Office of Economic Development
County of Ulster New York

Proposal for Services
Institute for Decision Making (IDM)

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Prepared by:

Institute for Decision Making | University of Northern Iowa

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Office of Economic Development, County of Ulster New York
Proposal for Services from the Institute for Decision Making (IDM)

Project Overview

The Institute for Decision Making (IDM) is the community economic development arm of the University of Northern Iowa (UNI) in Cedar Falls, Iowa. IDM has a 27-year record of accomplishment, delivering tailored and innovative economic development planning, technical assistance, applied research, and training to well over 900 communities and economic development groups and individuals throughout Iowa, the Midwest and beyond (www.idm.uni.edu).

In order to deliver effective and practical services to communities, IDM's staff of economic development professionals offer advanced training and education in a variety of applied fields blended with practical professional experience. The result is an implementation-focused approach designed to assist client communities achieve their goals.

IDM staff has completed targeted industry analysis projects and similar applied research projects for a variety of communities, counties and regions including: Council Bluffs/ Pottawattamie County (IA), Branson/Taney County (MO), Tama County (IA), the Cedar Valley Region (IA), the North Central Iowa Alliance Region, the North Iowa Corridor Economic Development Corporation, Iowa's Creative Corridor Region, Webster City (IA), Charles City/Floyd County (IA) and Union County (IA).

IDM proposes to provide research, analysis and technical assistance to the Office of Economic Development for the County of Ulster, NY. This assistance is in support of Ulster County's efforts to attract new employers based upon county and regional assets. This proposal was developed in response to IDM staff's discussions with Suzanne Holt, Director of the Office of Economic Development.

Proposed Work Plan and Schedule

The purpose of the project is for IDM to conduct research and analysis in order to provide the Office of Economic Development with industries it should consider as targets for economic development recruitment efforts. The following is a proposed brief work plan and schedule for the completion of a Targeted Industry Analysis for Ulster County, NY. A final project timeline will be mutually set by the Office of Economic Development and IDM once an agreement is in place.

Task 1 – Examination of Ulster County's Existing Industry Base
- IDM will examine Ulster County's and the surrounding region's existing industry base to identify industry concentrations, estimated current industry linkages and

determine possible industry linkages to potential target industries. During this process, IDM will utilize a variety of government data sources from the New York Department of Labor, U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis and the U.S. Census Bureau. IDM will also utilize proprietary industry information and data sources as well as previously completed industry research. Additionally, IDM will review any relevant data, information and research reports the Office of Economic Development and/or its economic development allies possess and consider relevant. IDM will also work with the Office of Economic Development to schedule on-site and phone interviews with key businesses in the county and industry-support organizations, such as the Hudson Valley Advanced Manufacturing Center at SUNY New Paltz and the Business Resource Center at SUNY Ulster.

Task 2 – Analysis of Ulster County's Labor Market Area

- IDM will analyze the composition and characteristics of Ulster County's labor market to identify potential matches with targeted industries that could utilize the county's potential available labor. IDM will also examine the County's potential talent pipeline available through educational institutions in the labor market area. To complete this analysis, IDM will utilize labor market information and other data from the New York Department of Labor, U.S. Bureau of Labor Statistics, U.S. Census Bureau, National Center for Education Statistics and other government data sources. Due to data disclosure regulations for some government data, IDM will also utilize labor market data estimates from a variety of proprietary data providers.

Task 3 – Analysis of the Region's Other Economic Development Assets

- IDM will examine economic development assets or advantages Ulster County possesses, such as available fully-served sites and buildings, infrastructure assets and transportation assets in order to match identifiable industry location needs with those assets. IDM will examine many of these assets during an onsite visit and will base its analysis on information obtained during the visit and any supplemental information provided by the Office of Economic Development and/or its economic development partners.

Task 4 –Determination of Target Industries

- Based on the research and analysis IDM completes in the preceeding tasks, IDM will undertake a screening process to identify industries that best match with Ulster County's, and the surrounding area's, existing industry base, potential available labor force and other economic development assets. Through the screening process and analysis IDM will determine the recommended targeted industries for the Office of Economic Development and Ulster County.

Task 5 –Development of a Targeted Industry Report

- Upon the completion of the research and analysis in Tasks 1-4, IDM will develop a research and analysis report that includes an overview of the targeting process, potential targeted industries, an overview of each of the potential industries and recommendations. IDM will provide the Office of Economic Development with 10 hard copies of the final report and an electronic version of the report.

Task 6 –Delivery of Targeted Industry Report

- IDM staff will develop a PowerPoint presentation as an overview of the industry targeting process, research findings, identified industry targets and recommendations. IDM staff will deliver an in-person presentation to the Office of Economic Development and its economic development partners. IDM will provide an electronic version of the presentation and an executive summary for presentation attendees.

Proposed Timeline

A finished targeted industry report will be provided to the Office of Economic Development within 120 days of the start of the project. Below is draft timeline for the project based on the typical amount of time required for each of the tasks in the project. A final project timeline will be mutually set by the Office of Economic Development and IDM once an agreement is in place.

