

# Tompkins County Development Corporation

ADMINISTRATION PROVIDED BY ITHACA AREA ECONOMIC DEVELOPMENT

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**TOMPKINS COUNTY DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS MEETING  
Wednesday, December 9, 2020 • 2:30 PM  
Via Zoom Conference  
Ithaca NY**

On March 12, 2020 the Governor declared an emergency which amended Article 7 of the NYS Public Officers Law, to the extent necessary to permit any public body to meet and take such actions authorized by the law without permitting in public in-person access to meetings and authorizing such meetings to be held remotely by conference call or similar service, provided that the public has the ability to view or listen to such proceeding and that such meetings are recorded and later transcribed. Therefore this meeting will be a closed meeting with a live stream available via this link: <https://tinyurl.com/weo3tkk>

Anyone who wishes to submit written comments to be read at privilege of the floor may email them to Ina Arthur (inaa@ithacaareaed.org) no later than 9am on December 9, 2020

## AGENDA

**1. CALL TO ORDER**

**2. PRIVILEGE OF THE FLOOR**

**3. BUSINESS**

**New Business**

**Page**

2021 MOU between TCDC and IAED – Approval

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Workforce Development Board Funding Request

Pandemic Labor Market Analysis & Skills Mapping

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Scope of Work

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**4. CHAIR'S REPORT**

**5. STAFF REPORT**

**6. APPROVAL OF MEETING MINUTES – November 11, 2020**

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**7. ADJOURNMENT**

**Memorandum of Understanding  
Tompkins County Area Development, Inc. D/B/A Ithaca Area Economic  
Development &  
Tompkins County Development Corporation, Inc.**

**AGREEMENT**

AGREEMENT, made by and between Tompkins County Area Development, Inc. D/B/A Ithaca Area Economic Development, a not-for-profit corporation of the State of New York, having offices at 401 East State Street, Suite 402B, Ithaca, New York, 14850, hereinafter referred to as “IAED”, and Tompkins County Development Corporation, hereinafter referred to as “TCDC”.

**WITNESSETH**

WHEREAS, IAED, as the community's lead economic development agency, offers financial assistance, technical assistance and real estate development services. IAED is responsible for creating and implementing the comprehensive economic development strategy for the county that provides leadership to create a supportive economic environment. IAED administers a revolving loan program, the Tompkins County Empire Zone, the Tompkins County Industrial Development Agency, and Tourism Capital Grant Program. IAED will provide administrative management to TCDC.

NOW, THEREFORE, in consideration of the agreements contained herein, the parties agree as follows:

1. The term of this agreement shall be from **January 1, 2021 through December 31, 2021**.
2. IAED agrees to provide technical and administrative services as follows:
  - Organize meetings of the Board of Directors and Committees of the Board.
  - Staff and take minutes of meetings.
  - Maintain TCDC files and archives.
  - Distribute applications and supporting documents to the TCDC.
  - Comply with project public hearing and taxing authority notification requirements.
  - Respond to questions about projects.
  - Assist attorney with closings.
  - Comply with NYS Public Authority Accountability Act regulations including filing of annual reports and other required information. Ensure TCDC Board certifies reports.
  - Compile information for annual audit, work with auditors in this regard, update information online as required by NYS, and keep board informed of process.
  - Create and maintain a web site as required by law.
  - Monitor legislation impacting the TCDC.
  - Educate appropriate elected officials and their staff about the TCDC’s position on current or proposed legislation impacting LDC’s and their projects.

- Recommend and advise the Board concerning changes to applications, policies, and by-laws.
  - Educate board members on duties of local development corporations.
  - Promote the availability of TCDC incentives to potential applicants.
  - Meet with potential applicants to discuss TCDC incentives, policies and procedures.
  - Prepare applicants for TCDC meeting.
  - Create community benefit analysis to accompany each project application.
  - Create job and wage report and annually review with TCDC Board.
  - Document and review with TCDC Board all projects that fall short of performance goals.
  - Implement recapture policy as necessary.
  - Create and update economic impact report.
  - Comply with NYS reporting requirements.
  - Meet with current customers on a periodic basis to monitor status of project.
3. It is mutually agreed between the parties that an independent contractor relationship is hereby established under the terms and conditions of this Agreement.
  4. The provision of this agreement shall be construed under the laws of the State of New York.

IN WITNESS THEREOF, the parties hereto have executed this agreement as of the day and year first above written.

