

Economic Development Advisory Services Resolution

A regular meeting of the Nassau County Industrial Development Agency (the “Agency”) was convened in public session at the Theodore Roosevelt Executive & Legislative Building, Ceremonial Chambers, 1550 Franklin Avenue, Mineola, Nassau County, New York on September 21, 2021, at 7:30 p.m., local time.

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

PRESENT:

Richard Kessel	Chairman
Lewis M. Warren	Vice Chairman - EXCUSED
Anthony Simon	2nd Vice Chairman
Amy Flores	Treasurer
John Coumatos	Asst. Treasurer
Chris Fusco	Asst. Secretary
Timothy Williams	Secretary

THE FOLLOWING ADDITIONAL PERSONS WERE PRESENT:

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

The attached resolution no. 2021-75 was offered by Chris Fusco, seconded by Amy Flores:

RESOLUTION OF THE NASSAU COUNTY INDUSTRIAL
DEVELOPMENT AGENCY AUTHORIZING THE EXECUTIVE
DIRECTOR TO ENGAGE CAMOIN ASSOCIATES, INC. TO
PROVIDE CERTAIN ECONOMIC DEVELOPMENT
ADVISORY SERVICES

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 advisory services, to promote economic development within Nassau County; and

WHEREAS, therefore, the Agency has previously engaged Camoin Associates, Inc. (“Camoin”), an affiliate of Camoin Associates 360 Marketing, to provide certain economic development research services and related services; and

WHEREAS, pursuant to its mission and purpose 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, the Agency wishes to engage Camoin to provide certain economic development advisory services from the date hereof and during 2022, including, but not limited to, staff training, site selector training, marketing support, and various additional services, and Camoin wishes to be so engaged.

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

Section 1. The Agency is hereby authorized enter into an agreement with Camoin Associates, Inc., for it to provide certain economic development advisory services (the “Services”)

from the date hereof and during 2022 at an additional cost not to exceed Fifty Thousand and XX/100 (\$50,000.00) Dollars (all as described in the attached Exhibit “A”).

Section 2. The Agency hereby determines that the procurement of 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)(20)) 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 an agreement with Camoin Associates, Inc., for it to provide the Services and for the fee amounts described in Exhibit “A” hereto, 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. The Executive Director’s, Deputy Executive Director’s or Administrative Director’s execution of any such agreement or contract shall evidence the Agency’s approval of the terms thereof.

Section 5. This Resolution shall take effect immediately.

ADOPTED: September 21, 2021

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	EXCUSED
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”

SUBMITTED TO:

Harry Coghlan

CEO

Nassau County IDA

Via e-mail to: hcoghlan@nassauida.org

SERVICES FOR

LEAD GENERATION SERVICES

Nassau County IDA

SEPTEMBER 3, 2021

PREPARED BY:



PO Box 3547
Saratoga Springs, NY 12866
518.899.2608

CAMOIN ASSOCIATES



SEPTEMBER 3, 2021



Dear Harry,

Thank you for inviting us to prepare a proposal to support Nassau County's effort to execute the marketing and attraction component of its economic development plan.

I hope in the pages that follow we convey a few very important messages about our prospecting philosophy, experience, and approach. I believe it is these reasons our clients continuously tell us that our leads are consistently a higher quality than those provided by other similar lead generation providers:

First, **we do not sell subscriptions to our business list database.** The reason is clear, it dramatically reduces the likeliness that C-suite executives will take a call and introduction when they are being contacted continuously by EDOs around the country. That practice is referred to as "killing the data". Instead, our database remains proprietary and is not available for sale and mass access.

Second, **we conduct independent research to identify companies preparing for expansion and relocation and create a call list specific to your region and industry targets.** As a result, your list of companies is used only for your call campaigns and is not shared with other potential competing clients.

Third, **our call center is staffed by experienced callers based entirely in the US.** We have learned that delivering truly qualified leads requires that that our Engagement Professionals can speak and sound as if they are a part of your executive team. For that reason, our contact center employs and trains full-time professionals. We do not utilize college students, foreign based call centers or inexperienced callers that only result in lower quality leads delivered to you.