Project Tasks	Months			
	1	2	3	4
Task 1:Examination of Ulster County's Existing Industry Base				
1.1 Examination of industry base	▓	▓		
1.2 Analysis of industry linkages	▓	▓		
1.3 Interviews with key businesses/industry-support organizations		▓		
Task 2: Analysis of Ulster County's Labor Market Area				
2.1 Analysis of current workforce characteristics		▓		
2.2 Identification of potential matches with target industries		▓		
2.3 Examination of potential talent pipeline		▓		
Task 3: Analysis of the Region's Other Economic Development Assets				
3.1 Examination of available sites and buildings		▓	▓	
3.2 Analysis of examination of other economic development assets		▓	▓	
Task 4: Determination of Target Industries				
4.1 Industry-specific research		▓	▓	
4.2 Determination of targeted industries			▓	
Task 5: Development of a Targeted Industry Report				
5.1 Development of Report				▓
5.1 Development of Presentation				▓
5.3 Delivery of Report & Presentation				▓

Drew Conrad, CEcD, CCR, Sr. Program Manager, Institute for Decision Making

Drew Conrad, CEcD, CCR, IDM's Sr. Program Manager, has over 21 years of experience in facilitating strategic planning and regional economic research in communities and local and regional economic development organizations. He designs, delivers and provides follow-up support for economic development services including strategic and short-term planning, community assessments, cluster analysis and target industry analysis and other applied research projects. Applied research projects he has undertaken include the development of the laborshed methodology now used by Iowa Workforce Development (IWD). Over the past 14 years, he has worked closely with IWD to enhance Iowa's laborshed analysis process, to develop Iowa's job vacancy survey process and to develop Iowa's skill shed methodology.

Mr. Conrad was the lead author of the handbook *Examining Strategies for Cluster-Based Economic Development* in Rural Iowa for the Community Vitality Center. Has has also authored *A Decision Making Model for Forming a Regional Economic Development Effort* and *Understanding and Identifying Industry Clusters and Cluster-Based Economic Development Strategies as Part of Regional Economic Development Efforts* for the U.S. Economic Development Administration.

Mr. Conrad has presented at numerous economic and community development conferences, workshops and seminars. He previously served as Marketing Manager for the Industrial Site Location Program (ISLP), where he provided technical assistance to communities and was responsible for marketing and providing information about the ISLP to business clients, community groups, economic development groups, and local, state and federal government officials. Mr. Conrad is a Certified Economic Developer (CEcD) and Certified Community Researcher (CCR). He holds a BA in American History/Pre-Law and a Masters in Public Policy (MPP). He is Chair-elect of the Council for Community and Economic Research (C2ER) and is a Past-President of Professional Developers of Iowa.

Cindy Angel, Research Manager, Institute for Decision Making

Cindy Angel serves as IDM's Research Manager and has been on IDM's staff since 1990. As Research Manager, Ms. Angel is responsible for completing a variety of primary and secondary community and economic development research projects including Target Industry Analysis studies, economic impact analysis reports, community assessments, cluster analysis studies, demographic profiles, community metrics reports, and the Iowa Business Council's Competitive Index. She also coordinates data collection for the state of Iowa for the Location One Information system (LOIS), a database containing information for business site locators.

Some of Ms. Angel's research projects include: community layoff and crisis response, barge transportation in Iowa, speculative buildings in Iowa, and labor force trends. Several of her

research efforts have won regional or national awards. Ms. Angel has served on the Board of Directors for C2ER (the Council for Community and Economic Research), and has completed the American Marketing Association's School of Marketing Research. Ms. Angel holds a BA in Marketing and Master's in Business Administration (MBA), and teaches marketing courses in UNI's College of Business Administration .

James Hoelscher, Program Manager, Institute for Decision Making

James Hoelscher is a IDM Program Manager where he assists community and economic development organizations with strategic planning and programming needs by offering a unique blend of economic development, small business counseling, STEM, marketing, educational resource production, strategic planning, and public policy related experience. He currently serves as the associate director of the Heartland Basic Economic Development Course.

Recently, Mr. Hoelscher served as the first manager of the Northeast Iowa Regional STEM Hub at the University of Northern Iowa – part of the Iowa Governor's STEM Advisory Council. He has also served UNI's Business and Community Services division as a member for the Regional Business Center-Small Business Development Center and New Iowans Programs.

Mr.Hoelscher's experience outside of the world of economic development includes being Production Program Manager for EdgeCore Competitive Marketing and the Center for Teaching and Learning Mathematics, where he coordinated teams of educational content experts and video production professionals to create over 200 pre-k-12 mathematics, literacy, autistic spectrum and parental engagement videos and resources for military families, students and educators.

He holds a Masters Degree in Public Policy and BA in Public Relations. He is a member of the Professional Developers of Iowa and the Educational Association of University Centers.

The following is a cost estimate based upon the Proposed Work Plan and estimated travel costs for IDM to conduct employer interviews, a site visit and present the results of the Targeted Industry Analysis at the end of the project. The Office of Economic Development shall pay IDM half of the project cost within a month of the start of the project and the remaining half at the completion of the project.

	Activity	Total
1	Examination of Ulster County's Existing Industry Base	$10,763
2	Analysis of Ulster County's Labor Market Area	7,483
3	Analysis of the Region's Other Economic Development Assets	4,100
4	Determination of Target Industries	6,150
5	Development and Delivery of Targeted Industry Report & Presentation	7,278
	Sub-Total	$35,774
	Estimated Travel Costs (Not to Exceed)	$4,500
	Total Project Cost	$40,274

Liability Statement

In no event shall The University of Northern Iowa's liability arising in connection with or under this agreement (whether under the theories of breach of contract, tort liability, misrepresentation, fraud, warranty, negligence, strict liability, or any other theory of law) exceed the purchase price paid by the client (County of Ulster Office of Economic Development) of the services rendered by IDM under this Agreement.

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County of Ulster Office of Economic   Date   Institute for Decision Making   Date
Development

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