DATE: \_\_\_\_\_  
 \_\_\_\_\_  
 Larry Baum for IAED

DATE: \_\_\_\_\_  
 \_\_\_\_\_  
 Rich John for TCDC



Workforce Development Board of Tompkins County

401 E. State/MLK Jr. St. Suite 402B Ithaca, NY 14850

Natalie Branosky Executive Director 607 274 7526 nbranosky@tompkins-co.org



Tompkins County 125 E. Court St. Old Jail Bldg. 3FL Ithaca, NY 14850

Dec 2, 2020

TO: Tompkins County Development Corporation Heather McDaniel, Administrative Director
FROM: Tompkins County Workforce Development Board Natalie Branosky, Executive Director
RE: Funding Request: Pandemic Labor Market Analysis and Skills Mapping

Dear TCDC Members:

Attached please find a Scope of Work, which outlines a research plan to be carried out by the School of Industrial and Labor Relations (ILR School) at Cornell University, focused specifically on Tompkins County.

Our economy has changed substantially from this time last year, such that an in-depth understanding of several key questions is necessary. Within the context of the pandemic, our goal for the research is to assess our economy, workforce and skills availability, to give businesses and community partners greater confidence for planning throughout 2021.

Themes of the research, designed in partnership with IAED and TCDC, are:

- WFH: Our new understanding of working from home - the possible & the probable
Job creation: What have we lost + what can we expect to gain in 2021
Skills Mapping: Industries - Skills Demand & Skills Availability in Tompkins County
Race, Equity and Inclusion
Green Economy & Climate Jobs

Request: Total cost for this project is \$50,000. A payment of \$40,000 will be made by Tompkins County on behalf of the Workforce Development Board. In the shared interest of the results of the work, we request the remaining \$10,000 be contributed by TCDC as the final installment, upon completion of the report at the beginning of February 2021.





## Workforce Development Board of Tompkins County

401 E. State/MLK Jr. St.  
Suite 402B  
Ithaca, NY 14850

Natalie Branosky  
Executive Director  
607 274 7526  
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Tompkins County  
125 E. Court St.  
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Ithaca, NY 14850

**Oct 8, 2020**

**TO: Ian Collin Greer, ILR, Cornell University**

**FROM: Natalie Branosky, Tompkins County Workforce Development Board**

**RE: Pandemic Labor Market Analysis and Skills Mapping**

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This note follows a series of conversations between the School of Industrial and Labor Relations (ILR) at Cornell University and the Tompkins County Workforce Development Board about the need for a new analysis of the economic and workforce development landscape in Tompkins County. The emphasis of these discussions has been within the context of COVID-19 and with the purpose of charting a revised direction for skills development throughout 2021 and beyond.

The Workforce Development Board, in partnership with Tompkins County Administration, have agreed to commission this research as a “sole source” contract. Because ILR have launched the “Work and Corona Virus Hub,” are proven experts in the field, and have the necessary research team available, a competitive RFP process is not called for in this instance.

Below is a “Scope of Work” to demonstrate how this research will provide the evidence base for an Employment and Skills Strategy for 2021, to complement Tompkins County Area Development’s (TCAD) Economic Development Strategy and Recovery Strategy.

**CONTEXT: GLOBAL, NATIONAL, STATE and LOCAL.** The Great Lockdown is a major global recession which arose as an economic consequence of the ongoing COVID-19 pandemic. The first major sign of the Corona Virus recession was the 2020 stock market crash in February and the International Monetary Fund (IMF) report on 14 April that all of the G7 nations had entered or were entering into a “deep recession.” Economists of all stripes contend the Corona Virus recession is the most severe global economic downturn since the Great Depression and the Great Recession of 2009. We are in a dramatically different global economy now, and will continue to be going forward.

In New York State, the serious and immediate health impact of COVID-19 initiated a series of Executive Orders in mid-March 2020 which ordered in quick succession that 50%, then 75%, then 100% of the non-essential workforce remain at home (non-essential business categorization was decided by the New York State Economic Development Commission). New York has subsequently led the United States in controlling the virus, and has assisted other States with implementing strategies for success in the health arena. However, uncertainty about the virus among businesses, workers, education systems, and local communities continues to have an impact as local workforce development systems attempt to serve customers within the context of current challenges, and to plan ahead at the same time.

The pandemic has coincided with national events related to the social movement calling for racial equity, inclusion and justice. World-wide protests and civil unrest relating to police brutality, together with health-related anxieties and substantial economic uncertainty have dramatically changed the way businesses source and support the workforce, and have altered many a plan for the future.