Fourth, **our call team is supported by an experienced research staff.** We have found that our work and comprehensive understanding of all facets of economic development has provided us with a superior understanding of what drives business investment decisions by industry and what it takes to attract businesses and investment in regions. We use this knowledge to drill deep into identifying the subsectors within your targeted industries that will find the communities served by Nassau County IDA attractive and to have productive, professional, and meaningful engagement with business leaders.

Fifth, **we utilize a sophisticated cloud-based call center software called Five9 and have spent the last 18 months building a larger business database.** We anticipate these tools will deliver even better performance in the months and years to come.

Lastly, since Camoin began in 1999, our intent has not waived – to support efforts like yours to create economic opportunity that make it possible for individuals, families, and communities to prosper.

Margaret Gallagher, will be directing all lead generation efforts under the guidance of Karen Meier. Karen has over 20 years' experience focused entirely on leading investment prospecting campaigns. We remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget. Feel free to contact me with any questions or to schedule a call to talk through the details.

Yours respectfully,

Rob Camoin

Robert Camoin
President & CEO

CONTENTS

CONTENTS..... ii

PROJECT UNDERSTANDING..... 4

PROJECT SCOPE..... 5

BUDGET..... 10

Example Projects..... 14

WHAT WE DO 15

OUR CAMOIN ASSOCIATES PROSPECTING SERVICES..... 16

REFERENCES 18

PROJECT UNDERSTANDING

THE OPPORTUNITY

We understand that the Nassau County IDA is seeking assistance with the implementation of the investment attraction initiatives outlined in its recently completed economic development plan. The County's intention is to capitalize on its assets and as a location for target industry businesses. The strategy will include the identification of target industry trade shows, site consultants and business outreach and appointment setting.

Nassau County IDA has identified six sectors as targeted opportunities: information & communication technology, media & entertainment, health, professional services, wind energy and construction. **Camoin Associates has worked on targeted industry studies and lead generation projects that have included all of these sectors and are familiar with the big picture trends that are impacting them throughout the country, including their unique infrastructure, workforce, training, subsectors and operational and financing needs.**

Camoin Associates will train your team on how to handle and nurture lead conversations with potential prospects, make recommendations for optimal trade show attendance, identify key site selectors for introductions, and create a prospecting campaign and budget that will initiate the County's marketing and attraction efforts.

OUR APPROACH

As a full-service economic development firm, we believe the addition of Camoin Associates' analytical capabilities will provide a more informed and focused business prospecting approach. As a firm, we are able to provide our clients with start-to-finish economic development services beginning with analyzing and identifying targeted clusters through to designing and implementing specific business marketing tactics. We have worked with clients all over the country to determine which industries, sectors, and emerging opportunities are best suited for their region and have crafted marketing strategies that capitalizes on existing assets and characteristics to attract companies and investment. Our work has led to billions in investment, thousands of jobs, and most importantly, improved success and clarity of approach for our economic development partners.

We have been successful with our clients in turning business contacts into leads because we set our callers up to be productive with each and every call they make. Using our vast proprietary database of national and international companies that has been built through decades of calls, research, and industry knowledge, we are able to direct our callers to the specific business executives that represent the companies most closely aligned with our clients' assets and most likely preparing for growth. We are not simply calling from a standardized, subscription-based set of data that every other attraction campaign is accessing. Rather, we utilize our custom database that has been built and updated over the last 20 years. Our proprietary and exclusive data list and professional U.S. based call team with economic development knowledge has resulted in higher quality leads and superior levels of return on campaign investment.

Based on our understanding of Nassau County's current targets and attraction strategies, our conversations with you, and our knowledge of the most effective marketing tactics, Camoin Associates proposes to provide the following scope of work that allows us to connect Nassau County with business leaders within the target industries and to prepare your team to have productive conversations with expanding businesses.

