Mary Ball Washington Regional Council
GO Virginia Region 6
www.govirginia6.org

Region 6 Executive Committee Meeting
Tuesday, February 18th, 2025
11:00 AM – 12:30 PM
Virtual Meeting Location -
https://zoom.us/j/98992579452?pwd=cnY2em1JRE1XYVFsMDJRTDQ4Mkszdz09
Meeting Password: govirginia (46847446 from phones and video systems)
To Join by Phone: +1-301-715-8592 | **Meeting ID**: 989 9257 9452 | **Passcode**: 0951530548

AGENDA

11:00 am	**Call to Order**	John Anzivino
11:00 am	**Roll Call**	Sarah Oldaker
11:05 am	**Public Involvement**	John Anzivino
11:10 am–11:15 am	**Consent Agenda (ACTION ITEM)**	John Anzivino
	Approval of December 12, 2024 Minutes **(ACTION ITEM)**	
11:15 am-11:20 am	**New Business**	
	Regional Council and Executive Committee Vacancies	Ian Ginger
11:20 am-12:30 pm	**Old Business**	
11:20 am-12:25 pm	Interview and Selection of Consultant for 2025 Growth and Diversification Plan Update **(ACTION ITEM)**	Ian Ginger
12:25 pm–12:30 pm	GO Virginia State Board Regional Council Committee Appointee **(ACTION ITEM)**	Ian Ginger
12:30 pm	**Adjournment**	John Anzivino

Next Meeting: TBD

Approval of Minutes from Decemer 12, 2024 Meeting (ACTION ITEM)

Region 6 Executive Committee Meeting
Monda, February 12, 2024
9:00 AM – 12:00 PM
In Person Location – Rappahannock Community College, Warsaw Campus
Virtual Meeting Location -
https://us06web.zoom.us/j/81273820248?pwd=vtQPgA0HYCuW3oJ3V4NfzTdpca1ZAJ.1
Meeting Password: govirginia (46847446 from phones and video systems)
To Join by Phone: +1-301-715-8592 | **Meeting ID**: 989 9257 9452 | **Passcode**: 0951530548

MINUTES

MEMBERS PRESENT IN PERSON AND VOTING: John Anzivino **(Chair),** Jeff Szyperski – **Vice-Chair,** Jackie Davis, Jan Erkert (arrived after roll call).

STAFF: GWRC –Ian Ginger, Sarah Oldaker

OTHERS IN ATTENDANCE: Mikel Manchester, Catherine Van Noy– **RIVERE**; Dr. Frederick White, Nancy Patillo, Marjorie Osmer (Virtually) – **Cyber Bytes Foundation;** Christina Clark, Jack Handley – **STEM EIC**; Hanh Linh Ho (Virtually), Mai Linh Ho (Virtually) – **Gateway;** Dr. Jim Eginrieder (Virtually) – **Virginia Tech;** Monty (Virtually)

CALL TO ORDER
Mr. Anzivino called the meeting to order at 10:02 AM.

ROLL CALL
Ms. Oldaker called roll and a quorum was present.

PUBLIC COMMENT
There was no public comment.

CONSENT AGENDA (ACTION ITEM)
Mr. Anzivino asked for a motion to approve the consent agenda items, February 12, 2024, meeting minutes. Mr. Szyperski made a motion to approve the consent agenda. Ms. Davis seconded. The motion passed unanimously.

NFORMATION ITEMS
Mr. Ginger presented an update on the Project Pipeline and upcoming additions to the Council and Executive Committee. and took questions from Committee members on the Per Capita budget and how much money is left for projects in FY 2025.

APPLICATION DISCUSSION AND DETERMINATIONS

Economic Impact Analysis for RIVERE Ecological Center and Complementary Entrepreneurial Ecosystem Planning Grant
Mr. Anzivino introduced Catherine Van Noy and Mikel Manchester from RIVERE. They presented the Economic Impact Analysis planning project touching on the budget, project activities, and goals. The

Commission asked questions, and the project team answered. Committee members asked specifically about the involvement of the Northern Neck and Middle Peninsula localities. The project team said they will be working with Michael Purello, Executive Director of the Rivers Region Entrepreneurial Ecosystem Council, to include those sub-regions. Mr. Anzivino recommended the project team update their application to reflect that outreach. Mr. Anzivino asked for a Motion. Ms. Ekert made a motion to approve the application with the edits suggested by Mr. Anzivino, Ms. Davis seconded. Motion carried unanimously.

Cyber Bytes Foundation's Cyber Titans: Virginia Internship Program (Cyber Titans VIP) Planning Grant
Dr. Frederick White and Nancy Patillo from Cyber Bytes Foundation presented on the Cyber Titans: Virginia Internship Program (Cyber Titans VIP) Planning Grant. The presentation touched on the project activities and budget. The Committee members asked questions regarding the age of participants, payment of interns, and duplication with the Innovation Pathways Grant. The project team answered the Committee members' questions and said they would clarify how the project compliments the Innovation Pathways project. Mr. Anzivino asked for a Motion. Mr. Szyperski made a motion to approve the application, Ms. Erkert seconded. Motion carried unanimously with Ms. Davis abstaining due to their partnership and participation in the project.

STEM EIC Increasing Opportunities for Afterschool CTE/STEM Programs Planning Grant
Ms. Christina Clark from STEM EIC presented the Increasing Opportunities for Afterschool CTE/STEM Programs Planning grant along with team members participating online. The presentation covered the need for afterschool activities, micro credentials, and participating schools. The Committee members asked questions regarding transportation for students, lack of support from private industry, and support from division superintendents. Ms. Clark answered the Committees questions. Mr. Anzivino stated he felt that the project needed more work and to figure out some loose ends before moving forward. The Committee members agreed. Ms. Davis made a motion to defer the project to come back once partnerships were finalized and questions had been addressed. Mr. Szyperski seconded. Motion carried unanimously.

NEW BUSINESS

Combining Executive and Nominating Committees and the Creation of an Application Review Committee (Discussion)
Mr. Ginger explained that due to council turnover, there are only two members now on the Nominating Committee and would the Executive Committee be open to combining the Nominating Committee with the Executive Committee. The Committee members seemed open to this. Mr. Ginger stated it would require a bylaws amendment and that can be brought in front of the full Regional Council at the January 27th meeting.

Mr. Ginger then brought for discussion the formation of an Application Review Committee using the Good Grants scoring platform. The committee members agreed this would be a good idea and the new committee could bring recommendations to the full Council on applications. Mr. Ginger indicated that staff would add it to the Regional Council meeting agenda and ask for volunteers.

Using Contingency Funds to Develop the 2025 Growth and Diversification Plan Update
Mr. Ginger presented a memo to the Committee to move $73,464.75 from Contingency line item in the budget to Consultant Services in order to issue a Request for Proposals to conduct the 2025 GO Virginia

Region 6 Growth and Diversification update. Mr. Szyperski made a Motion to approve moving the funds from Contingency to Contract Services, Ms. Erkert seconded. Motion carried unanimously.

OLD BUSINESS

GO Virginia State Board Regional Council Committee Appointee

Mr. Anzivino updated the Committee members on his recent attendance of the State Board's Regional Council Committee meeting. The State Board is forming a stakeholder group with members from each Region to meet quarterly. The Committee discussed who the appointee should be. Ms. Davis stated she would be happy to be appointed, and the appointment would be placed on the January 27th, 2025 Regional Council meeting as an Action Item. The Committee asked staff to provide more information and details from DHCD on the meetings.

ADJOURNMENT

Being no further business, the meeting was adjourned at 12:28 pm.

DRAFT

Regional Council and Executive Committee Vacancies

First Name	Last Name	Term Start	Term End	Term #
Dr. Derek (Mo	Aday	January 2022	January 2026	1
John	Anzivino	2/1/2020 February 2028	2/1/2024 started as chair 1/1/2024	1
Taryn	Brice-Rowland	April 2023	April 2027	1
Rene	Daniels	April 2021	April 2025	1
Jackie	Davis	March 2019 April 2023	March 2023 April 2027	2
Jan	Erkert	7/1/2020 4/22/2024	4/22/2024 4/22/2028	2
Vernon	Green Jr.	April 2024	April 2028	1
Janet	Gullickson	April 2024	April 2028	1
Donna	Hart	April 2025	April 2029	1
Lisa	Hull	March 2017 April 2021	March 2021 April 2025	2
Pete	Humes	April 2025	April 2029	1
Shannon	Kennedy	12/1/2019 October 2023	12/1/2023 October 2027	2
Ginni	Matern	April 2025	April 2029	1
Kim	McClellan	March 2017 April 2021	March 2021 April 2025	2
Rob	Quartel	Vice Chair: 2/1/2020 first term: 1/1/24	January 2028	1
Jeff	Szyperski	April 2021	April 2025	1
Lindsey	Watson	April 2023	April 2027	1
Kimberly	Young	6/1/2018 April 2022	June 2022 April 2026	2

2025 Growth and Diversification Plan Consultant Selection (ACTION ITEM)

Firm	Chip	Kate	Ian	Jan	Sarah	John	Jeff	Jackie	Total	Average
bGlobal	36		37	38	42	29	47	36	265	37.86
George Mason	38		32		38	24	34	41	207	34.50
Chmura	37		41		43	37	43	46	247	41.17
Eli Patrick	15		25		34	22	35	31	162	27.00
Fourth Economy	33		33		33	32	21	37	189	31.50
TPMA	39		39		47	35	31	43	234	39.00
WorkED	34		39		41	30	34	46	224	37.33

bGlobal Consulting Proposal

GO Virginia Region 6

2025 Growth and Diversification Plan

February 7, 2025

Notice of Proprietary Information: This document contains trade secrets or information that is privileged or confidential and exempt from public disclosure

8609 Westwood Center Drive, #110, Tysons, VA 22182, USA

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Introduction

bGlobal Consulting is pleased to submit this proposal to George Washington Regional Commission (GWRC) for GO Virginia Region 6 Growth and Diversification Plan update. With proven expertise in design and implementation of economic development strategy, marketing plan development, and creating and executing business attraction and retention strategies, our team is well qualified to fulfill the tasks involved in this initiative. We are intimately familiar with economic development ecosystems, especially in the Commonwealth of Virginia, and we have worked with a number of elected and appointed officials at local, state and federal levels to facilitate successful execution of past projects.

Mary Ball Washington Regional Council (Region 6), with the combined strength of 15 localities, offers tremendous potential for economic development, and we are excited at the prospect of strategically aligning the area with GO Virginia priority investments to foster a sustainable and resilient regional economy.

Firm Qualifications

bGlobal Consulting is a Virginia Small, Woman and Minority (SWaM) certified limited liability corporation based in Fairfax County. We offer research driven strategic consulting services for federal, state and local government agencies to support economic development, trade promotion, business attraction and retention, marketing, community outreach, and branding efforts. We have a track record of collaborative ideation, formulation, and execution of strategies to set and achieve company growth goals that directly impact the bottom line. We are backed by a team that has engaged in economic development strategy and implementation in both rural and urban areas, with unprecedented success over the last 30 years. Our services include:

- Comprehensive economic development, marketing, and branding strategy
- Business attraction, retention, and expansion strategy
- End to end management of high-profile business outreach events
- Organization and execution of trade missions and delegations to build the business community and benefit local stakeholders
- Curated programs with industry bodies, embassies, associations, multipliers, and chambers of commerce

Company Information

- Phone: +1-203-231-8311
- Email: info@justbGlobal.com
- Virginia State Corporation Commission Registration ID: #11477775
- SWaM Certification Number: 828065, valid through May 30, 2028
- Federal Employer Identification Number: 92-2156893.