As home to Cornell University and a vibrant community rooted in partnership and innovation, the Tompkins County economy is central to New York's Southern Tier and the Finger Lakes Region. Throughout 7 months of rapidly changing realities, the County's response to COVID-19 has been progressive, thorough and effective. Our County has a population of 104,000 residents. We are also the university-based home of over 30,000 students, most of who departed the County due to the move to on-line learning of Cornell University and Ithaca College. Following the Executive Orders, our workforce development system immediately felt the impact. Resulting layoffs and furloughs led to over 10,500 initial unemployment insurance claims filed. Tompkins County's unemployment remains stubbornly stuck at 10%, compared to 3.9% this time last year.

Our key industries of higher education, hospitality and tourism, health care, manufacturing and technology-based companies have suffered a significant loss of business income and skill sets. The most recent Workforce Development Strategy for Tompkins County was published in 2008, to accommodate the Great Recession. Now is the time for a new Employment and Skills Strategy, scheduled for launch in January 2021.

We know from narrative, statistical analysis and business loan trends that our local economy is now very different from that of 2019. However, we do not yet have a comprehensive picture of how the skills needs of businesses have changed, nor do we know the availability of skills among workers who are the strength of our local economy. Perhaps most importantly, we are unclear on whether we have the right workforce

development tools and curriculum to adequately serve the community, particularly as the number of jobs that are now considered “work from home” has also increased.

As a closely coordinated Workforce Development Board, County Legislature and County Administration, we have worked together to be part of the solution:

- We instantly designed an accessible on-line job board, **the Tompkins Workforce ReDirect**, to capture and advertise the opportunities that have emerged throughout COVID-19, so that newly available workers could take up employment at grocery stores, in health care, and remote jobs during their time at home
- We’ve introduced **COVID-19 Industry Briefings** at our Board Meetings, to understand the impact of this moment on businesses in our community
- We’ve designed **Zoom-based instructional sessions to assist businesses and employees with the Unemployment Insurance and Shared Work application processes**, serving all of the major sectors of the County’s economy
- We’ve **closely monitored our labor market data** as new statistics are released, and are particularly focused on the workforce impact that school, program and work-based closures will have on young people throughout their careers
- Our Tompkins Workforce New York **Career Center services have continued without interruption**, as much as online platforms and phone-based services allow
- Throughout COVID-19, our Workforce Board meetings and Committee meetings have continued and are on pace to meet annual requirements
- We have advocated persistently – both vocally and in writing – and in alignment with the National Skills Coalition’s message for Congress to invest \$15bn in skills over the course of 3 COVID-19 stimulus/recovery packages. This funding has not been realized by Congress

As NYForward rolls out and Tompkins County re-opens for business, we continue to assess:

- The impact COVID-19 on our County budget process
- The number of people who may not return to work due to permanent job loss
- The number of businesses which have or may close in the absence of a full return to income
- The skills desired by employers in this new economy, but which aren’t available locally

- How our sector strategies, career pathways, and workforce programs should adapt as job titles, tasks and workplace realities change

**SCOPE OF WORK: LABOR MARKET ANALYSIS AND SKILLS MAPPING.** We are in a new economy. Our language, statistical assessments and strategic planning must differ completely from traditional thinking, and take us into the future with the unpredictability of the pandemic being an ever-present factor.

We continue to believe that workforce development is economic development, and today this calls for a new way of understanding jobs and skills. As a system designed to support and serve both businesses and workers, a new strategy is necessary to facilitate skilled employment throughout a pandemic.

The Tompkins County Workforce Development Board has decided to proceed with a strategy that acknowledges the reality of a continuing pandemic and the prolonged challenges this presents. We have arrived at a set of organizing principles, and a high level “return-to-work” goal based on current unemployment figures, job availability and prospects for job creation. Our new math for understanding workforce development is:

**THEN:** employment + skills + jobs = economic growth

**NOW:** employment + skills + jobs + pandemic + social realities = economic stabilization

**Our Organizing Principles are:**

- A new understanding of “Skills”: A Skills Map (research)
- Job Creation
- Inclusion, Equity and Justice, including advancement targets for excluded groups and learning from our Disability Employment Initiative (DEI) grant
- Climate & Sustainable Energy Jobs / Green Economy
- A new understanding of Working from Home / Teleworking

We approach ILR for a pandemic economy assessment of the revised skills needs of businesses, skills availability throughout Tompkins County, and the capability of the workforce development system and educational institutions to meet those needs.

