

## EXHIBIT 1

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### Authorized Scope of Work

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The Thomas Jefferson Planning District Commission (TJPDC) will take the lead to administer and facilitate the CEDS process and will be responsible for forming and managing the CEDS committee and ensuring adherence to EDA guidelines for developing a compliant CEDS document. While the TJPDC will serve as lead organization, our member local governments, institutions of higher education, chambers of commerce, businesses, and other regional partners will help identify critical stakeholders to serve on the CEDS committee. The TJPDC will ensure that the CEDS committee is diverse and include multi-sector participation, leveraging a strong existing leadership network.

The TJPDC commits to lead the process in compliance with the requirements for a CEDS pursuant to 13 C.F.R. § 303.7. The CEDS will incorporate, at minimum, the following chapters/sections:

- Summary Background: Create a summary background of economic conditions in the Region;
- SWOT Analysis: Perform an in-depth SWOT Analysis to identify regional strengths, weaknesses, opportunities, and threats;
- Visioning and Goal-Setting: Establish, through a process of gathering input and cooperative visioning efforts, regional goals and objectives for the area to include regional geography and identifying investment priorities and funding sources;
- Strategic Projects, Programs, and Activities: Construct a Strategic Direction/Action Plan incorporating tactics identified through the planning process, other plans, stakeholder feedback, and data analysis to develop the priority strategies for the Region;
- Recovery and Resilience: Incorporate recovery and resilience planning throughout the CEDS plan that focuses on managing the effects of disasters (natural or otherwise), pandemics, and environmental impacts on the local economy;
- Performance Measures: In order to ensure effective long-term use of the CEDS and the effective use of EDA and other resources, the CEDS will identify performance measures to evaluate the implementation of the CEDS and the impact on the regional economy.

Specific tasks to be undertaken include, but are not limited to:

#### Task 1-Project Organization

1. A TJPDC CEDS committee will be established, and it will be charged with steering the direction of the TJPDC-CEDS Plan.
2. The TJPDC, through joint procurement with the Rappahannock-Rapidan Regional Commission (RRRC) will issue a solicitation to hire an economic development consultant to assist with research, data collection, analysis, strategic opportunities, and plan development.

3. The TJPDC will provide project oversight and direction throughout the region-specific CEDS plan development.

#### Task 2- Project Management and Coordination

1. The TJPDC staff, at the direction of the Committee, will work with the selected consultant to develop timelines, establish deadlines, and establish a stakeholder engagement plan.
2. TJPDC staff and consultants will coordinate with partner agencies and stakeholder groups to gather input. The TJPDC will coordinate stakeholder engagement to be facilitated by the consultant.
3. The consultant will develop informational materials related to stakeholder outreach and data collection to be shared on the TJPDC's website. Electronic meetings and survey instruments will be utilized, as necessary.

#### Task 3- Data Gathering/Analysis

1. The consultant will collect and analyze community demographic and economic information; review and analyze infrastructure status; ascertain regional, national, and international economic trends and relationships; and prepare a summary showing key indicators. Small, women, and minority business-owned enterprises will be focused on as a specialized economic development interest.
2. The consultant will collect and analyze disaster (natural or otherwise) and pandemic impacts related to the local economy; resiliency will be prioritized for specific strategic planning.
3. Through a SWOT analysis, the consultant will identify economic and community strengths, weaknesses, opportunities, and threats within the Region. Comparisons will be provided to nearby and similar national economic regions. The SWOT analysis will include:
  - a. Area Overview: This section will analyze the current conditions, trends, and issues that will affect the regional economy.
  - b. Regional Resources: This section will discuss the economic development resources and entities available in the Region.
  - c. Regional Needs: This section will discuss the needs identified by the relevant stakeholders and the TJPDC-CEDS Committee.

#### Task 4 – Vision and Strategy Development

1. Develop a Regional Vision and Goals: This section will include new CEDS goals and objectives as recommended by the TJPDC-CEDS Committee. The purpose of this section is to answer the question, "Where do we want to be in the next ten to twenty years?" The goals and objectives included in this section are intended to further the Region's progress towards its vision statement.
2. Create an Action Plan: The Action Plan will identify activities that will move the Region toward fulfilling the identified goals and vision. The programs and activities should be prioritized and will include an implementation schedule.
3. Develop an Evaluation Plan: The Evaluation Plan will describe the Partner Agencies' process to evaluate the Region's progress in achieving the economic development goals.

It will also include performance measures and metrics used to assess the progress and identify activities that no longer support the Region's overall mission.

4. Identify common traits that span into adjacent regions that present a unique opportunity to incorporate super-regional strategies to support TJPDC's neighbors' economic goals. The Rappahannock-Rapidan Regional Commission, a neighbor of the TJPDC's, is also applying for funding to create a CEDS. The two regions will coordinate their CEDS work to identify joint opportunities and leverage the respective strengths and advantages of the neighboring region.

