

We will create balance sheets for the industry clusters that consider factors that companies, business executives and site consultants consider when making business decisions. The opportunities and constraints identified during the balance sheet analysis and previous economic data analysis will serve as the foundation for the development of guiding program and investment principles for the Nassau County.

## 6b. Competitive Benchmarking

The data we collect and analyze in Phase I, Task 2, together with the Targeted Industry identification above, will be gathered and analyzed from the perspectives employed by professional site selection consultants and corporate real estate executives. We rely on the same kind of qualitative and quantitative research and analysis to understand how the Nassau County compares to competitors.

For example, qualitative factors include economic and financial stability of an area, political stability, quality of support from local government and development agencies, financial resources available for start-up and risk of natural disaster. Factors also include local potential to recruit skilled staff, size of labor market, experience of workers in given industries, student population trained for specific jobs, and the condition of the labor market.

Camoin's and Millennium's quantitative work evaluates the presence of key industries and clusters, presence of an industry base, supply chains, university and private sector research and development. For this assignment, they will examine labor and regulations that might influence our recommendations. Other key criteria include condition of the infrastructure, air access, highway and road conditions, waterways, telecommunications and power supply. The availability of real estate in terms of industrial, office, commercial and lab space is also taken into consideration. Finally, they examine the living environment in terms of cost of living, attractiveness for recruiting workers, public safety and quality of schools. Quantitative considerations include costs for conducting business, such as property and operating expenses, labor rates, utilities, taxes and any incentives that might offset some business costs.

Camoin will benchmark the targeted industries identified above for the Nassau County against three (3) competitive locations. We will present up to six alternate locations to you to benchmark, review justifications for choosing these locations and work with you to select three of the six locations to compare against the County's competitive advantages.

## 6c. Brand Presentation

Our team will develop and present 5 – 8 potential brand descriptions for review on a project management call.

Ultimately, we will agree on 1 – 2 brand descriptions from which we will develop options for logos, taglines and other branding elements. Once a final brand description logo and tagline are agreed upon, the Millennium team will develop a full brand asset library that includes all visual element, guidelines for development, and guidelines for application across marketing and communications elements.

Deliverable: Key target industry and sub-sector narratives and benchmarking findings will be provided and presented along with potential brand descriptions. These descriptions and the county's competitive locational advantages will be used for target marketing and messaging.

## 7. WEB DEVELOPMENT AND HOSTING TECHNOLOGY

### 7a. Development

Back End Development (“BED”), using the roadmap set forth during the wireframe stage, will architect the backend and create the necessary content types and database structure to support the build. They will be focusing on efficiency, consistency, flexibility, and reliability. The developers will work with the Drupal 8 CMS, along with other technologies and frameworks to create common and bespoke functionality.

During this process, the design team will meet with the developers to ensure the administrative experience is efficient and intuitive to admins and content editors. This typically includes categorization of pages and organization of input fields.

Concurrently, Front End Development (“FED”) will be breaking the designs down, recreating them in responsive, standards-based, WCAG-compliant HTML and CSS code that is rock solid, fast and efficient. Since our goal is to have the site accessible by the total userbase, we work with industry standard frameworks like Bootstrap, jQuery, React, SASS, etc. and mix and match them as needed to develop the best UI experience.

During the development phase we will work in a hybrid-agile format in weekly sprints, managing expectations and focusing on features, as we head towards testable release candidates. All managed by a dedicated PM.

Once the complete feature set is completed and the Agency site is staged with no further structural modifications identified, we will build the secondary LEAC site using the platform and design developed for the primary Agency site (since the core feature set will be identical: CMS, PDF archives, search, UI design).

### 7.b Hosting and Technology

Technology touches all points of the project at all times during the production. For example, while the Creative team is working through strategy and IA, our Technology teams are setting up the backend to support our build. The Technical teams are also setting up our code repositories, automated deployment scripts and installing all necessary server-side libraries. They are also setting up necessary security protocols like Two-factor Authentication for admin users and auto-locking of non-essential accounts on production pushes to protect the integrity of the live websites.

The development teams work in a multi-tiered environment: Development, Staging, and Production (for each site). The Development environment is local in our office in Syosset and is used for active development; Staging and Production environments are in our off-site datacenters with Staging being protected via login credentials and used for stable feature pushes and functional signoffs; Production is our live site, this will not be activated until the end of the project once all QA, UAT and launch checklists have been completed.

## 8. BUSINESS RETENTION AND EXPANSION EFFORTS AND STRATEGIES

Business retention and expansion programs are the primary function of most economic development organizations.

Often, these programs generate the most job creation and investment project leads. Based on the identification of key industries and the business engagement tasks, Camoin will conduct two tasks that will set the foundation for the county's new BR&E program. First, we will provide a list of county businesses in the target industries that will be used for eventual Agency outreach. Second, we will research and recommend the optimal Customer Relationship Management tool that can be used to manage its new BR&E initiative.