Cooperative Procurement Consent

We hereby confirm that this proposal may be made available to other public bodies with a cooperative procurement arrangement with GWRC.

Team Members

Juhi Naithani, Principal, bGlobal Consulting

Juhi Naithani will be the main point of contact for this project. Juhi founded bGlobal Consulting on a strong base of successful, goals-based strategy development and execution campaigns for branding, marketing, business development, and change management. She has 30 years of experience in a variety of disciplines including industrial sales, consulting, academia, and economic development. Before starting her most recent consulting business, Juhi was Assistant Director for International Business Investment at Fairfax County Economic Development Authority (FCEDA). Here are some highlights from her economic development consulting and career:

- Supported Alexandria Economic Development Partnership's business investment mission to the United Kingdom, meeting and exceeding business attraction goals
- Successfully conducted branding efforts and international outreach for business attraction for Prince William County Department of Economic Development and Tourism, generating more than 140 leads in targeted industries.
- Facilitated an exclusive Northern Virginia business reception at Indian Ambassador Sandhu's residence in Washington D.C. with special invitee Virginia Secretary of Commerce and Trade, Caren Merrick
- Conceptualized, designed, and conducted several initiatives to mitigate adverse effects of the Covid pandemic on business and economy in Fairfax County
- Coordinated with (then) Governor of Virginia Terry McAuliffe's office to execute a new international business investment announcement event in Fairfax County

Thomas Flynn, CEcD, Senior Advisor, bGlobal Consulting

Tom Flynn is an experienced economic development leader and practitioner working at the crossroads of innovation, place-making and public/private partnerships. During his career he has developed or provided strategic leadership to numerous economic development strategic planning initiatives, including:

- Development of an "Innovation District" in the geography around the George Mason University Science and Technology Campus and Prince William County's 1000 acre Innovation Park
- Prince William County, Virginia Small Business Strategy
- Prince William County Department of Economic Development strategic plan and three-year implementation schedule.
- Loudoun County, Virginia Rural Business Development Strategy
- City of Charlotte, North Carolina Small Business Development Strategy

Tom is an active member of the International Economic Development Council's Accredited Economic Development Organization committee and makes several site visits a year to communities seeking accreditation of their economic development organizations.

Resumes of key personnel are attached. We are supported by an administrative team and frequently bring in subject matter experts and strategic partners to respond to the unique demands of a project. Should this occur, we will make sure to share complete details with GWRC.

Examples of Work

Client Name: Economic Development Authority of Accomack County, VA
Timeline: September 2024-June 2025
Contract Award: $145,200 (ongoing)
Description: Professional services to conduct a marketing study to plan and prioritize the steps involved in the development of a regionally significant industrial park in Melfa, VA. Scope of work includes: 1) Conduct a market study to research and analyze the current Agribusiness and Aerospace economic sectors and provide recommendations for future, value-added opportunities for these sectors on the Eastern Shore. 2) Identify site development and build-out recommendations actions for EDA to enable attraction of new and expanding agricultural and aerospace interests, as both sectors are employing new technology based on current trends. 3) Prepare an actionable market plan to promote project-ready sites that will enable targeted projects to achieve growth objectives. The plan will identify the market potential for Virginia's Eastern Shore and determine the appropriate positioning for the industrial park to attract businesses.

Client Name: Prince William County Department of Economic Development
Timeline: July 2022 - August 2023
Contract Award: Tom Flynn was full time employee
Description: Development of the three-year strategic plan and implementation schedule for Prince William County as a roadmap to accomplish the county's Resilient Economy goals. The project involved creating and supporting programs, policies, and strategies to encourage profit generating business expansion, new business development and redevelopment to enhance and/or complement targeted industries. The process included creating strategies to incentivize the consolidation of smaller land parcels to promote redevelopment as well as consult with the public and private sector to provide industry research, indicators, guidance, and insights. Collaboration with regional groups was essential to achieve economic development goals. The final task was to develop and implement a new marketing plan to achieve the strategic plan aim of investment in economic development, parks, recreation and tourism programs, projects, and infrastructure that drove business and created a sought-after quality of life

attractive to residents, visitors, and business investors. In summary this plan covered all aspects of economic development for the length of its term and beyond.

Our Approach

Our team subscribes to a collaborative, inclusive, data and objective-driven approach for comprehensive economic development strategy, a subset of which will formulate the strategies and tactics relevant to the objectives and scope of work defined in this RFP. Below is a description of our proprietary procedure, followed by specific elements of the project wherein we will incorporate it for GO Virginia Region 6 Growth and Diversification Plan Update.

We believe that thorough assessment of any situation and the resulting recommendations are a product of empirical, quantitative, and qualitative data and should include inputs from key stakeholders, as well as rely on best practices and proven methods from external reliable sources such as academia and peers. Our holistic process uses an overarching methodology of **STEP***:

Strategic | Transformative | Equitable | Purposeful*

Strategic: The first STEP involves developing a blueprint for the process which includes:

- Defining vision, goals, and objectives
- Identifying relevant community segments and individual stakeholders in those segments
- Developing categories of inputs solicited, with specific outcomes from the outreach
- Establishing a timeline for the process

Transformative: The second STEP is the cornerstone of our outreach. It communicates a consistent message to stakeholders about the importance of their contribution and how it can transform the region into one of economic prosperity. It encourages stakeholder participation with the aim of making a difference to their immediate community. When the audience is vested in an initiative, they are more likely to provide meaningful input.

Equitable: The third STEP is our guiding principle and keeps the focus on representation of all members of the business and citizen community. While this ensures fairness to all, we also believe it to be imperative to get a well-rounded view from different and differing perspectives on economic development.

* The STEP Methodology as defined is proprietary to bGlobal Consulting

Purposeful: The fourth and final STEP is about having an intentional and outcome-oriented mindset. Our process will identify actionable items for implementation. We aim to conclude the exercise with a well-defined plan for long term success and specific task descriptions for the short and long term. These include prioritizing various capacity building in both social and economic infrastructures. The ultimate objective is to build community resilience and ensure sustainability in the long run.

For this project, we will support GWRC by applying the STEP methodology to accomplish:

Situation Analysis:

1. Data-based and empirical assessment of the six priority industry clusters defined for Region 6: Aquaculture/Commercial Fishing/Seafood Processing, Forestry/Wood Products/Paper, IT and Data Centers, Logistics and Distribution, Manufacturing, and Professional Services
2. Qualitative analysis of stakeholder perceptions of the region's performance in these sectors
3. Identification of potential new industry clusters that the region may need to pivot towards or focus on, based on the above

Stakeholder Involvement will be a primary feature of our qualitative analysis. In consultation with GWRC, we will draw up a list of key stakeholders from public, private and non-profit sectors to provide their input on factors that can enhance the competitiveness and economic health of the county. These may be representatives of relevant county departments, educational institutions, local business owners, members of the real estate development community, membership associations and citizen advocacy groups. Depending on the number of stakeholders, we will conduct 3-4 focus group discussions to gather qualitative data for use in our assessment.

Skills Gap Analysis: For each of the industries assessed above and with data resources provided by GWRC, we will collate labor market data to identify job trends, hiring challenges, and workforce demographics, including skills and educational attainment. Stakeholder conversations with employers will inform us of hiring challenges and ascertain in-demand competencies. Once critical shortages in workforce are identified, we will work collaboratively with GWRC to prioritize gaps based on business impact. We can then help develop strategies around training, upskilling and attracting talent to bridge them.

Plan Goals and Actionable Strategies: bGlobal Consulting will work collaboratively with GWRC to develop goals and strategies to respond to the analysis above. This is a multi-faceted exercise, as economies thrive when they propagate ecosystems, which are a product of support from local government, business and community buy-in, robust

infrastructure, and the availability of skilled workforce, in equal measure. Guided by GO Virginia's four priority investment strategies – workforce, site and entrepreneurial ecosystem development, and cluster scale up – we will determine the success of the existing growth and diversification plan to recommend changes, edits or modifications for an update that is commensurate with current industry projections, economic trends and potential opportunities.

Strategic Partnerships for Collaboration: Once core strategies and objectives for the growth and diversification plan are identified, we can categorize them and establish expected outcomes and deliverables for each. GWRC can map these with existing initiatives in the community to determine potential partners that share similar goals or have complementary resources. We can then recommend innovative collaborations between sectors to help reduce duplication of efforts. These should be followed by assigning appropriate responsibilities to each partner and once again engaging stakeholders to validate ideas.

We expect to coordinate closely with the consultant selected by GWRC for the PD16 Comprehensive Economic Development Strategy, so we can optimize time and effort and mutually enhance our work to efficiently deliver the scope of our work.

We propose a meeting to check in with GWRC every 2-4 weeks to report our findings and monitor the project.

Proposed Timeline

The following schedule assumes a project start date of February 18, 2025, and is subject to change in response to reasons beyond our control. We have every intent to ensure that GWRC meet their deadline of September 15, 2025 for the first draft of the plan update to Virginia Department of Housing and Community Development (DHCD).

Task Description	Start Date	End Date
Planning Meetings	2/18/25	2/28/25
Document Review	3/3/25	3/21/25
Situation Analysis	3/17/25	4/4/25
Stakeholders Meetings	4/1/25	6/30/25
Skills Gap Analysis	7/1/25	7/25/25
Update Report	7/28/25	8/29/25

Cost

The total cost of proposed services is: **$36,430**

Cost per component:

Consulting fee for contract period of Feb. 18, 2025 - Sept. 1, 2025:	$35,840
Travel, meals and incidentals for up to four daytrips to GOVA Region 6:	$ 590

- This quote is valid for 120 days from the date of submission of this proposal
- Any overnight excursions for activities related to the above workplan or otherwise requested by GWRC will incur a daily surcharge of $1280 in addition to expense reimbursement for travel, hotels, meals and incidentals.
- Cost does not include third party fees for secondary data
- Additional services beyond the scope of work described in this RFP can be provided at an average rate of **$160 per hour**

Conclusion

bGlobal Consulting looks forward to supporting GWRC in updating their **Growth and Diversification Plan**. Our proposal outlines a structured approach to conducting a comprehensive review of the current plan, ensuring that strategies are aligned with regional economic needs and opportunities. By assessing the plan's effectiveness, identifying skills gaps, and exploring opportunities for collaboration among businesses, educational institutions, and government entities, the review will provide valuable insights to enhance economic growth and competitiveness.

Through our process, and in consultation with GWRC, we will identify actionable recommendations to strengthen workforce alignment, support private-sector expansion, and promote economic diversification. The findings will serve as a foundation for informed decision-making, guiding strategic investments and partnerships that drive sustainable economic progress.

We look forward to the opportunity to work on this project and collaborate with stakeholders to refine and strengthen the region's economic development success.

Thank you for the opportunity to submit this proposal.