#### Task 5 – Preparation of CEDS Document

1. The consultant will assemble goals and strategies into a Draft Comprehensive Economic Development Goals and Strategy document that will include:
  - a. A description of each strategy;
  - b. Identification of each entity responsible for strategy implementation;
  - c. Quantification of costs and feasibility, if adequate information is available;
  - d. Estimated effects of strategy implementation;
  - e. A list of possible next steps, including timelines for implementation of each strategy.

Recommendations and conclusions will be included in the CEDS.

1. The TJPDC-CEDS document must satisfy the requirements of the Economic Development Administration (EDA) pursuant to 13 C.F.R. § 303.7. to include resiliency and recovery in the face of disasters, COVID-19 pandemic, and other economic disruptions in our changing economy. Resilience and recovery will be infused throughout the CEDS plan.
2. Final documents and presentations will be prepared for the TJPDC-CEDS committee and be presented to stakeholder agencies.

# ATTACHMENT A

## Scope of Services

“We”, “Us” and “Our” shall refer to the Consultant, “You” and “Your” shall refer to the Client.

### TASK 1: INTERNAL TEAM PROJECT KICK-OFF MEETING

#### CEDS KICKOFF

We will begin the project with a virtual kick-off meeting between the Camoin Associates and RRRC and TJPDC teams. This internal meeting will be facilitated by representatives from Camoin Associates. The purpose of the meeting will be to initiate and organize the entire project and will be scheduled in advance of a meeting with the broader strategy committee. More specifically, during this session we will:

- Discuss consultant and client roles and responsibilities;
- Review the draft project schedule and establish dates and deadlines for next steps and critical dates;
- Discuss scheduling and approach of outreach efforts;
- Establish a regular project management conference call and project management protocols;
- Discuss the establishment of the CEDS Committee for each region, the composition of its members, its role in the planning process and the need for educating members and stakeholders of the CEDS process; and,
- Discuss eventual plan execution and how to incorporate the organizational and management infrastructure needed for implementation success into the planning process.

**Deliverable:** Camoin Associates will provide a PowerPoint presentation and one-page summary of the CEDS process, a draft project meeting and presentations schedule, a project management plan (PMP) that includes tasks and Camoin/client roles, and Strategy Committee organizational representation recommendations.

### TASK 2: CEDS STRATEGY COMMITTEE KICK-OFF

Once established, the Camoin Associates team will conduct a second virtual CEDS project kick-off meeting with the CEDS Committee and RRRC and TJPDC team to facilitate introductions, review the scope of work, timeline, and roles and responsibilities. During this meeting, members of the Camoin Associates team will facilitate the first of several conversations around the core issues impacting the business climate, resiliency, existing networks, and specific concerns. Building off recent work, planning efforts, and experience, Camoin Associates will pose strategic questions to the group to get them thinking about the issues affecting the region’s ability to prepare for and respond to economic disruptions. The questions will look to highlight urgent and emergent issues influencing the Regions coming out of the pandemic and any changes to the situational assessment. The conversation will focus on issues related to economic development opportunities, response to natural and manmade disasters, preparation for future economic disruptions, and addressing market shifts in key industries. This initial conversation is intended to guide project research, additional interviews, and bring up potential challenges early in the project. The group will be asked to think about any specific and actionable projects or initiatives that the CEDS should include as a way to begin the conversation around strategy development. Lastly, the Camoin Associates team will present and discuss the factors that lead to successful strategy execution and the importance of developing the

organizational and management infrastructure and capacity throughout the CEDS planning process.

**Deliverable:** Information gathered from this session will be incorporated into the final report and guide project research.

### TASK 3: SUMMARY OF ECONOMIC CONDITIONS

#### SUMMARY BACKGROUND

To begin the research process, Camoin Associates will conduct a thorough analysis and update of the region's current economic landscape. We will gather and analyze information that will help identify the region's competitive assets and opportunities for generating additional economic activity. We will assess how the region compares to the state, as well as with the nation where appropriate. For this task area, our team will work with the RRRC and TJPDC staff to collaborate on research and data analysis to meet the project's needs. The data collection effort will align with the requirements of the EDA for a CEDS.

#### DEMOGRAPHIC AND SOCIOECONOMIC PROFILE

Camoin Associates will develop a demographic and socioeconomic profile for each 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, as well as race and ethnicity. Camoin will also compile information on labor market size and commuter trends (inflow-outflow) as well as educational attainment and unemployment trends. This data will be compiled by race and age, among other indicators to identify vulnerabilities across different populations. Where appropriate, certain county specific data points will be pulled, and maps provided.

#### ECONOMIC, INDUSTRY, AND BUSINESS DATA AND TRENDS

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 (shift-share).