### 8a. Target industry Business List

Utilizing the survey business list, available County records, Camoin's business database and other proprietary business list publications, Camoin will create a list of businesses in the county's target industries. The list will include published contact names, addresses and phone numbers and will be used to populate the Agency's new CRM. Camoin will not confirm business listing information accuracy as continuous changes that occur within these organizations.

It is expected that as Agency staff utilize the list, additional research and updates will be required.

### 8b. Customer Relationship Management Tool (CRM)

A host of Customer Relationship Management tools are available to economic development organizations used to implement a business retention and expansion program. Camoin will assess the top CRM options and recommend an ideal tool based on needs, budget and other qualities and characteristics Agency staff identify as important.

Deliverable: Camoin will provide a recommended CRM tool and a business list to be used to populate it.

## 9. STRATEGY DEVELOPMENT AND ACTION PLAN MATRIX

The planning process will culminate in the development of the Action Plan. Camoin will create a draft of strategies and implementation goals for Nassau County. This draft will outline the County's strategic focus and demonstrate how the County and its partners can leverage opportunities in industries that show the greatest potential for economic growth. Once approved, Camoin will transfer these contents into an Action Plan.

The Action Plan is your implementation tool. It will reflect the region's economic development and marketing intentions as a concise living document. Each action proposed in the matrix will have related partners, timeframe, costs, resources, and outcome metrics to track progress overtime. We will help the County create an ongoing evaluation process to regularly assess progress, making changes as needed. The Action Plan will be designed in an easy to update format.

We will develop the draft report as a concise executive summary that will serve as an introduction to full Economic Development Strategy. Camoin proposes to hold a remote meeting with project staff to review the draft Action Plan Matrix.

Camoin will create a document outlining critical elements of the Action Plan. This draft will outline the County's strategic focus areas with action-oriented language to demonstrate how the County can leverage opportunities in industries that show the greatest potential for economic growth.

Camoin will identify primary goals and objectives that will guide the County's economic development efforts in the short-term (present-2 years) and long-term (3-5 years). This draft will be delivered to the County staff as a digital PDF. Camoin's co-principals will then hold a teleconference meeting with County staff to present the contents of the document. This will be a chance to openly discuss the goals and objectives and to further refine details from the plan. Once the Draft Action Plan is approved, Camoin will transfer the contents of the Word document into our Action Plan Matrix template. The Matrix will flow from overarching goals to specific tactics, actions, and projects, and indicate necessary resources, partnerships, and corresponding performance metrics and benchmarks. It will carefully reflect the intersection of the County's opportunities and resources.

Each action proposed in the matrix will have related partners, timeframe, resources, and outcome metrics to track progress overtime.

As a segue to implementation, Camoin will work with the County staff to develop a series of metrics to evaluate performance of the strategy implementation.

The Nassau County Economic Development Strategic Plan will review current metrics and propose new ones as appropriate. The measures will focus on high value activities and return on investment. They could include internal/managerial (e.g., performance-related); economic-development activity (e.g. business-related, attraction, BRE, technology-based, sustainable, etc.); relationship management (e.g. leadership and communications, client satisfaction); and community-oriented (e.g. demographics, business related, housing, quality of life, transportation, trade, tourism, environment.)

Deliverable: An Action Plan Matrix in table or spreadsheet format, to be used as an implementation tool to provide a clear path to "get things done" in Nassau County. It will include details such as likely potential funding sources, performance measures, details on project partners and stakeholders, and the role of County/Partnership staff in advancing implementation of the Action Plan.

## 10. TECHNOLOGY TRAINING AND TESTING

### 10a. CMS Training

Once the site development is completed and we have a stable Staging deployment, we will schedule Admin training and workflow review with the content team. This is always a close



collaboration between the involved groups. We will record these sessions and provide them as training assets for future reference. As the content team uses the tools and the site, we encourage feedback during UAT and will schedule further optimization to facilitate ease of use and fulfill desired capabilities during an agreed upon support period.

#### 10b. QA, Accessibility Testing, and UAT

While active testing is happening throughout the design and build—official QA steps involve stable version pushes to a Staging environment and scheduled time for internal and external stakeholders to review. Reviews focus on accessibility, functionality, design fidelity and content. Any issues found are logged and tracked within Jira (our agile project management tool).

Camoin will test in the latest versions for Safari, FireFox (PC and Mac), Chrome (PC and Mac), and Edge ensuring responsive optimization for iOS and Android devices as well. For WCAG 2.1 Compliance, we will test in Safari with Voiceover and FireFox + Jaws.

Once all QA rounds have been completed and issues remediated, the Staging environment is updated with a final, launch-ready version of the site. UAT now commences, typically with a larger audience, to approve all features, content and flow. UAT is typically the last step before our launch procedure. Sometimes issues are found at this stage and if they are, we remediate, test and push to Staging for another round of UAT.