Signed bGlobal Consulting

By Juhi Naithani, Principal

Juhi Naithani | bGlobal Consulting

JNaithani@justbGlobal.com • +1-203-231-8311 • www.justbGlobal.com

PROFESSIONAL EXPERIENCE

Principal, bGlobal Consulting, 2023-Present

- Ideate, develop and implement economic development, marketing and branding strategies to set and achieve growth goals to directly impact organizational bottom line.
- Conceptualize and execute trade, investment and business networking programs and events for non-profits and state and local government organizations

Assistant Director, International Business Investment, Fairfax County Economic Development Authority (FCEDA), 2020-2022

Strategic development and implementation of division objectives to attract and retain business investment into Fairfax County for job growth and commercial real estate occupancy. Support division budget and expense tracking, and manage the international team

Business Investment Manager, South Asia, Canada, South America, and Africa, FCEDA, 2016-2022

Promote Fairfax County as a preferred business destination to attract investment from key international markets, with a special emphasis on outreach in India. Maintain ongoing relationships to support the growth of, and retain, county resident businesses

Accomplishments

Proven track record of effectiveness in strategy development and execution, branding, marketing, business development, and change management, using a tailored blend of conventional and non-traditional methods for branding and business development, including innovative use of social media methods:

- Championed growth of new and resident companies in Fairfax County, contributing to agency metrics directly in support of Fairfax County's economic growth
- Enhanced company branding by working in collaboration with various associations, chambers and embassies to execute multiple events for business networking and outreach,
- Hosted numerous industry and government delegations from Argentina, Brazil, Canada, Germany, India and Kenya, to promote and share economic development best practices

Innovative Approaches and New Initiatives

- Spearheaded activities that accrued significant earned media value for the organization through strategic press releases, social media impressions and high-profile business community events
- Identified several new partners as multipliers to advance the interests of Fairfax County
- Conceptualized, designed, and conducted several online retention and attraction events to mitigate adverse effects of the Covid pandemic on business outreach, notably:
  - FCEDA's first virtual forum, "Back to Business: Resilience, Recovery and Moving Forward", with eighteen speakers from industry and government and 160 attendees from the Northern Virginia business community
  - "Air & Space Innovation Series", a three-part program to showcase the latest trends in commercial and defense aerospace industry. The event garnered 26 expert speakers from federal and local government, industry, media and independent associations, attracting a record 800 registrants from around the world
  - Thirteen additional international virtual events with more than 300 attendees to generate leads and continue promotional efforts despite travel restrictions

University Visiting Faculty, 2002-Present

Undergraduate and graduate course instruction in international business, globalization, business management and marketing

School of Business, George Mason University, Fairfax, VA (Eleven semesters)

Robert H. Smith School of Business, University of Maryland, College Park and Shady Grove, MD (Four semesters)

Lender School of Business, Quinnipiac University, Hamden, CT (Eighteen semesters)

BUSINESS COMMUNITY ENGAGEMENTS

Board Member, Indo US Organization for Rare Diseases, Herndon, VA, 2023-Present

Raise awareness about rare diseases and the under-representation of Indian diaspora in their clinical research. Organize and execute the annual IndoUSrare Bridging Rare Summit.

Board Member, TiE DC, Falls Church, VA, 2019-2022

Achieve chapter goals to support the startup community, increase membership, enhance branding, and provide quality business programming:

- As events committee chair, provided end-to-end management and execution of ten successful events in 2022
- Rebranded the failing “TiE Tuesday” series to “TiE Connect” networking events featuring relevant content in a social, interactive environment and increased attendance
- Created and established the TiE DC ELITE (Excellence in Leadership, Innovation, Technology and Entrepreneurship) GovCon Awards to augment the chapter’s profile

Participant, Fairfax County Sports Tourism Task Force (2018-2022)

- Conceptualized and presented a model for branding Fairfax County as a sports tourism destination

Conference Participations

Subject matter expert speaker/moderator on international economic and business development:

- International Business Forum, Northern Virginia Association of Realtors, Fairfax, 2022
- Datacloud India, Gurgaon, India, 2019
- American Bazaar Women Entrepreneurs Forum and Leaders Gala, Washington D.C., 2018
- US-India Emerging Technologies Forum, Kochi, India, 2018
- IndiaSoft by ESC India, Hyderabad, India, 2017

PRIOR PROFESSIONAL EXPERIENCE

Intercultural Training and Marketing Consultant, Various, USA, 2002-2016

Key Projects

- Working With Indians: Cultural training, Naval Air Systems Command (NAVAIR), FL, 2015
- Resource Consultant, Prudential Intercultural Group, CT, 2010
- Marketing from the Inside Out: Training Seminar, William Keep, Independent Consultant, CT, 2002

Principal Executive, Nordipap Consultants, Gurgaon, India, 1993-2000

- Marketing and sales of industrial products from foreign manufacturers to the Indian paper industry.
- Created marketing collateral and diversified company service portfolio

TOM FLYNN, CEcD

(704) 699-0873 | Tmmflynn@gmail.com | Reston, VA 20194

ECONOMIC DEVELOPMENT EXECUTIVE

Placemaking | Business Development | Strategic Planning & Implementation

Certified Economic Developer with comprehensive experience, knowledge and skills and proven ability to lead successful economic development strategies and teams to promote growth, strengthen staff development, and align public private partnerships to achieve goals. Recognized for professional approach to building collaborative solutions between public and private sectors and developing and implementing strategic plans that produce results.

PROFESSIONAL EXPERIENCE

Prince William County, Virginia **Nov. 2013 – Aug. 2023**

DEPUTY DIRECTOR **July 2021 – Aug. 2023**
DIRECTOR, BUSINESS DEVELOPMENT **July 2014 – July 2021**
BUSINESS DEVELOPMENT MANAGER **Nov. 2013 -July 2014**

As Deputy Director I managed the business attraction work of four employees with goal of attracting new business investment and jobs in five targeted sectors: Information Technology, Advanced Logistics, Life Science, Corporate and Federal Facilities, and Advanced Manufacturing. My responsibilities included driving teamwork and collaboration between the Business Attraction Team and the Small Business, Existing Business and Redevelopment Teams. Significant accomplishments of my work with Prince William County include:

- Business attraction team accounted for $2.5 billion in investment and 2,900 new jobs since July 2014.
- Led development of Targeted Industry Study that provided strategic and tactical direction, identified growing subsectors and recommended actions in Small Area Plans to attract target industries.
- Directed projects and staff to achieve significant successes, including Farm Brew Live; Brickyard Co-Working; 95% occupancy of Science Accelerator; Innovation Town Center Land Sale and Infrastructure Agreement; and development of 30,000 square foot Northern Virginia Bio Science Center.
- Collaborated with George Mason University and other stakeholders to promote innovation and placemaking in the area around the GMU Science and Technology campus and Innovation Park.
- Promoted County through personal contacts with site selectors and business executives at national trade shows and market missions including Consultants Forum, RSA, CoreNet, SelectUSA, and city mission trips.

Loudoun County, Virginia **2010 – 2013**

ECONOMIC DEVELOPMENT DIRECTOR

Managed a department of 20 employees and the County's economic development efforts in business development, business retention, small business development, rural business development and economic development marketing.

- Achieved 143% of the Department's business development pipeline goal and in FY13 increased the pipeline by another 22%; resulting in over $410 million of announced investment in FY13.
- Initiated market missions to meet site selectors and corporate real estate executives and raise awareness of Loudoun County, including missions to: Chicago, Atlanta, Dallas, Farnborough (England) and New York City.
- Developed new economic development website, logo, and brand. Website received top scores on 14 of 20 evaluation criteria from national website consultant.
- Collaborated with public and private sectors to develop public policy on rural business development strategy and economic development business incentives.

City of Charlotte, Charlotte, NC **1980 - 2010**
ECONOMIC DEVELOPMENT DIRECTOR **2004 – 2010**
ECONOMIC DEVELOPMENT OFFICER **2001 – 2004**
ASSISTANT TO CITY MANAGER FOR BUSINESS RELATIONS **1995 – 2001**

As Director I managed a department of 16 employees and the City's economic development efforts on business retention, small business development, workforce, and public/private redevelopment. In my other positions with the City of Charlotte I managed economic development programs including business retention and economic development incentives and developed and managed policy, projects, and regulation to improve Charlotte's business climate. Significant accomplishments of my work for the City of Charlotte include:

- Led the development and City Council approval process of the City's Economic Development Strategic Framework and completed 75% of the initiatives in the first year of the plan.
- Collaborated with Chamber and Regional Partnership on business development activities resulting in over 7,500 new jobs.
- Collaboratively developed and implemented policy on distressed area revitalization, transit-oriented development, and small business development. Policies resulted in the development of Greenway Business Park, Charlotte School of Law, and over $1.2 billion of private investment along transit corridor.
- Negotiated public/private development agreements for redevelopment projects, including Metropolitan ($250 million); IKEA ($100 million); First Ward Park & Parking ($750 million); and Elizabeth Avenue ($300 million).
- Developed and implemented Charlotte's business retention program resulting in 100+ business visits per year and the retention and expansion of several companies, including: Celgard, Areva, and Flextronics.
- Collaborated with the Chamber on business development activities resulting in 3,000 new jobs.
- Led strategic process and negotiated public/private partnership that resulted in the Westin Charlotte, a 700-room convention center hotel.
- Collaborated with the County and the Chamber to develop and implement public policy on business incentives; Program helped attract $436 million in investment and 4300 new jobs.

EDUCATION & TRAINING

MASTER OF PUBLIC AFFAIRS
LBJ School of Public Affairs, University of Texas, Austin, Texas

BACHELOR OF ARTS
Kalamazoo College, Kalamazoo, Michigan

CERTIFIED ECONOMIC DEVELOPER (CEcD)
International Economic Development Council

ASSOCIATIONS
Board Member, International Economic Development Council (IEDC) (2010- 2013)
IEDC Accredited Economic Development Organization Committee (2013-19; 2023- Present)
Urban Land Institute Advisory Panels: Las Vegas (2007), Philadelphia (2009), and Detroit (2013)
CoreNet Mid-Atlantic Chapter (2013 to present)
NAIOP Northern Virginia Chapter (2013 to present)

Proposal

GO Virginia Region 6

2025 Growth and Diversification Plan

Prepared for

The George Washington Regional Commission

February 7, 2024

Contact

Chris Chmura, Ph.D.
Chmura Economics & Analytics
Chris.Chmura@chmura.com

Ian Ginger
GO Virginia Program Director
George Washinton Regional Commission
(540) 642-1571 | ian.ginger@gwregion.org

Dear Ian:

Chmura Economics & Analytics (Chmura) is excited to submit this proposal in response to your request for proposals (RFP). As the most recent 2023 Growth and Diversification Plan (Plan) comes to an end, the George Washington Regional Commission needs to identify specific goals and actionable strategies that will produce measurable results over the next two-year period. Chmura is uniquely qualified to support your efforts based on our previous experience and our proprietary set of analytical tools, knowledge of the local economy, and expertise in economic development. Our consulting team combines the strength of Ph.D. economists and strategy consultants dedicated to delivering valuable insights that drive informed decision-making and foster economic development.

In particular:

- Overall suitability of the proposal: our team of Ph.D. economists and strategy consultants puts together state-of-the-art plans grounded on best-in-class datasets.
- Demonstrated experience: for more than 25 years, Chmura has been trusted as a beacon of high-quality research by economic development organizations, workforce development boards (WDBs), community colleges and universities, private businesses, cities, counties, states, and federal agencies, amongst others.
- Local related knowledge: headquartered in Richmond, Virginia, Chmura has strong ties with the business community and stakeholders of GO Virginia Region 6. We have a deep understanding of the region's ecosystem.
- Knowledge and experience of working with a variety of elected and appointed officials: Chmura has worked with a variety of local officials through projects related to economic impacts, workforce investment, and economic development.
- We are a Small, Women-Owned, and Minority-Owned Business (Certification Number 9700)

Please contact me if you would like additional information at (804) 649-3640 or chris.chmura@chmura.com. Thank you for your consideration and we look forward to the potential opportunity to work alongside GO Virginia Region 6.