PROJECT SCOPE

TASK 1: KICKOFF MEETING

We will begin the project with a conference call meeting between the Camoin team and representatives of Nassau County IDA. The meeting will be designed to review the scope, schedule, training and prospecting processes.

More specifically, during this session we will:

- Review each element of our prospecting scope and making modifications as needed
- Discuss a schedule and process for each task
- Schedule the boot camp training
- Make modifications Identify any major issues, opportunities, and obstacles (real or perceived).

TASK 2: CAMPAIGN PREPARATION

Campaign Road Map

Based on the outcome of the kickoff meeting, trade show recommendations, and digital marketing discussion, Camoin Associates will prepare a draft strategic road map that will detail a budget and recommended approach to the County's lead generation campaign. The plan will focus on 2-3 of the County's target industries (initially) and prioritize specific actions, discuss proper sequencing of activities, and identify any necessary tasks that should be completed prior to undertaking each campaign initiative. The plan will also identify the top three target sectors that will be the main focus of the outreach campaign.

The Strategic Road Map will be presented in a user friendly "matrix-style" chart that includes the following:

- Goals of the Organization and Recommended Marketing Tactics
- Rationale for Undertaking
- Priority Level
- Cost or Level of Resources Needed
- Timeframe – short, medium, long term

Campaign Design

Camoin Associates will create a marketing and attraction campaign for Nassau County IDA that recognizes the challenges that exist as a result of COVID-19. This means that we will focus on the tasks that can be effectively completed by phone and remotely and then work towards more travel tactics later in the campaign. We will remain flexible and available to discuss the campaign as conditions change.

Deliverable: Camoin Associates will present the draft strategic road map to Nassau County IDA's internal team, discuss adjustments, considerations, and any changes. The final plan will be presented to the group during the Prospecting Boot Camp meeting.

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Prospecting Boot Camp and Campaign Presentation

Camoin Associates offers an experiential session of the prospecting process from working company contacts, breaking through to decision makers, perfecting your pitch, to closing and prospect follow-up. Our boot camp provides classroom style insights gained from our decades-long and unique approach to executive prospecting – and includes a boot camp experience where participants apply what they have heard to real-time cold calls to executive contacts within industry sectors of interest.

Conducted via Zoom/Teams and in-person, Camoin Associates will craft a custom training program that will include targeted and engaging activities for the staff. This will include basic background on business attraction work, role play, review of best practices, and facilitated discussion about challenges and opportunities for Nassau County IDA moving forward.

Deliverable: A fully facilitated ¾ day boot camp session for Nassau County IDA staff.

TASK 3: CAMPAIGN IMPLEMENTATION

The Nassau County IDA Campaign Road Map will include a mix of tactics which are outlined below. We would work to define the specifics of the campaign to meet your needs, leverage existing efforts and strengths, and be cost and resource effective. The following are the tactics we believe would be a good fit for Nassau County.

Site Selector Outreach and Appointments

Starting with an initial information gathering and outreach campaign, Camoin Associates will use its proprietary database of global site location consultant contacts to conduct personal telephone calls to consultants that have a particular connection to Nassau County IDA, either they do a lot of work in the area or are active in the target industry sectors. This initial outreach will include a survey to quantify their understanding/awareness of Nassau County, their perception of the region, and other information that will be important for Nassau County. The outreach will also increase consultant's awareness and interest in Nassau County for future project opportunities.

During the initial survey outreach, Camoin Associates' professional engagement team will determine whether there is interest in meeting with representatives of Nassau County by phone. A consultant's willingness to schedule a personalized phone briefing with Nassau County will result in Camoin Associates scheduling a conference call meeting. The duration of these calls may range from 45-60 minutes during which time Nassau County will receive an honest appraisal of their location and suggested steps for any corrective actions. At a minimum the call will build awareness and place Nassau County "on the radar" of the consultant.

All conference calls are hosted by Camoin Associates and meeting confirmations are managed by the assigned project manager. Each call agenda will be facilitated by an experienced Camoin Associates staff person who will attend the briefing to ensure the agenda is a focused, candid appraisal that reveals locational perceptions, deficits, and actions.