**ILR's PROPOSED PLAN.** The Sole Source agreement will be made following a plan put forward by ILR. This will form the basis of our contract, and should briefly outline:

- Understanding of the research questions, proposed methodology and agreement to timeline for deliverables (3-4 pages)
- Budget plan (1 page)
- CVs of the research team and individual roles for this work (remaining pages)

**EXPECTED OUTPUT.** A written report with these items included:

1. An assessment of the economic and labor market impact of the global pandemic on Tompkins County. State, national and international context is relevant.
2. Within County borders, an assessment of how much we know about the major cultural shift to working from home (WFH), the percentage of jobs that are now WFH compared to this time last year, and projections for the future.
3. Within County borders, an assessment of percentage and number of jobs lost since January 2020, and projections for job loss or gain for 2021.
4. Within County borders, an assessment of how the skills needs of businesses have altered, and will continue to be different into 2021
5. Within County borders, an assessment of the availability of those skills among workers
6. Graphically designed "skills maps" (see an example below) for
  - The industries most affected by COVID-19, and
  - The industries identified in Tompkins County Area Development (TCAD's) Economic Development Strategy
7. Scan of existing or emerging practice in other geographies where similar questions are being explored. If applicable, these might be drawn from other Counties or States, or indeed from our international counterparts
8. Your recommendations (short- and long-term) for a skills-based economic recovery and stabilization strategy
9. A slide presentation to be delivered to the Workforce Development Board in early January 2021



**A NOTE ON METHOD.** We welcome research using a broad range of methods—statistical analysis, ethnographic, qualitative, quantitative, mixed methods—as no one method is sufficient to document the widespread changes that are occurring. We do suggest the development of an interview schedule, to include a core group of government, business and community leaders who have managed a continual series of workforce-related issues throughout the months of COVID. If surveys are desirable, capacity exists to reach businesses via investor/membership lists held by Tompkins County Area Development (TCAD) and the Tompkins County Chamber.

**NEXT STEPS AND CONTRACTUAL ARRANGEMENTS.** Please prepare a written plan for the basis of our contract, no later than Friday 16 Oct to Natalie Branosky at [nbranosky@tompkins-co.org](mailto:nbranosky@tompkins-co.org)

**Tompkins County Development Corporation  
Board of Directors Meeting DRAFT Minutes  
November 11, 2020  
2:30 PM  
Via Zoom Conference Call and LiveStream**

**Present:** Rich John, Jennifer Tavares, Martha Robertson, Mike Sigler, John Guttridge, Anne Koreman, Laura Lewis

**Staff Present:** Heather McDaniel, Chuck Schwerin, Ina Arthur (IAED), Russ Gaenzle (Harris Beach)

**CALL TO ORDER**

Martha Robertson called the meeting of the **Tompkins County Development Corporation** to order at 2:35 pm.

**PRIVILEGE OF THE FLOOR**

No comments from the public were submitted for this meeting.

**ADDITIONS TO THE AGENDA**

None.

**NEW BUSINESS**

Request for Support for Business Accelerator Project

Chuck Schwerin, Managing Director of Business Services IAED, addressed the board requesting support for a Business Accelerator Project.

To support a diversified economy in Tompkins County, IAED is undertaking a project to create a new business accelerator to house a cluster of businesses sharing a designated focus. Such an accelerator is meant to attract firms both within and beyond Tompkins County. To determine if there is a viable cluster of companies that would benefit from co-location, IAED has engaged the services of Galileo Technology Group. Galileo, facilitated by IAED this summer, undertook a SWOT analysis to determine the potential in the Ithaca area. A cross section of thought leaders met to evaluate the potential and determined that companies developing Assistive Technologies could be a viable candidate.

IAED is requesting \$20,000 from the TCDC to undertake a three-month pilot project to further assess its viability. Following this pilot, IAED and Galileo will assess the prospects for moving forward.

**John Guttridge moved to approve the \$20,000 request from IAED to support a three month pilot project relating to creating a business accelerator in Tompkins County with Galileo Technology Group. Mike Sigler seconded the motion. The motion was approved 6-0.**

*Rich John joined the meeting.*

**CHAIRS REPORT** - None.

**STAFF REPORT**

Heather McDaniel presented the 3Q Budget Report.

**APPROVAL OF MEETING MINUTES**

Laura Lewis pointed out that she was present at the October 14, 2020 TCDC Board meeting on the phone. The minutes will be corrected.

**Martha Robertson moved the approved the October 14, 2020 TCDC Board meeting minutes as corrected. Laura Lewis seconded the motion. The motion was approved 7-0.**

John Guttridge asked if there could be an updated on the ARC Grant since the TCDC awarded funds to support that effort. Heather McDaniel stated that preliminary work is being done and that there should be more information available at the beginning of 2021.

**ADJOURNMENT**

**Laura Lewis moved to adjourn the meeting. John Guttridge seconded the motion. The motion was approved 7-0.**

The meeting was adjourned at 2:53 pm.