Sincerely

Christine Chmura
CEO and Chief Economist

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BACKGROUND

The Virginia Growth and Opportunity Act establishes that each Regional Council is required to develop an Economic Growth and Diversification Plan to

1. promote private-sector growth and opportunity in the region;
2. identify issues of economic competitiveness for the region, including gaps in education and skills required to meet existing and prospective employer needs within the region; and
3. outline strategies that the collaborating business, education, and government entities in the region will pursue to expand economic opportunity, diversify the economy, and align workforce development activities with the education and skills needed by employers in the region.

The George Washington Regional Commission (GWRC), the supporting organization for GO Virginia Region 6, is seeking an update to their recent 2023 Plan. Chmura is pleased to put forward the following proposal to help GWRC identify strategies that will lead to growth in its region's traded industry clusters.

PLAN ACTIVITIES/ELEMENTS

The following section outlines Chmura's strategy to address each of the **5 objectives** in the 2025 Economic Growth and Diversification Plan guidelines.

1. Evaluate the Performance of GOVA Region 6

To start, Chmura will evaluate the performance of Region 6 over the past five years. The emphasis will be on the six strategic industry clusters specified in the 2025 update to Region 6's Growth and Diversification Plan:

1. **Aquaculture/Seafood/Commercial Fishing/Marine Industries,**
2. **Distribution/Logistics**
3. **Forestry/Wood Products**
4. **IT/Data Centers**
5. **Manufacturing**
6. **Professional, Technical, Scientific Services**

Chmura will analyze employment and wage growth across all sectors and for each target cluster. The company is proud to be the consulting firm selected by the Virginia Innovation Partnership Corporation to track Virginia start-ups.[1] We will use this expertise and data to supplement an analysis of new business formation in Region 6 based on data provided by the

[1] See https://vipc.org/virginias-startup-surge-saw-more-than-10000-created-in-two-years/

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Virginia Department of Housing and Community Development (DHCD) as well as Chmura's proprietary JobsEQ® platform.

2. Situational Analysis for Each Target Industry Cluster.

In addition to the current portfolio of target industry clusters, Chmura proposes identifying potential emerging new clusters that could also fit the GO Virginia program's intent of fostering the production of high-paying jobs. A rigorous data analysis and ongoing discussion with key stakeholders will drive the analysis. The selected new clusters will represent emerging sectors that are likely to play a strategic role in the region's future development. Chmura will keep the final number of industry clusters to **six**. Chmura will use its proprietary JobsEQ® software to identify potential new clusters based on location quotients, employment trends, wages, and other key differentiating factors.[2]

Chmura will conduct a **SWOT analysis** (strengths, weaknesses, opportunities, and threats) for each of the final six industry clusters. To complete this task, Chmura will use a combination of quantitative and qualitative data.

DATA NEEDS from DHCD

- ☐ New business formation activity
- ☐ New business formation in targeted traded sector industries
- ☐ Economic development announcements (new and expanding businesses)
- ☐ VEDP Site Inventory Data

Quantitative data: Building off the data provided by the Virginia Department of Housing and Community Development (DHCD), we will use the detailed labor market data available in Chmura's JobsEQ. Factors to be considered include supply chain constraints, occupation wages, workforce growth, labor availability based on skills, job postings, and more. The analysis will also consider the labor shed of workers from outside the region who may commute in to fill in-demand jobs in growing clusters.

Qualitative data: Chmura will collect and analyze valuable on-the-ground knowledge from meetings with key business leaders and other stakeholders. More about this is in the section below.

As part of the analysis, Chmura will review the region's current inventory of sites relative to the target industry clusters needs to inform and prioritize future site investments.

3. Skill Gap Analysis for Target Industry Clusters

First, Chmura will identify the skills and training necessary for individuals to fill key positions in each cluster, encompassing high school career and technical education, credentials,

[2] JobsEQ is Chmura's proprietary software platform that provides granular data on local labor market indicators and real-time information on job ads.

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certifications, apprenticeships, internships, and other degree and non-degree programs. Chmura will use intelligence from online job ads to identify specific education, skills, and certifications that local employers are requesting. Chmura will analyze ads posted over the past 5 years to identify rising and falling skills, particularly in the rapidly changing information technology skills, to **help education providers align programs with these in-demand skills**.

Chmura will provide a gap analysis identifying the occupations required in growing clusters and potential undersupply tied to educational attainment and training. In the short term, Chmura can identify immediate workforce needs with data from **JobsEQ RTI**[3] which shows skill requirements and demand for the occupations within the cluster. Skills required in online ads are compared to a database of online resumes to identify gaps. In the long term, awards output is compared against employment demand to identify possible gaps in postsecondary programs that are either not offered at local institutions or are not graduating students at a rate that matches local employment needs.

Training programs that support key cluster occupations will be identified by Classification of Instructional Program (CIP) codes via crosswalks in JobsEQ as well as internet research. The inventory of training providers with those programs will come from a review of Integrated Postsecondary Education Data System (IPEDS) data in JobsEQ as well as research into career and technical education (CTE) programs at the high school level.

4. Identification of Plan Goals and Actionable Strategies

After reviewing previous documents, plans, and strategies in the region, Chmura will develop a Growth and Diversification Plan which will identify priority goals and strategies for GOVA Region 6 using the insights gathered from (1) stakeholders, (2) previous documents, plans, and strategies in the region, and (3) in-house quantitative analysis.

The Chmura Team will work closely with **the Comprehensive Economic Development Strategy (CEDS) for PD16 project team** to refine goals and strategies that address gaps and enhance alignment with the GO Virginia vision. Coordination efforts might include subcontracting, sharing data, holding joint stakeholder sessions, etc. We will integrate findings from the SWOT analysis to develop concrete, prioritized recommendations that are actionable in the short-, medium-, and long-term. This process will identify strategic investments that align with GO Virginia's **four priorities:**

- building a strong talent pool,
- improving physical infrastructure for businesses to locate,
- supporting new business creation, and

[3] RTI is Real Time Intelligence from our database of online job postings, updated daily and deduplicated from more than 40,000 sources.

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- fostering growth within established industry clusters.

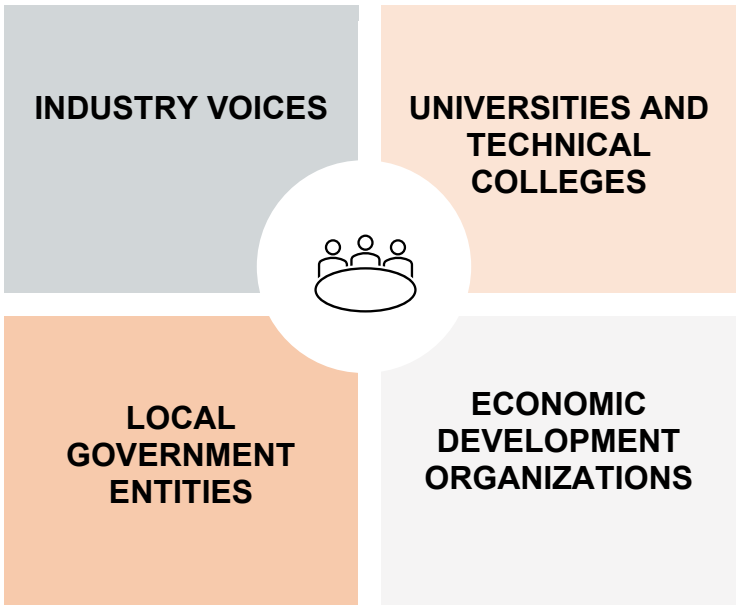
To achieve this, we will systematically map active projects and pipeline initiatives against the refined strategies. This will help identify synergies, gaps, and opportunities for enhanced coordination and resource allocation. We will combine best practices**,** stakeholder insights, and data to guide decision-making and ensure the **recommended actions are evidence-based and impactful.** The Plan will focus on actionable strategies over a **two-year period**. Additionally, the Plan will consider how these efforts can be coordinated and sustained over a 5 to 10-year period.

A critical component of this phase will be the development of a framework to evaluate progress toward implementing the Economic Growth and Diversification Plan. Each strategy will be linked to measurable **performance indicators** that track advancements in workforce development, site readiness, entrepreneurial ecosystem strengthening, and industry cluster scaling. These metrics will enable Region 6 to monitor the impact of initiatives and make data-driven adjustments over time.

5. Identify Strategic Partners for Collaboration

Chmura will work closely with GWRC to identify key regional stakeholders with whom to engage while developing the strategic initiative for the Plan. Chmura will plan, conduct, and analyze **four focus groups**. The pools of proposed stakeholder groups are represented in the figure below, although these can be subject to refinement following a conversation between Chmura and GWRC. Chmura will also work closely with the Comprehensive Economic Development Strategy team to coordinate efforts and maximize resources.

Figure 1: Stakeholder Groups Pools



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ADDITIONAL WORK PLAN ITEMS

Chmura is pleased to provide these additional requirements specified in the GWRC's RFP.

1. Kickoff Meeting

Before pursuing a planning process, it is crucial to ensure Chmura and Region 6 have a mutual understanding of the path to be taken, deliverables, timeline, and communication strategy, including primary points of contact and regular check-in points. Chmura will schedule an introductory meeting with GWRC staff and GO Virginia Region 6 Council leadership members to clarify these points and identify any key stakeholders not detailed in the RFP at the start of the project. We will clarify roles and responsibilities for plan input, design, development, and implementation.

2. Stakeholder Engagement

Chmura proposes four stakeholder focus groups (as discussed above). These sessions will bring together business leaders and regional stakeholders. Chmura will facilitate these sessions, focusing on topics such as business attraction and retention, workforce development, policies or incentives for innovation, and the entrepreneurial ecosystem. Discussions will also cover community support for economic growth, leveraging existing site development expenditures, and assessing local assets and competitive advantages. An initial list of potential organizations includes

- **Local Government Entities**
- **Workforce Development Boards**
- **Economic Development Corporations**
- **Innovation Hubs & Research Parks**
- **Major Employers**
- **Chambers of Commerce**
- **Educational and Research Institutions**

3. Reporting and Check-in Requirements

Chmura is committed to submitting monthly reports summarizing the progress toward key deliverables and activities completed. We will also schedule bi-weekly check-in Zoom calls with GWRC. A maximum of **two in-person meetings** can be arranged throughout the duration of the contract.

4. Cooperative Procurement

Chmura is interested in making this proposal available to other public bodies who may be interested in securing similar work.

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DELIVERABLE

We will produce a **communications-ready, graphically enhanced final white paper** to communicate these insights effectively. This document will clearly articulate economic opportunities, regional challenges, strategic priorities, and opportunities for collaborative programs across localities. It will also outline performance measures to ensure ongoing evaluation and refinement of strategies. The table below summarizes the objectives, tasks, and results of this phase.

Economic Growth and Diversification Plan Development and Plan Adoption

Objectives	• Create a communication-ready Growth and Diversification Plan
Chmura Tasks	• Synthesize results for plan activities/elements 1, 2, and 3 • Synthesize stakeholder insights • Review previous relevant documents • Coordinate with the CEDS project team • Develop GSOT (Goals, Strategies, Objectives, and Tactics) • Outline an Implementation Plan (with short, medium, and long-term actionable strategies) • Identify KPIs (Key Performance Indicators) • Draft a White Paper
Region 6Tasks	• Provide existing documents, plans, and strategies in the Region • Connect Chmura with the CEDS project team • Connect Chmura with key stakeholders • Review and edit Plan • Approve the final Plan
Results	• Final Economic Growth and Diversification Plan (PDF)

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PRICING AND TIMELINE

Project Timeline

The Region 6 RFP requires the Plan to be completed and submitted by September 1st, 2025. Our proposed project timeline, documented in the chart below, meets this requirement, assuming the project begins no later than February 18, 2025:

Project Gantt Chart

	2/18	3/4	3/18	4/1	4/15	4/29	5/13	5/27	6/10	6/24	7/8	7/22	8/5	8/19	9/1
Kickoff															
Evaluate Performance															
Situational Analysis for Target Industries															
Skill Gap Analysis															
Stakeholder Engagement															
Identify Plan Goals and Actionable Strategies															
Identify Strategic Partners for Collaboration															
Draft Plan															
Check Ins															
Final Plan															

Proposed Pricing

Chmura would provide the services outlined in this response at a fixed price of **$136,010**. This offer includes staff time, custom research, report generation, by weekly virtual meeting, and up to 2 in-person meetings**.** The price is based on prior experience with similar projects. Chmura's pricing reflects the hourly rates assigned to the professionals on the project along with estimated billable hours. After report delivery, alterations to the model, including 'tweaking,' will be billed to the client at an hourly rate of $300.