#### WORKFORCE AND SKILLS

Workforce is the top issue across the country for economic growth. A thorough analysis of supply and demand cannot be a mere glance at job titles or occupation codes. To properly assess the real supply and demand of workforce we must conduct the analysis at the skills level. This analysis will gauge the shape and distinctiveness of the skills/industry clusters that drive the region and how the region performs against its competitors.

#### PRODUCT AVAILABILITY SNAPSHOT

Camoin will use CoStar, the leader in commercial real estate data, to identify real estate opportunities for development and redevelopment. This snapshot will include vacancy, absorption, an inventory of the condition of the existing stock, and the expected pipeline by land use type.

**Deliverable:** Through the Summary Background, we will “tell the story” of our data findings (rather than simply present data), and what those findings mean for strategy development. We will also provide a detailed data analysis and methodology as an attachment. This report will be presented to the CEDS Committee to discuss initial findings, examine potential opportunities, and uncover any additional questions to answer through data analysis.

### TASK 4: STAKEHOLDER & PARTNER ORGANIZATION ENGAGEMENT

One of the most valuable ways to develop a deep understanding of two region's challenges and opportunities—and to develop solutions to meet those needs—is to involve a sufficiently broad range of internal and external stakeholders as early as possible in the strategic planning process.

Below are several options for engagement work. We will work with you and/or or the committee to understand engagement tactics that have worked well in the past, and how we can customize our approach to maximize the number of individuals and businesses reaches in this process. *The options provided below can be adapted to virtual, in person or hybrid, depending on the preference of the community.*

### **STAKEHOLDER INTERVIEWS AND FOCUS GROUPS**

Interviews and focus groups with economic development professionals, industry leaders, developers, philanthropic groups, representative of public organizations, and non-profit leaders will gauge the current economic development environment. Camoin Associates will look to a committee representative to introduce our team to the interviewees via email or phone contact and to schedule interviews.

### **VIRTUAL/IN-PERSON OPEN HOUSE**

We have adapted our traditional open house model into a virtual engagement tool that allows us to present an overview of information based around key themes and collect targeted information for each topic. These events will commence with a brief presentation followed by an online “tour” of an Open House portal on the project website that will feature approximately 3-4 interactive topic pages where participants will provide input via various tools such as comment boxes, polls, selecting preferred image examples, rating the priority level of potential strategies, placing markers and notes on maps, and others. This can also continue to be an in-person event and align with other on-site work.

### **ONLINE BUSINESS SURVEY**

Surveys will be designed to reach the maximum number of businesses throughout the region to collect additional business intelligence, including understanding of the known and perceived challenges to business operations in the region, current disaster preparedness efforts, employer workforce needs, expansion/contraction plans, and the overall strengths and weaknesses of the region. We anticipate the survey to be distributed electronically through emails/newsletters, housed on county websites, and posted on social media. As needed, we will utilize our contact center to reach businesses by phone to conduct the business survey should response rates be insufficient.

### **CEDS COMMITTEE**

We will maintain ongoing engagement with the CEDS Committee, especially at project milestones to gain consensus and feedback. We will use a variety of digital tools that will help engage the group and drive important discussions. We will interview members 1-1 to gain additional insights into certain industries and regional issues.

**Deliverable:** Findings from all engagement tasks will inform the final strategy and be included in the final report as appendices.

## **TASK 5: BUSINESS CLIMATE RESILIENCY INVENTORY**

### **BUSINESS RESILIENCY**

Understanding the current system of business networks, ecosystems, and systems that are in place will help identify what must to be done to strengthen it. This task will involve communication with economic development organizations, business leaders, small business support services, and others to understand what is current currently available, who do people tend to rely on, how resources get distributed, and what is still needed within the system.

### **ENVIRONMENTAL RESILIENCY**

We will include information on the environmental, geographic, and natural resource conditions of the region as they pertain to economic resiliency and growth. We will seek input from organizations or groups that are leading the way in this sector to understand efforts that have been taken in the

past and advancements in these plans to understand what future strategies will have the greatest impact on the region.

**Deliverable:** A Resiliency Analysis that demonstrates industry, business, and environmental vulnerabilities, changes over time, and strategies to mitigate challenges that emerge from the data and our interviews. A separate document outlining resiliency strategies will accompany the complete CEDS document.

## TASK 6: SITUATIONAL ASSESSMENT

Moving beyond the traditional SWOT analysis, our team will conduct a meeting of each CEDS Committee to identify what in the current economic development system should be kept, changed, abandoned, or created using the lens of resiliency. This facilitated discussion will get beyond the high-level topics typically discussed around economic development tables and consider the on-the-ground issues that impact the ability for people to prosper, get ahead, and remain resilient in their own lives. The results of the exercise will be incorporated into the CEDS. We anticipate covering the following topics:

- Economic and workforce trends;
- Industry diversification;
- Economic development system capacity;
- Innovation and entrepreneurship;
- Business retention and expansion efforts;
- Infrastructure and transportation;
- Housing and quality of life amenities;
- Education system;
- Family support and childcare;
- Land use planning and zoning;
- Recent regional investment and its role in attracting economic development activity; and,
- Local and regional partners necessary to accomplish economic development goal

**Deliverable:** We will present our findings of this meeting in a video conference meeting. Feedback from the CEDS Committee will be incorporated into the final document. We anticipate this being an iterative process and that there will be several rounds of discussion before the assessment is finalized.