Deliverable: Four (4) appointments with site selectors.

Lead Prospecting

Based on the selected industry sectors, Camoin Associates will conduct outreach to key decision makers to identify and deliver qualified leads. Our desk research will be overlaid by our experience in analyzing and ranking companies of potential – a skill that has evolved from our analysts' tens of thousands of phone interview evaluations. Our process will refine the field of potentials down to the best fit for your competitive assets and interests. The criteria

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for competitiveness may include alignment with the local workforce; national growth outlook; growth of existing regional businesses in the sector and state; supply-chain leakage, existing industry clusters and concentrations, etc.

Once the list of potentials has been compiled, Camoin Associates will reach out to interview and vet the responses of decision makers in each of the companies approved for outreach. If we deem the company is a viable fit they will be scheduled for a conference call meeting hosted by Camoin. Our outreach will be conducted under the Client identity and each executive contacted will be thoroughly interviewed regarding their company plans for change, details of infrastructural requirements, operational needs, competitors being considered and timelines for planning and siting. Our experienced staff's ability to engage executives in this way is what separates our service from other prospecting companies and results in a higher quality lead.

Our vetting process will use the following parameters to classify each company's plans for grow or change under one of the following qualified meeting types:

- ◆ Company operating within the selected sector(s) that has a plan and a siting timeline no greater than 4 years that would consider the area as a business location, or
- ◆ Company with a plan and requirements but no specific timeline yet defined that would consider the region as a business location, or
- ◆ Fortune-size company that would have future needs and would have an interest in being introduced to a Client representative for their future planning.
- ◆ Additionally, a Company identified by the Client as a 'wish list submission' [Wish list companies are those highly prized businesses of particular interest and with whom the client wants to network and establish a key contact for the future.] Wish List Companies help focus Camoin Associates' research efforts to target similar companies. Any wish list submissions from the Client will be merged to the list of companies researched and compiled by Camoin.

Planning for the Conference Call

A comprehensive Meeting Profile is developed for each meeting and delivered via email at least one week prior to the scheduled appointment. A sample Meeting Profile appears on the pages that follow.

The Meeting Profile's content is gained from Camoin Associates' executive conversation and the information we provide will prepare your team for each conference call meeting. Data elements of the profile include size and locations, plans for change and supply chain requirements, customer types, growth trends and any intel that may be beneficial to the Client on the call meeting. A company description and relevant company news provide an up-to-date picture of the company and its needs.

Your Camoin project manager will be assigned to supervise all lead generation deliverables and will also "sit in" on the prospect conference call. Camoin Associates provides a dial-in call bridge; an Outlook calendar notification with the dial in codes will be emailed to both the prospect and the Client points of contact to be on the call. Camoin will manage all confirmation acceptances, changes and reschedules.

Ensured Prospect Connections During the Engagement

Unique to Camoin Associates' target lead generation service is our process to make sure a qualified link occurs between the Client and the prospect. Our precise methodology ensures a connection with each prospect we deliver will occur and if it doesn't you are not charged for that prospect meeting. Our pricing model is transparent.


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Deliverable: Six (6) phone appointments with target industry prospects with a comprehensive Corporate Meeting Profile developed for each meeting. The profile outlines the plan for change, company type, size and revenues, background and top 3 decision evaluations for siting.

Sample Meeting Profile

The sample below represents a Meeting Profile for a target industry conference call appointment with an industry executive; the content will prepare your Team for each meeting.