Costs to significant milestones are segmented in the following manner, and will be used as payment points throughout the project:

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Milestone	Cost
Project management (kick-off meeting, biweekly meetings, software, etc)	$18,370
Review of past 5 years	$6,400
Re-evaluation of clusters	$5,880
Situational Analysis of Each Cluster	$20,630
Skills Gap Analysis for Target Industry Sectors	$12,180
Stakeholders Meetings	$13,310
GSOT	$21,860
White paper	$37,380
Total	$136,010

It is understood and agreed that GWRC will provide all reasonable support to help Chmura achieve a successful project completion within the targeted timeframe. Chmura expects GWRC to participate in the execution and delivery of this product with regard to the following:

- Timely feedback regarding the initial inputs and trends
- Active participation to facilitate the resolution of project-related issues

After Chmura receives comments and/or approvals for a preliminary draft from GWRC, a revised submission will be provided in 'pdf' format suitable for downloading and printing. Chmura reserves the 'right to review' any and all materials in pre-print, print, or pre-publication formats before releasing them for public consumption. Any violation of this right to review is subject to legal review.

It is understood by Chmura and GWRC that payment for these services is due within 30 days of submitting invoices. Value-added services for an additional negotiated fee can be available beyond this analysis. If final payment is not received in the terms of this agreement, GWRC agrees that a 1.5% penalty is applied for every 30-day period payment not made and that consulting services are suspended to the client after a 60-day window until open invoices are paid.

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SAMPLE REPORTS

[Download]

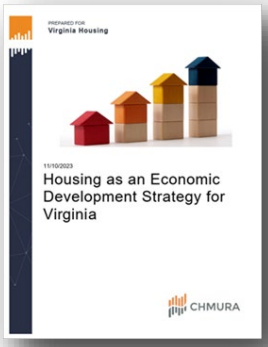
Title: Talent Pathways & Strategic Development

Contact: *Whitney C. Lester*,
Senior Director of Talent Development
Hampton Roads Workforce Council

Ph: (757)622-0944
Email: srb8q@uvawise.edu

Service year: 2024

Funding: Between $100,000 and $200,000



[Download]

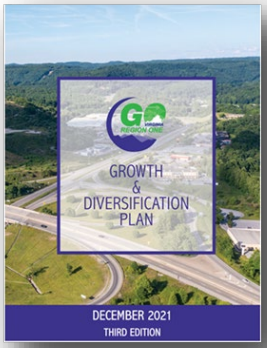
Title: Housing as an Economic Development Strategy for Virginia

Contact: *Michael MacKenzie*
Associate Policy Analyst
Virginia Housing

Ph: (804)343-5928
Email: Michael.MacKenzie@VirginiaHousing.com

Service year: 2023

Funding: Between $100,000 and $200,000



[Download]

Title: Region 1 Growth & Diversification Plan

Contact: *Shannon Blevins*
Vice Chancellor for Government Relations and Strategic Initiatives
The University of Virginia's College at Wise

Ph: 276-328-0162
Email: srb8q@uvawise.edu

Service year: 2021

Funding: less than $100,000

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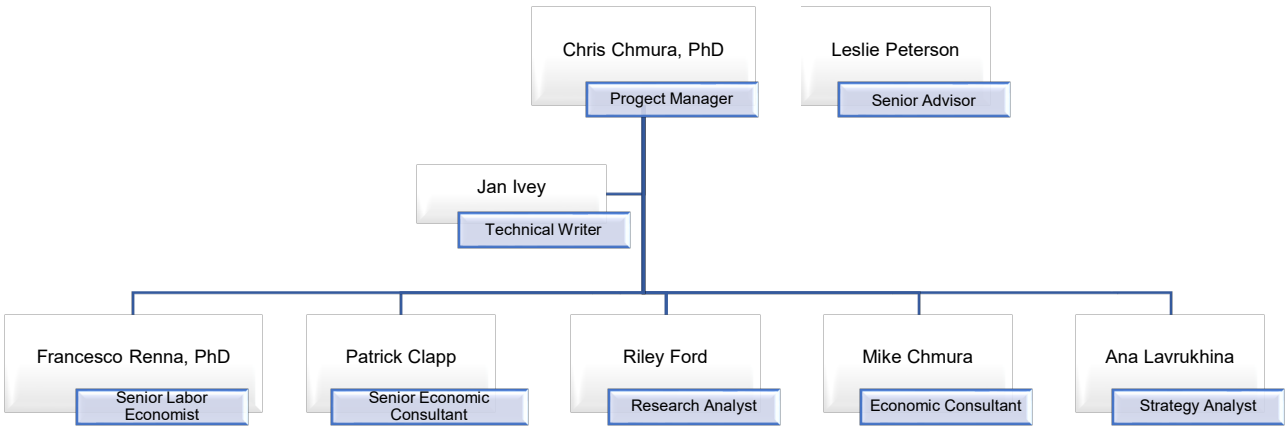
EXPERIENCE AND QUALIFICATIONS

The Chmura Consulting Team

The organizational chart below outlines the Chmura personnel who will be working directly on this project:



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Chris Chmura, Ph.D.

CEO & Chief Economist

Dr. Chmura has a broad range of experience, including commercial, non-profit, academic, and government clients. Over the past two decades, she has worked on a number of regional projects involving comprehensive economic assessments with an eye toward diversification. Projects include community audits, workforce demand for higher education institutions, labor force analysis, and economic outlooks.

Under her leadership, Chmura Economics & Analytics developed JobsEQ®--a powerful software tool that enables workforce and economic development, education, and job seekers to assess the skills, occupations, and industries that will be in demand or surplus in the future. Her current academic experience includes service as an Adjunct Professor of Labor Economics at the University of Richmond. Chris has served on the Governor's Economic Advisory Board of the Commonwealth of Virginia for the last seven governors.

Prior to founding Chmura Economics & Analytics, Chris was the Chief Economist at Crestar Financial Corporation and an Associate Economist at the Federal Reserve Bank of Richmond. She received her Ph.D. in Business with a major in Finance and a minor in Economics from Virginia Commonwealth University.

Leslie Patterson

President & Chief Strategy Officer

Leslie has a passion for rural economic development, a disciplined scientific approach to research and applications, a heightened sense of customer care, and a sharpened desire for straightforward communication.

Leslie's background in strategic transformation planning and implementation includes helping regions diversify their economies. Leslie has worked in sectors which include modeling and simulation, coal mining, textiles, and furniture. Clients include the Department of Homeland Security for the Commonwealth of Virginia, the Virginia Coalfield Economic Development Authority, Longwood University, The University of Virginia, and Virginia Tech.

Prior to joining Chmura, Leslie worked in the chemical industry, including ten years at EASTMAN Chemical Company, where she served as a worldwide sales coordinator, holds a commercially viable patent, and worked on the team that brought Eastman the coveted Malcolm Baldrige Award. Leslie is a LEAD VIRGINIA 2007 alumna and a member of the International Economic Development Council and the Virginia Economic Development Association.

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Francesco Renna, Ph.D.

Director of Consulting and Senior Labor Economist

Since joining Chmura in 2023, Francesco has worked on a broad range of projects, including target industry analysis, housing, economic development, and economic forecasting. He routinely presents at economic development organizations and educational institutions about the state of Virginia's economy. Recently, he collaborated on a target industry analysis for Hampton Roads. The analysis included a 10-year employment forecast, a skill gap analysis, career pathways, and strategic recommendations for cluster scale-up. Other relevant studies include a labor shed analysis for the Grundy, Livingston Kankakee Workforce Board, a housing report for Virginia Housing, and economic studies for a variety of private companies.

Before Chmura, Francesco spent 20 years teaching at various universities. Over his career, he has taught numerous classes, including Labor Economics and Data Analytics, at both undergraduate and graduate levels. He has published over 20 peer-reviewed articles and book chapters on various labor market issues. He holds a PhD in Economics from the University of Arizona.

Patrick Clapp

Senior Economic Consultant

Patrick Clapp's experience spans workforce, economic development, training alignment, site selection, peer region analysis, survey design and implementation, and strategic planning. He has experience engaging key stakeholders and performing workforce supply and demand analysis from projects, including the verification of business demand for workforce education and training center programs and identifying strategic priorities for workforce development in Virginia under the Workforce Innovation and Opportunity Act (WIOA). Since the start of GO Virginia, he has worked with two GO Virginia regions and multiple workforce regions across Virginia, assisting with workforce supply and demand analysis, target sector analysis, strategic plans, and impact analyses. In 2024, he worked with Virginia Career Works Hampton Roads to support talent pathways in two key clusters.

Prior to joining Chmura Economics & Analytics in 2013, he worked as a paralegal in immigration law. Patrick holds a dual B.A. degree in economics and government from the College of William and Mary and an M.S.in Applied Economics from Johns Hopkins University.

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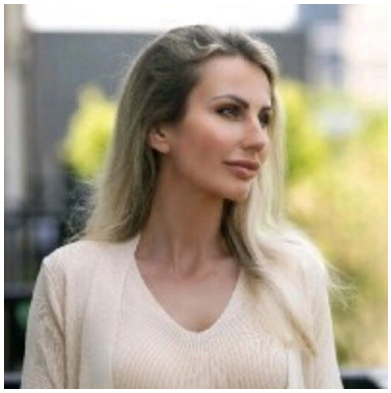
Riley Ford
Research Analyst

Riley is a graduate of the College of William and Mary with a dual degree in Economics and Public Policy and a recent graduate of Trinity College Dublin with a Master of Science in Economics. During her academic career, she focused on policy regulatory issues, environmental policy and natural resource economics, and labor economics. She is beginning her professional career in economics, previously working at law firms and policy-focused organizations.

Mike Chmura
Economist

Mike joined Chmura in 2024 with over two years of combined consulting experience, including over a year with one of the largest global management consulting firms, Boston Consulting Group (BCG). He has experience helping clients in many industries, including aerospace & defense, consumer products, energy, healthcare, and the public sector. Mike is passionate about delivering reliable economic data to clients and providing bespoke solutions/recommendations.

Ana Lavrukhina
Strategy Analyst



Ana Lavrukhina joined Chmura Economics & Analytics in 2023, bringing over 15 years of experience in international education and business development. Ana holds a master's degree in Linguistics and Intercultural Communication and is pursuing an MBA focusing on Strategic Planning at Longwood University.
Ana applies extensive experience in business strategic planning, ensuring alignment with the company's mission and vision. With a solid understanding of business operations and cultural dynamics, Ana effectively communicates complex economic data, providing clients with actionable insights that inform strategic decision-making.