## TASK 7: DEVELOPING STRATEGY CONCEPTS

### PRELIMINARY GOALS AND THEMES

We will develop a preliminary set of goals and themes that will drive the implementation strategies for the RRRRC, TJPDC and super regional CEDS. The set of goals and themes will be vetted by internal staff and then shared with the committee in advance of interactive workshops, noted below.

### CEDS WORKSHOP WITH COMMITTEE

Using the preliminary goals and themes as a starting point, we will use digital tools like Slido or Padlet to host an interactive workshop that will allow participants from the committee to test out concepts, present their ideas, and gather consensus from the group on specific projects or targets for action. In addition to the project type, we will discuss funding opportunities, partnerships, infrastructure needs and timelines. We propose holding two workshops to complete this task with the committee. The first meeting will be to generate all ideas without limitations to gauge the range

of projects that are supported by the group. From that meeting, Camoin Associates will refine and organize the projects into categories that will help the group further clarify the purpose of each project, its role in CEDS implementation, and how the project will contribute to the region's economic development and resiliency goals.

### **SUPER-REGIONAL STRATEGIES**

The second meeting will be a collaborative workshop aimed at building out the super-regional strategies and the role that each organization will play in advancing specific projects. We will examine how funding sources can be leveraged, what gaps need to be filled, and how both organizations can work together over the life span of the CEDS to ensure successful implementation. This workshop will be conducted on-site and can be coordinated with remaining interviews or discussion around implementation.

**Deliverable:** A vetted summary of themes and goals for RRRC and TJPDC, in addition to super-regional strategies.

## **TASK 8: DRAFT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

### **DRAFT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY REPORT AND ACTION PLAN**

This draft will detail the region's strategic focus areas with action-oriented language to demonstrate how the region can leverage opportunities with the greatest potential. A digital copy of this draft report will be delivered to the committee. The CEDS will include an Action Plan Matrix; this is your implementation tool, which will serve not only as a broad plan reflecting the region's economic development intentions but also as a concise document to be frequently referenced by staff and key implementers in day-to-day operations. Each action proposed in the matrix will have related partners, timeframe, costs, resources, and outcome metrics to track progress over time. We will work closely with project stakeholders to develop the matrix using a format and layout that best meets your needs. The super-regional strategies will be incorporated as a stand-alone chapter for use by both organizations.

### **PERFORMANCE MEASURES**

As a segue to implementation, Camoin Associates will work with RRRC and TJPDC to develop a series of metrics to evaluate the performance of the strategy implementation. We see three essential conditions that must be met for the metrics system to be fully functional: (1) the metrics and benchmarks must be highly relevant, i.e. specific to the goals and strategies enumerated with a reasonable logic model that ties actions to outcomes, (2) they must be easily attainable, i.e. not excessively expensive or requiring copious amounts of staff time to manage, and (3) they must be consistent over time, meaning that a single data point must be consistently reported and recorded from one time period to the next.

**Deliverable:** Draft CEDS report with Action Plan Matrix. The format will be digital and print ready file.

## **TASK 9: FINALIZING THE PLAN**

### **FINAL STRATEGY DOCUMENT AND COMMUNICATION MATERIALS**

Based on the committee's advisement, we will incorporate revisions into the document, Action Plan Matrix and Implementation Playbook. At this stage, we will develop a concise executive summary that will serve as an introduction to the Comprehensive Economic Development Strategy (CEDS). This summary will be written for a general audience and use graphics where appropriate. An electronic draft of this summary document will be provided to the committee and revised based on comments received via email and during Project Management calls.

If required by the EDA, Camoin Associates will package the CEDS for the statutory 30-day public comment period prior to submission to the Economic Development Administration (EDA). With RRRC and TJPDC, we will compile and respond to comments as appropriate. Camoin Associates will present the final components at an appointed meeting/venue to enable the RRRC AND TJPDC to adopt the CEDS. We will work with you to determine the ideal participants and meeting format so that this is not just a perfunctory presentation but a session that drives you towards implementation. We will also hold a meeting/work session with the staff and the CEDS Committee to debrief, incorporate any final input, and prepare all for the launch into implementation.

**Deliverable:** Presentation and final draft of the CEDS and a visually appealing version of the executive summary. An electronic copy that is print ready will be provided by email.