Prospect Profile	
ABC Company	
Call With: John Doe	Date of Call: Friday, February 23, 2018
Title: President	Time: 10:00 AM
Other staff on the call:	
Call Number:	
THE PLAN	
Plan for change: ABC company is in the early planning stages of an additional facility within the next 3 years in the southeast. Rapid growth in fabrication specific to recreational and utility vehicles puts the company at near capacity.	
Site Selection Criteria: Existing 40K sq foot facility with easy access to 4-lane highway system.	
Other Items for Discussion: Utility rates are critical as are availability of skilled machinists knowledgeable of prototyping.	
CONTACT DETAIL	
Contact Location: 123 Main Street, Richmond, VA 23230	
Telephone: 804-123-4567	Web Address: www.abcco.com
Employee Size: 223	Sales Volume: 20.5
Company Description: design prototyping and manufacturing to customer specifications for industrial design and product development to conventional fabrication and manufacturing services.	
Industries Served: commercial architectural	
Geographic Markets Served: Mid-Atlantic	
Other Company Locations: single location	
FACILITY REQUIREMENTS	
Intended Site Use: light manufacturing and assembly	
Size of Building and/or Site: 20-25K sqft with land to store some modules	
Requirements: reinforced floor, bay docks and easy access to road for shipping	
PERSONNEL REQUIREMENTS	
Employment at Start-Up: 25	
More Jobs Planned: yes - anticipate up to 100 second year operation	
Skilled Trade or Professional Requirements: Fabrication and metal working skills	
Salary/hourly rates: \$25 skilled hourly management salaried	
SPECIAL UTILITY ISSUES	
Want to know utility rates for 2 shift operation dependant on power.	
SPECIAL TRANSPORTATION ISSUES	
Date Appt Booked:	QC Date:
310 Utd Analyst: Tom Rogers	310 Utd QC Manager: Meier
Client Project	

Prospect Profile	
ABC Company	
Product is shipped by road, no other requirements.	
MISCELLANEOUS NOTES	
Company Background	
Since 2003 ABC Company operates as a producer of a broad range of work including furniture, audio components, sculpture, industrial hardware, signage & displays, product prototypes, and specialty architectural elements.	
Company News/Events:	
Executive Background	
 <p>John Doe is a native of Richmond Virginia and a graduate of the University of Richmond where he studied mechanical engineering. John started his company in 2003 after management roles with two engineering firms both located in the Mid-Atlantic in North and South Carolina respectively. John resides in Richmond with his wife Kathy and their two boys.</p>	
Cell Phone: 234-222-4530	linkedin.com/jdoe twitter.com/abcco facebook.com/abcco/
Direct: 361-123-4567	
Email: jdoe@abcco.com	
<small>*** Please note that the information in this profile, including any financial information, was obtained by 310 Utd. from the subject company itself, or from third-party sources if so indicated.</small>	
Date Appt Booked:	QC Date:
310 Utd Analyst: Tom Rogers	310 Utd QC Manager: Meier
Client Project	

Tradeshaw Planning

Camoin Associates' offers the service of highly vetted introductions with attendees and exhibitors of your selected trade fair or conference. The fee for service includes research and preparation of a contact database, outreach to arrange meetings, meeting profiles for each appointment that is booked, final master schedule plus management and appointment confirmations for the entire schedule.

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Data will be compiled from current and former year's exhibitor and attendee lists, whichever is made publicly available online. Prior to call outreach for prospecting, target lists will be submitted to the client for approval. Camoin will launch skilled telephone outreach under the client identity to the contact list to find viable meetings at each event.

Typically trade show appointments are relatively short, general introductions since attendees to the venue are focused on networking with industry peers and learning new product innovations. Specific to this tactic, Camoin Associates' definition of a qualified meeting to place on the schedule will include:

- ◆ Company expressed a genuine interest to establish a contact for any future planning,
- ◆ Company wants to learn more about the cluster of like industry in the area,
- ◆ Company has a plan for change in their operations which may include the client's location
- ◆ Company was identified by the Client as one of interest to meet.

Deliverable: Six (6) appointments during one trade show from the prospecting roadmap list of recommendations. The details of the executive conversation will be reported as a Meeting Profile and delivered via email as each meeting is gained. Each appointment contact will receive Outlook invitations which are managed for acceptances.

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BUDGET

Camoin proposes a total fee of \$39,625 to include project management, developing a prospecting campaign plan, IDA team training, and 3 prospecting initiatives including site selector appointments, lead generation and one trade show appointment setting.