Jan Ivery
Technical Writer

Jan has more than 40 years of experience in nursing, including bedside critical care nursing, cardiovascular clinical nurse specialist for adult and pediatric patients, and taught nursing for ten years at Bon Secours Memorial College of Nursing. She published numerous peer-reviewed articles on various cardiovascular topics. She also served on the editorial board for the Journal of Cardiovascular Nursing, where she mentored writers in publishing and was the guest editor for an issue. Jan has a Master of Nursing degree from the University of Alabama at Birmingham in Birmingham, Alabama.

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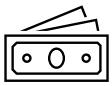
Company Background

Chmura Economics & Analytics is a leading provider of labor market data, software, and consulting services dedicated to empowering organizations and communities to make informed decisions for growth. Founded in 1998 by Dr. Christine Chmura, and headquartered in Richmond, Virginia, with a regional office in Cleveland, Ohio, Chmura has steadily evolved to become a nationally recognized consulting and software firm. Chmura currently operates as a Limited Liability Corporation (LLC) and is a certified Small, Women Owned Business (SWaM) in the Commonwealth of Virginia.

- *Federal Identification Number*: 54193150
- *Business Registration (State Corporation Commission)*: S033843_6
- *SWaM Certification Number*: 9700

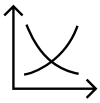
We are a team of more than 60 PhD and Master economists, data scientists, and IT professionals specializing in labor market information software and economic services to support various projects, including policy development and community planning:



Economic and fiscal impact studies: In-depth analyses to assess the economic and fiscal impacts of projects or policies.

Industry forecasting: Data-driven forecasts to help organizations anticipate market trends and make informed strategic decisions.

Strategic planning: Comprehensive planning services to assist organizations in achieving their long-term goals.



Competitive benchmarking: Analysis that enables organizations to understand their competitive position in the market.

Chmura's brand voice is professional yet approachable, reflecting our expertise while remaining accessible to clients. We emphasize clarity, reliability, and a supportive attitude, ensuring that our communications empower clients to engage with our insights confidently. Our intimate knowledge of the local economic and business ecosystem ensures you will receive an expert, localized perspective for the strategic plan. Unlike large, non-local firms that rely on generic, templated approaches, Chmura delivers customized, locally informed solutions.

> "*Chmura is a high-quality, small firm that I've worked with for years, I appreciate their hands-on, high-touch approach*."
>
> **Karen Jackson**,
> Apogee Strategic Partners

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Chmura's clients include workforce development boards (WDBs), economic development organizations (EDOs), higher education institutions, governors, non-profit organizations, private businesses, cities, counties, states, and federal agencies, amongst others.

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Proposal for

2025 Growth and Diversification Plan

February 7, 2025

Submitted to

GO Virginia Region 6

Ian Ginger

TPMA
Bold Solutions.
Empowered Communities.

Stephanie Glass Flatten
Senior Manager, Proposal Development
sflatten@tpma-inc.com
512/587-4371

TPMA
Bold Solutions.
Empowered Communities.

www.tpma-inc.com
info@tpma-inc.com

February 7, 2025

Ian Ginger, GO Virginia Program Director
George Washington Regional Commission
406 Princess Anne St.
Fredericksburg, VA 22401

Dear Ian,

TPMA is pleased to submit the attached proposal to GO Virginia Region 6 and the George Washington Regional Commission (GWRC) in response to the Request for Proposals (RFP) for a 2025 Growth and Diversification Plan.

TPMA has completed workforce and economic development projects across the United States, including many in the Commonwealth of Virginia.

We believe the insights generated by this plan will be relevant and beneficial to other organizations, and we are committed to making them available to other public bodies. We recognize that similar research has been conducted in the past; however, our team is well-positioned to build and expand upon previous methodology by designing research considering various sources to improve our findings' reliability. This is a cornerstone of our approach and methodology, ensuring the development of strategies that are not only data-driven but also adaptable to driving industry growth and diversification.

Our firm is large enough to have all the resources required to successfully deliver this scope of services, yet we are small enough to be nimble, responsive, and always keep client satisfaction at the forefront. Should you have any questions about our proposal, please contact the Senior Manager, Stephanie Glass Flatten, at sflatten@tpmainc.com or (512)-587-4371. As requested, our EIN # is 30-0025201. We have included our business licenses below on pages 17 and 18, including our designation as a small business in Virginia.

Respectfully,

Thomas P. Miller
Founder and Chairperson of the Board

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Introduction to TPMA

TPMA, headquartered in Indianapolis, Indiana, provides consulting services across the United States and internationally, working with local and state governments, economic development organizations, workforce development agencies, industry associations, non-profit organizations, and educational institutions.

Our staff of 49 professionals, working across 14 states, possess diverse professional experience and educational backgrounds while working collaboratively to provide our clients with holistic solutions. TPMA provides expertise in skills gap analysis, career pathways, skill-based training, workforce development, research and policy review, and organizing social and community resources to implement workforce development strategies.

TPMA possesses the unique ability to link networks and enhance relationships, thereby leveraging collective assets and resources for common goals. The result is a sensible system of education, training programs, and workforce initiatives that are easy to navigate, meet the skills requirements of targeted industry employers, and allow individuals to begin and progress along a pathway to obtain credentials that lead to employment and advancement.

RESEARCH & ANALYSIS CAPABILITIES // TPMA designs methodologies that focus on skill assets and liabilities linked to state and regional strengths. Our skilled team of researchers utilizes comprehensive data sets and provides findings in easy-to-comprehend formats to inform policy and strategy. This includes workforce and labor market analyses, program feasibility studies, economic impact studies, and community needs assessments.

COLLABORATIVE STRATEGIES // TPMA's emphasis is not just on strategic ideas, but strategic leadership and action-oriented goals – that is, helping leaders to identify data-driven opportunities and mobilize resources for implementation. We take a collaborative approach to planning, recognizing that the greatest impact is through the aligned goals of multiple stakeholders.

WE KNOW VIRGINIA // TPMA has worked with clients across the Commonwealth of Virginia to complete economic and workforce development projects. We have worked on projects funded by GO Virginia grants and the Virginia Department of Agriculture & Consumer Services and are familiar

TPMA
WHO WE ARE

35
Years of creating meaningful solutions for communities across the country

$331M
Funding secured for TPMA clients and partners over the years

72%
TPMA clients that return for additional support to continue momentum

$25M
Secured in funding and training 2,000+ workers through sector partnership

National apprenticeship experts, recogonized by U.S. Department of Labor

30+
Economic development strategic plans with cities & states (including metropolitan & rural areas)

with the priorities for Comprehensive Economic Development Strategy (CEDS) planning from the Virginia Economic Development Partnership (VEDP) and EDA. A collection of recent projects listed below has helped TPMA gain a deep understanding of communities across the commonwealth:

- West Piedmont Planning District Commission: Regional Pandemic Recovery & Resiliency Plan (representing the cities of Danville and Martinsville; Franklin Henry, Patrick, and Pittsylvania Counties; and the Town of Rocky Mount)
- Prince George County: Economic Development Strategic Plan
- Accomack-North Hampton Planning District, Comprehensive Economic Development Strategy
- Lonesome Pine Regional Industrial Facilities Authority: Opportunity Zone Prospectus
- City of Martinsville/Henry County: Hotel Feasibility Study & Opportunity Zone Prospectus
- City of Covington/Alleghany County: Opportunity Zone Prospectus for the Alleghany Highlands
- GO Virginia Region 2: Talent Attraction & Retention Study and Strategy
- Shenandoah Valley Workforce Development Board: State of the Manufacturing Workforce Study
- GO Virginia Region 9: Economic Growth & Diversification Plan
- Virginia Community College System: Service Strategies Alignment & Policy Review and Development
- Central Virginia Planning District Commission (formerly Region 2000): Asset Map and Strategic Plan for the Agriculture & Forestry Economy
- City of Fairfax: Consulting Services, Housing Assessment & Strategy Report
- Dickenson County Industrial Development Authority: Marketing Prospectus
- Town of Wise: Opportunity Zone Marketing Prospectus

Plan/Methodology/Approach

Project Approach

Below and on the following pages, we present a high-level work plan for developing a Growth and Diversification Plan for GO Virginia Region 6. This proposed approach is preliminary, and the final work plan will be developed in detail with GWRC leadership at Project Launch. As partners in planning, we work with you to tailor every phase and task to ensure they best meet the needs of the communities you serve.

Task 1: Project Launch & Introductory Meeting

The Project Team will facilitate an introductory meeting with GWRC leadership to discuss any information that may help develop the context for the planning process. Discussion topics will include:

- Scope of work, project plans, timeline, and deliverables
- Roles and responsibilities
- Desired outcomes and measures of success
- Communication preferences and monthly schedule for regular meetings
- Previous studies, existing plans, and programs
- Logistics for identifying and conducting stakeholder engagement

For this project, we propose monthly calls to provide updates and next steps for the project, as well as an opportunity for feedback on the work being done and any adjustments that need to be made. Regular communication will ensure collaboration with concurrent planning efforts and consistent messaging for related stakeholders.

Task 2: Discovery & Existing Conditions

TPMA will review all relevant documents and materials provided by GWRC to better understand target industry sectors and priority clusters, key partners and initiatives, stakeholders, and workforce trends in the region. This discovery will include review of previous studies and assessments, including but not limited to:

- Skills Gap Analysis
- Good Jobs Here
- FRA Industry Cluster Analysis
- Fredericksburg Regional Chamber's Workforce Now
- Region 6 Talent Pathways Initiative
- Launching a Coastal Resiliency and Adaptation Economy

As part of this review, TPMA will examine critical gaps in data to inform further investigation. Many traditional data sources used by agencies and organizations provide incomplete or lagging data that can result in inaccurate trend analysis and misinformed conclusions. Our team examines, compares, and triangulates data from multiple sources to validate findings, fill gaps, and improve the reliability of conclusions. This is a key component of our research approach as it helps to develop a true data story that will inform data-driven strategy development.

Our team of experts will review local job postings within identified target sectors and review statistical data to gain a deeper understanding of existing efforts in the region. This may include, but will not be limited to, work-based learning efforts, agreements between education and training providers and employers, and

participation in regional sector initiatives. TPMA will track and document these efforts for reference throughout the project.

Task 3: Stakeholder Involvement

TPMA recognizes the importance of stakeholder input in regional research and planning efforts. Our experience shows that early communication with key partners helps to inform research methodology and rigorous examination of topics that have significant relevance to the local industry ecosystem. Facilitation will be developed in close collaboration with GWRC to ensure broad participation and convenient access. Stakeholder engagement will be conducted virtually to increase the participation of a broad range of participants and limit the time investment of busy business leaders.

We understand that a concurrent CEDS planning project will provide useful information, and we expect to examine all related data in an effort to reduce duplication and stakeholder fatigue.

Focus Groups

TPMA will facilitate focus groups with local government, workforce boards, employers, employees, and those deemed crucial to the stakeholder engagement process from the skills and situational gap analyses. We will use this time to speak to stakeholders about the challenges and opportunities related to growth and diversification. These discussions will build a foundation for planning that is supported by community buy-in and supports long-term implementation.

Interviews

Interviews may be used to validate or expand upon group discussion. This one-on-one setting with regional leaders can provide specific knowledge of the targeted industry sectors not easily identified in a survey or group setting.

Task 4: Situational Analysis for Each Target Industry Sector-SWOT Analysis

TPMA will assess the region's current environment, helping to identify internal and external factors that may impact the region. The situational analysis will provide a clear understanding of regional economic activity, identify areas for growth and opportunity, and inform strategic decision-making by utilizing empirical data to determine existing and emerging industry sectors and align findings with the drivers of the regional economy.