### 11. STRATEGY REVIEW AND REFINEMENT (SITE VISIT #4)

Camoin will facilitate an interactive discussion with County representatives and key stakeholders to review draft strategies and offer feedback. The County might consider inviting all business leaders and others interviewed in the process to this meeting to obtain feedback on draft results. The goal of this meeting will be for the participants to closely review the draft recommendations and existing matrix as prepared by Camoin and offer suggestions and comments on how to revise it by prioritizing, editing, adding and deleting items. This meeting will include discussions regarding implementation details.

Based on County advisement, we will incorporate revisions into an updated action plan matrix. We will develop and include specific policy recommendations for executive and legislative consideration. A concise executive summary will be prepared that will serve an important role in communicating the plan's findings, priorities, and goals for the next five years.

Deliverable: Revised Action Plan Matrix that will reflect the comments from stakeholders, proposed program and policy changes, with executive summary.

### 12. FINAL REPORT, PRESENTATION AND LAUNCH (SITE VISIT #5)

#### 12a. Final Strategy

Based on the feedback from the County on the draft resulting from the review and refinement meeting, Camoin will revise the plan into final form.

#### 12b. Pre-production Activity: Security Reviews and Final Signoffs

As part of our process we scan code for vulnerabilities and produce a Threat Analysis report that documents key security considerations, such as roles and permissions, and points of entry. Once ready, the Go/No-go decision is made and we start the launch process.

#### 12c. Launch

Camoin will go through a series of launch checklists to ensure everything is correct and buttoned up. Each team from technology to design has their own setup items to validate against. Once completed the site is officially signed off on for launch. Launches are always scheduled between Monday – Thursday, before 12pm ET. This ensures that all stakeholders are available should any issues arise.

Deliverable: Final Economic Development Strategic Plan, Executive Summary, and Action Plan Matrix transmitted in electronic format. Fully functional website.

## **Exhibit “B”**

### **Budget and Schedule**

Professional Fees include staff hours. Expenses include interview preparation, printing, travel, etc. Staff time will be managed through our internal workload management systems to ensure timely completion of all deliverables.

#### **Budget and Tasks Fee**

1. Project Launch and Organizational Meetings (Visit 1)	\$21,370
2. Economic Base and Market Assessment	\$14,430
3. Web Design and Branding Audit	\$32,650
4. Business Engagement and Findings Update (Visit 2)	\$19,090
5. Opportunities and Challenges Assessment	\$7,230
6. Target Industry Analysis, Competitive Benchmarking, and Brand Development (Visit 3)	\$27,450
7. Web Development and Hosting Technology	\$34,285
8. Business Retention and Expansion Efforts and Strategies	\$16,710
9. Strategy Development and Action Plan Matrix	\$14,530
10. Technology Training and Testing	\$63,810
11. Strategy Review and Refinement (Visit 4)	\$14,670
12. Final Report and Launch (Visit 5)	\$22,895
Total Professional Fee	\$289,120
Expenses	\$12,952.

STATE OF NEW YORK

) SS.:

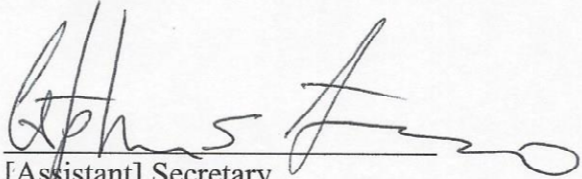
COUNTY OF NASSAU

We, the undersigned [Vice] Chairman and [Assistant] Secretary of the Nassau County Industrial Development Agency (the "Agency"), do hereby certify that we have compared the foregoing extract of the minutes of the meeting of the members of the Agency, including the Resolution contained therein, held on May 7, 2020 with the original thereof on file in our office, and that the same is a true and correct copy of said original and of such Resolution set forth therein and of the whole of said original so far as the same relates to the subject matters therein referred to.

WE FURTHER CERTIFY that (A) all members of the Agency had due notice of said meeting; (B) said meeting was in all respects duly held; (C) pursuant to Article 5 of the Public Officers Law (the "Open Meetings Law") as modified pursuant to Executive Order No. 202.11 - Continuing Temporary Suspension And Modification Of Laws Relating To The Disaster Emergency - by Governor Andrew M. Cuomo of the State of New York, said meeting was open to the general public, and due notice of the time and place of said meeting was duly given in accordance with such Open Meetings Law; and (D) there was a quorum of the members of the Agency present throughout said meeting.

WE FURTHER CERTIFY that, as of the date hereof, the attached Resolution is in full force and effect and has not been amended, repealed or rescinded.

IN WITNESS WHEREOF, we have hereunto set our respective hands and affixed the seal of the Agency this 7th day of May, 2020.

  
[Assistant] Secretary

\_\_\_\_\_  
[Vice] Chairman

(SEAL)



STATE OF NEW YORK

) SS.:

COUNTY OF NASSAU

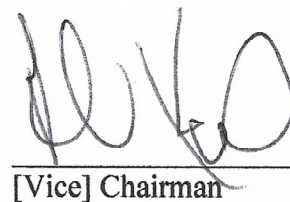
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\_\_\_\_\_  
[Assistant] Secretary

  
\_\_\_\_\_  
[Vice] Chairman

(SEAL)