	Tasks	Fee
1.	Kick-off Meeting	\$1,350
2.	Campaign Preparation (Boot Camp & Road Map)	\$11,490
3.	Campaign Implementation (Site Selector, Lead Prospecting & Trade Show)	\$23,250
	Subtotal of hours per person	\$36,090
	Expenses	\$3,535
	Total Project Fee	\$39,625

Campaign Implementation Deliverable & Budget

Site Selector Outreach

The fee for the in-depth site consultant briefing calls is billed as a retainer and completed call meeting. Typically, over the term of the engagement the Client will participate in 4 consultant briefings. The fee for this tactic is \$4,200 for 4 briefings over a term of 3 months.

Lead Prospecting

The fee for this service is scheduled as a monthly retainer and unit deliverable. The unit cost for research, data management, call outreach and lead profiling plus hosting the conference call and linking the prospect with the Client carries a cost of \$1,925 per delivered and connected lead.

In a scenario of a 7-month pilot campaign producing 6 conference calls, this tactic would have a total fee of \$11,550 assuming all meetings occur and are deemed satisfactory.

Trade Show Planning

Our fees are based upon a forecasted goal of scheduled meetings.

In a scenario of 6 executive meetings per event, for every qualified meeting that occurs a unit fee of \$1,250/meeting will be charged. Using the forecast scenario, Camoin Associates will charge a data compilation fee of \$1,500 (\$3 x 500 companies) for company record researched.

Billing Policies and Terms & Conditions:

Prior to any prospect appointment date, delivered Profiles are considered 'qualified' and accepted by the Client. Any profile delivered prior to the appointment date that does not appear to meet the agreed upon parameters for a qualified lead must be discussed with Camoin Associates prior to the appointment occurring. If it is mutually determined the appointment is not appropriate, then Camoin Associates will cancel the meeting and will not count it toward the contract goal.

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Prospect meetings that are scheduled and have a profile accepted by the client but result in a "No Show" by the company will count towards the lead goal but will not be charged as a qualified meeting. Camoin Associates will make an effort to reschedule the meeting during the contract period, but the lead will not be billed unless a connection with the prospect occurs.

For incidents in which the Client cancels or misses a qualified and accepted meeting, that meeting will count toward the contract goal. Camoin Associates will make a single attempt to reschedule the meeting, and if that is not possible, it will become the Client's responsibility to pursue and reschedule their 'Client-canceled' meeting.

In the event Camoin Associates does not achieve the forecasted goal, the fee will be reduced by the number of meeting units in deficit. Conversely, if Camoin Associates over-achieves the forecasted goal and produces more meetings, the final invoice will increase incrementally by the total units achieved. There is no cap on exceeding the forecasted goal.

At the conclusion of each trip or conference call, Camoin Associates will conduct a phone debrief with the client point of contact to determine the success of the meetings, likes and dislikes to factor into following tactic methodologies.

CAMOIN ASSOCIATES

Robert Camoin, CEcD | *President & CEO*

Project Role: Principal

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STATE OF NEW YORK

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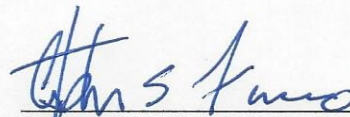
COUNTY OF NASSAU

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 September 21, 2021 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 7 of the Public Officers Law (the "Open Meetings Law"), 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 21st day of September 2021.



[Assistant] Secretary

[Vice] Chairman

(SEAL)

STATE OF NEW YORK

) SS.:

COUNTY OF NASSAU

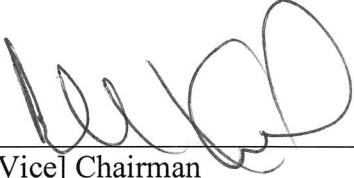
We, the undersigned [Vice] Chairman and [Assistant] Secretary of the Nassau County Industrial Development Agency (the "Agency"), do hereby certify that we have compared the foregoing extract of the minutes of the meeting of the members of the Agency, including the Resolution contained therein, held on September 21, 2021 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.

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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 21st day of September 2021.

[Assistant] Secretary



[Vice] Chairman

(SEAL)