TPMA will conduct a SWOT analysis for each targeted industry sector, identifying strengths, weaknesses, opportunities, and threats within each sector. The SWOT

analysis will give our team a more targeted approach to completing the skills gap analysis, environmental scan, and stakeholder and community engagement.

Task 5: Skills Gap Analysis for Target Industry Sectors

A comprehensive Skills Gap Analysis will begin with research related to the existing labor market. Labor market data collection will be concentrated in the following areas:

- **Workforce Characteristics:** Population demographics (race/ethnicity, age), educational attainment, commuting patterns, income, and poverty levels
- **Labor Force:** Labor force participation, unemployment statistics, unemployment rates, and employment statistics
- **Industry Analysis:** Major sectors and sub-sectors by employment, including current and projected levels, annual earnings, analysis of location quotients, and shift-share statistics to identify regional advantages as well as the economic impact of additional job growth in key industry sectors in terms of job creation and household income growth
- **Occupational Analysis:** Major and detailed occupational groups by employment, including current and projected levels, hourly earnings, employment needs by priority industry clusters, annual openings, in-demand hard and soft skills, education and training requirements, and job postings by job title, occupation, industry, company, and location

TPMA will research targeted occupations and existing workforce development systems that offer pathways to higher-skill, higher-wage jobs. The focus will be on the identified priority industry clusters. It will be important to identify which cluster needs to be prioritized and where the future focus should be to develop further skills.

By analyzing the priority industry clusters, TPMA will include information such as required skill sets, entry-level occupations, competencies required, career ladder progressions, and much more.

The Project Team will perform a thorough asset inventory of all available programs for skill-based training, industry certification, or educational credentialing related to the priority industry clusters. This inventory will be compared to in-demand labor market information to identify gaps between what is currently offered in the region and what is needed. This analysis will also help support and identify target jobs for the priority industry clusters at the sub-sector level to gauge the labor shortages where the potential for such shortages is likely to increase.

A gap analysis will identify target jobs for specific groups in the priority industry clusters, including what talent populations are typically under-represented, current workforce shortages for existing in-demand industries, and future projected workforce shortages. The gap analysis will also identify any training and certification disparities affecting pathway development. Our team will also uncover indicators related to projected employment growth by occupation and its characteristic job features as part of this analysis. The above-mentioned analysis will result in recommendations for workforce development activities (training programs, work-based learning, apprenticeships, etc.) that will critically impact supporting these industries long term. The team will also provide a list of skills, education, and credentials that will be crucial for specific industries in the priority cluster.

TPMA will map career pathways using the data collected. Each pathway will identify the relevant entry-, mid-, and senior-level occupations as well as relevant work experience and transferable skills. This analysis will include both past trends as well as future projections to understand how demand may grow and change over the next several years. This will help determine and identify pathway occupations that specifically benefit workers in terms of factors such as pay and upward mobility. The Project Team will identify related industry sectors that will have the most economic impact and growth opportunities within GO Virginia Region 6.

Task 6: Identification of Plan Goals and Actionable Strategies

The Project Team will work with the GWRC and GO Virginia Region 6 teams to support the development of goals, strategies, and measurable actions to support regional growth and diversification.

Using a data-driven approach that considers GO Virginia's priority investments, regional plans, and Super Regional reports, TPMA will help the team identify priorities and actions that will advance the goals of the GO Virginia Program and the Regional Economic Growth and Diversification Plan.

The team will identify key economic indicators that can be tracked to measure progress against established benchmarks and identify areas for continuous improvement. The Strategic Action Plan, Evaluation Framework, and Performance Measures will be combined to create the detailed activities, projects, and metrics for the final Growth and Diversification Plan.

The Strategic Action Plan will detail steps that should be taken to meet the designated goals. The Evaluation Framework will provide the roadmap by which GWRC and GO Virginia Region 6 will evaluate the performance of the Growth and Diversification Plan, update the status of the projects, and conduct a refresh of the Growth and Diversification process based on completing major milestones.

Task 7: Identify Strategic Partners for Collaboration

TPMA will examine all related regional initiatives to determine the appropriate alignment, cooperation, and partnership for each action outlined as part of the Growth and Diversification Plan. This will be accomplished by engaging stakeholders to gather input and establish relationships with potential collaborators, identifying any existing resources or organizations (e.g., government agencies, non-profit organizations, educational institutions, regional partnerships, and trade/business associations) who will provide valuable insight and expertise to support the vision and implementation of the Growth and Diversification Plan.

Task 8: Final Deliverable

Our Project Team will present an initial draft to GWRC, allowing time for any input or suggestions from GWRC before delivering the final report and presentation.

Following feedback from GWRC, TPMA will provide a comprehensive final report. The report will include a summary of data collection and analysis methods.

At TPMA, we pride ourselves on delivering final reports and related project materials punctually and in line with our client's expectations and preferences. Our specialization lies in transforming data into user-friendly reports, achieved through clear writing, logical formatting, and visually appealing graphics.

TPMA will also prepare a slide summary highlighting the project and the findings to present to GWRC and designated stakeholders.

TPMA Consulting Leadership Team

TPMA builds teams for every client that leverages the extensive experience of the firm. All projects are advised by the firm's consulting leadership team who have a depth of knowledge in specific areas that drive community success. This team carefully considers the complex interconnectivity of business operations, labor force, education, industry, economic development, and high-quality data – designing strategies that are integrated, equitable, and resilient. A brief introduction to these leaders has been provided below.

Mark Gramelspacher
CEO and Managing Partner
Mark provides strategic guidance to companies and executives planning all aspects of their futures, from growth in new markets to succession planning to investor agreements. He advises businesses and lawmakers on policy matters that affect business success in the U.S. and around the world. Throughout his career, he has been involved in the formation of more than a dozen start-up operations or acquisitions related to manufacturing and distribution.

Sara Tracey, Ph.D.
Vice President of National Workforce and Education
Sara leads the design and implementation of workforce development strategies including industry specific career pathways, sector partnerships, and work-based learning. She facilitates critical connections between community and businesses to build actionable strategies that drive employment outcomes and business growth.

Brett Wiler
Vice President of Economic Development & Strategic Planning
Brett specializes in business retention, expansion, attraction, economic development, financing strategy, and entrepreneurial ecosystem building. He leads a team of economic professionals that have expertise in government relations, public policy, incentive negotiations, and market strategies that position communities for sustainable development.

Brian Nottingham
Vice President of Research, Evaluation, and Community Impact
Brian leads research design and data analysis in the fields of economic and workforce development including economic impact analyses, logic models, labor force projections, and industry specific forecasting. He leads a team with expertise in asset mapping, supply/demand analyses, emerging trends, KPI's, evaluation of systems and programs, and recommendations for optimization.

Brian Nottingham

Vice President, Research, Evaluation, & Community Impact

PROJECT ADVISOR

Brian will advise the team, contributing his experience with trend/market analysis and long-term strategies to support economic development.

EDUCATION

Political Science & Government, PhD (ABD), University at Buffalo

Political Science & Government, MA, the University of Akron

Political Science & Government, BA, Allegheny College

PROFESSIONAL SUMMARY

Brian has experience in community development and public policy. While at TPMA, Brian has led or advised numerous projects on the future needs of the workforce, utilizing supply/demand (gap) analyses, independent modeling to predict the impact of automation, and forecast the future workforce needs in communities across the country. Highlights include an Industry Analysis & Marketing Study for the City of Yuma (Arizona). This eight-month effort led to the development of an actionable strategy for economic growth for the city. The team created a logic model specifically for this project, which now serves as a best practice model for the organization.

Throughout his time at TPMA, Brian has led several studies and projects in the fields of economic and workforce development. His expert data analysis, strategy development, and asset mapping skills make him a critical team member for the success of this project. He recently conducted a talent funnel analysis for a potential industrial site in Boone County, Indiana, identifying existing pools of potential workers, identifying gaps, and highlighting potential future trends. In addition to these efforts, Brian led a statewide assessment for IEDC (Indiana Economic Development Corporation) on the state's current and future talent demands, focusing on the contribution of high school graduates, post-secondary graduates, and unemployed members of the population, informed by curriculum/course of study data from the Post-Secondary Employment Outcomes program, Indiana Dept. of Education and Perkins reporting data, and the state's unemployment claimants' data.

RELEVANT EXPERIENCE

City of Yuma, AZ | City of Yuma Targeted Industry Analysis & Market Study

Indiana Destination Development Foundation, IN | Gap Analysis & Funding Scan

South Bend - Elkhart Regional Partnership, IN | Labor Market Study for South Bend-Elkhart

Indiana Economic Development Corporation (IEDC), IN | IEDC State of the Workforce Study

The Manufacturing Institute, DC | Union Pacific Careers on Track Grant Assistance

5M Group, LLC, IL | Stakeholder & Community Engagement

New Hampshire Office of Workforce Opportunity, NH | WIOA Statewide Workforce Assessment

Indiana Governor's Workforce Cabinet, IN | Streamlining State-Supported Workforce Programs

Seafood Economic Accelerator for Maine (SEAMaine), ME | Workforce Phase II

Business Oregon, OR | Market Analyses for Oregon Emerging Industries Cannabis Agriculture & Products

Employ Prince George's, MD | Development of Capital Region's Regional WIOA Plan

Pete Dupont Freedom Foundation, DE | Economic Impact Report on Black and Brown Entrepreneurs in Delaware

Montgomery County Workforce Development Board, MD | Development of Capital Region's Regional WIOA Plan B

Ambassador Enterprises, IN | Ongoing Research and Evaluation Assistance

Employ Prince George's, MD | Local WIOA Planning

State of Nevada Department of Administration Purchasing Division, NV | Cannabis Market Analysis Study

Indiana Chamber of Commerce Foundation, IN | Vision 2035 Research - Workforce Participation

Greater New Orleans Inc., LA | H2theFuture: South Louisiana Labor Analysis

Indiana Chamber of Commerce Foundation, IN | Vision 2035 Research - Workforce Participation

Miami Dade College, FL | Consultant to Conduct a Gap Analysis of MiamiTech Talent -Phase 1

New Hampshire Department of Business and Economic Affairs, NH | Workforce Innovation and Opportunity Act (WIOA) State Workforce Combined Plan Development

TERESA NORTILLO

Director of Economic Development

PROJECT LEAD

Teresa will be the project lead and work closely with GWRC and Go Virginia Region 6 leadership.

EDUCATION

Central Michigan University, B.S. Political Science and Economics

Central Michigan University, M.P.A. Public Finance and Economics

PROFESSIONAL SUMMARY

Teresa is the Director of Economic Development at TPMA. She brings more than 25 years of experience in economic development, government relations, and public policy. She has a successful history of delivering creative solutions to federal, state, and local governments, Fortune 500 clients, and small businesses by developing and mobilizing teams and resources needed to achieve results.

Teresa has specific experience in demographic and market analysis, labor analysis, incentive negotiations, and economic development practices, specifically, real estate and land use needs for manufacturing, food processing, call center, and warehouse/distribution projects. She has the ability to communicate complex tax credits, incentives, and related real estate issues to corporate executives and stakeholders, including high-level government officials. Throughout her career, she has directed, managed, and closed over $1B in capital investment projects resulting in the creation of over 20,000 jobs.

A former economist with the U.S. House of Representatives and the U.S. Senate, Teresa analyzed federal tax and budget legislation and co-authored the 1991 Luxury Tax Impact Study, which focused on job loss and retention. As an economic development consultant with Paragon Decision Resources, she focused on the labor market and workforce analysis, target marketing, strategic planning, commuter patterns, business retention and expansion, and economic development marketing strategies. Teresa was the first Executive Director of the Montgomery Economic Development Corporation. Montgomery, IL, and founded Nortillo and Associates, Inc. focusing on labor and workforce analysis, business attraction, and retention strategies.

RELEVANT EXPERIENCE

Mid America Women in Economic Development Council | Teresa is a founding member of MAWEDC (2014)

In addition to her work experience summarized above, Teresa founded the

Mid America Economic Development Council | Member since 2007, Co-chair Competitiveness Conference and Site Selector Forum

ASHLEY SHARPLEY

Consultant

PROJECT SUPPORT

Ashley will support all project areas, including research and engagement activities.

EDUCATION

Business, BS, Indiana University

PROFESSIONAL SUMMARY

Ashley completed her Bachelor of Science in Business at the Kelley School of Business and specialized in business economics and public policy analysis. Her coursework focused strongly on economic development research and data analysis.

She has served as a Chief of Staff and later as a president for the Indiana Model United Nations. Her responsibilities included fiscal year budgeting, recruiting, and streamlining conference logistics by expanding interlinking data storage and processing systems. Furthermore, she supported the Genetics Biobank as an intern and processed current trial data, utilizing various research and medical databases.

At TPMA, Ashley is supporting research and stakeholder engagement activities for the following projects at TPMA: Comprehensive Economic Development Strategy for the Mountainland Association of Governments (UT), Economic Development Strategic Plan (EDSP) for Clarksville-Montgomery County (TN), EDSP for Harrisburg (NC), EDSP for Charles City County (VA), and the EDSP for the North Carolina Gateway Communities.

RELEVANT EXPERIENCE

Blue Ridge Parkway Foundation North Carolina Gateway Communities, NC | Economic Development Strategic Planning

Lenawee Now (Lenawee Economic Development Corporation), MI | Morenci Michigan Market Research

Vermont Agency of Education, VT | Adult Education and Training System Study

Miami Dade College, FL | Consultant to Conduct a Gap Analysis of MiamiTech Talent -Phase 1

WorkSource Montgomery, MD | Local Plan for Montgomery County Workforce Development

Lake County, MI | Lake County Economic Diversification Services

ERIN BROWN

Consultant

RESEARCH SPECIALIST

As the project's Research Specialist, Erin will support all areas of quantitative research and statistical analysis.

EDUCATION

Economics, MS, University of Maine

Economics, BS, University of Maine

Environmental Sciences: Hydrology, BS, University of New Hampshire

PROFESSIONAL SUMMARY

Erin is a Consultant at TPMA who brings years of experience in research and analyzing quantitative data. Erin's strong quantitative background enables her to use various analytical tools including R, Stata, and ArcGIS.

Prior to joining TPMA, Erin served as a Research Assistant at the Margaret Chase Smith Policy Center, where she developed and wrote technical reports, created visualizations for stakeholders, and analyzed and summarized papers for researchers.

Erin also served as a research assistant for the University of Maine, where she cleaned and analyzed data to study Maine Residents' perceptions of aquaculture, conducted literature reviews, and presented complete research findings to stakeholders at several conferences.

RELEVANT EXPERIENCE

SeaMaine, ME | Workforce Analysis & Career Pathways, Phases I and II

City of New Haven, CT | Connecticut | Youth Career Pathways - Strategic Planning

Current Water | Workforce Mapping for NSF Regional Innovation Engine

Inspire Success, IN | Data Dashboard for CTE Programs

Business Oregon, OR | Market Analyses for Oregon Emerging Industries Cannabis Agriculture & Products

Employ Prince George's, MD | Development of Capital Region's Regional WIOA Plan

Northern Border Regional Commission, NH, VT, ME, NY | NBRC Strategic Planning

Northern Rural Training and Employment Consortium (NoRTEC), CA | Ad Hoc Support for NoRTEC/Lassen County

Pennsylvania Department of Labor and Industry's Apprenticeship and Training Office, PA | PAsmart Growing Registered Apprenticeships and Pre-Apprenticeships Initiative

Similar Projects

Greater New Orleans Inc., H2theFuture: South Louisiana Labor Analysis - TPMA led research and data analysis related to the energy economy in southern Louisiana, employing methods such as focus groups and interviews with various stakeholders including experts, business leaders, local enterprises, educational institutions, and field workers. The aim was to understand the current state of the industry, encompassing aspects such as job opportunities, wages, occupations, and more. Additionally, TPMA analyzed demographic data, particularly focusing on representation of BIPOC individuals and returning citizens, with a central goal of promoting equitable job access within the sector. Through this comprehensive analysis, TPMA identified specific pathways for both the industry and minority groups in the region. The plan included strategies for establishing a new industry cluster, integrating occupations into local educational institutions' curricula and training programs, and connecting them with the supply chain. The final report is available for personal access upon request.

Contract and Award Amount: $93,280.00

SEAMaine (ME) - Industry Career Profiles, Pathways, & Resources - SEAMaine is an industry-led initiative bringing together leaders in Maine's commercial fishing, aquaculture, and seafood economy. The statewide initiative aims to develop and promote a roadmap and action plan for economic growth, market and workforce development, and greater resiliency in Maine's seafood economy. The state's seafood economy supports thousands of good paying jobs and contributes to the state's $6 billion tourism industry. Leadership recognized that growing global interest in aquaculture and other seafood products presents untapped opportunity to grow good jobs and build a forward-looking statewide economy that is nationally and globally competitive. The organization contracted TPMA to design a collection of tools to support the industry including (1) a workforce retention and attraction plan, (2) a resource toolbox for employers to support recruitment and hiring, and (3) a resource toolbox for educators and employment advocates to support career exploration, support services, and community partnerships. Final deliverables can be found here.

Contract and Award Amount: $155,490.00

Miami Dade College, FL: MiamiTech Talent Gap Analysis - TPMA is collaborating with Miami Dade College to compile comprehensive data on the technology talent skills gap in Miami-Dade County. This involves providing detailed insights into hiring companies, the specific skills required for various roles within these companies, and conducting a thorough analysis of the local tech industry and its demands. The team is conducting interviews and surveys with employees, employers, industry organizations, educational institutions, and other stakeholders to gather valuable

insights from within the industry. Following this initial phase, TPMA will conduct an environmental scan to estimate the demand for workers, identify skill requirements, map out pathways for different occupations, and analyze the educational credentials of individuals currently employed in entry-level tech positions. Subsequently, a detailed skill gap analysis will be carried out to pinpoint specific tech jobs within various sub-sectors experiencing labor shortages. This analysis will also identify jobs that are typically overlooked by diverse talent but offer significant opportunities for upward mobility. While the final report is not yet available to the public, it will provide crucial insights and recommendations to address the technology talent gap in the region.

Contract and Award Amount: $111,804.00

Interstate Renewable Energy Council (IREC), Strategies for Workforce Development: A Toolkit for the Solar Industry - TPMA worked with IREC to design a toolkit for the solar industry with a focus on workforce development. The team developed an implementation guide, case studies, and best practices. The toolkit included actionable, collaborative solutions for the solar industry to align education and training with evolving workforce needs. Actionable strategies were complemented by information regarding the benefits of work-based learning programs.

Contract and Award Amount: $153,608.00

The Corps Network (DE, PA, NJ, NY) - **Delaware River Climate Corps Program Evaluation** - TPMA partnered with the Delaware River Climate Corps (DRCC) to assess the impact of the DRCC in the communities it serves. DRCC programs focus on the intersection of climate and workforce needs through training, mentoring, and meaningful employment opportunities in the environmental field, while advancing regional conservation and climate goals by restoring vital natural landscapes and improving energy efficiency. TPMA evaluated programs in ten communities in all four basin states of PA, NJ, DE, and NY, including Philadelphia, Chester, Reading, and Allentown in PA; Camden, Bridgeton, Trenton, and Phillipsburg in NJ; Wilmington, DE; and Hancock, NY. Programs place particular emphasis on a just and equitable recruitment strategy, going beyond racial diversity to respond to community needs and address systemic barriers.

Contract and Award Amount: $141,495.00

Connecticut Department of Labor, Green Jobs Career Ladder - TPMA worked with the Connecticut DOL to identify occupations and related training opportunities related to Green Technology in the state. TPMA identified a list of targeted occupations, organized into career lattices, and subsequently developed a map of opportunities for advancement throughout the industry, education and training options, and career progression with multiple on- and off-ramps and opportunity for

growth in multiple directions. The Career Lattices were designed in a way that was easy-to-understand and visually appealing, lending to display on an interactive website. TPMA worked with CT DOL to create a site map and content for a website that allows individuals to understand how to navigate these lattices.

Contract and Award Amount: $54,000.00

Training and Employment Consortium (NoRTEC) Regional Workforce and Industry Sector Analysis, and Career Pathways Analysis - TPMA has a long partnership with the Northern Rural Training and Employment Consortium (NoRTEC) in northern California. TPMA completed robust research to profile the region's industry clusters and labor markets, including individual analyses for each of its 11 constituent counties in Northern California. Through focus groups and surveys, TPMA collected feedback on economic and workforce gaps in the region from employers, ecosystem partners, and job seekers. In addition, TPMA provided analysis of career pathways for workers from entry-level to advanced skills in seven key industry sectors. Since the initial research in 2015, TPMA has provided quarterly updates to reassess industry and labor needs for real-time alignment with regional training and education. The TPMA team also partnered with NoRTEC to develop strategies for business engagement, industry-specific career pathways, and local and regional planning.

Contract and Award Amount: $43,837.00

Big Sandy Community & Technical College (CTC): Talent Demand Research & Program Development – TPMA worked with Big Sandy CTC in Prestonsburg, KY, to secure a $3.5 million POWER Grant. Our Project Team conducted robust workforce research and detailed gap analysis to inform program development for the competitive funding initiative. The primary objectives of this POWER initiative were to invest in economic and workforce development projects that achieve economic diversification, job creation within new or existing industries, create capital investment and provide workforce services and skills training. The awarded funds were used to help establish educational programs that develop skills in cybersecurity, medical coding, and advanced manufacturing through the Eastern Kentucky Coal County Transformation (EKCCT) project. The programs were part of a larger regional initiative to create digital innovation hubs for fast-track training for high-speed jobs.

Contract and Award Amount: $58,135.49

Business Oregon: Statewide Cannabis Market Study - TPMA partnered with the state of Oregon to conduct a Statewide Market Analysis for the Cannabis Agriculture & Products Industry. The project focused on the following questions: What has been the trajectory of the Cannabis Agriculture and Products Sector (CAPS) industry growth in Oregon over the past 20 years; How does this growth compare with other

key industry sectors in the state? What external factors (e.g., changes in technology, production modalities, regulation, laws, and innovations) have contributed to these patterns of growth? TPMA worked closely with a statewide Industry Advisory Committee to conduct robust research, including a statewide survey that received more than 2,600 responses. The team mobilized to meet an expedited timeline with sophisticated data collection and consolidation. Analysis of all quantitative and qualitative data has informed a strategic framework in partnership with the Department and IAC that will enable Business Oregon to catalyze investment and cultivate an economic climate that will capitalize on Cannabis Agriculture and Products.

Contract and Award Amount: $120,00.00

Virginia Small Business Certification

Thomas P. Miller & Associates, LLC

Contact Name: Jonathan Faris

Mailing Address: 1630 N. Meridian Street, Suite 330
Indianapolis, IN 46202
Physical Location: Indianapolis, IN 46202

Phone: (317) 894-5508
Fax: (317) 894-5370

Certification Number	**678466**
SWaM Certification Type	
Small Start Date	03-13-2023
SWaM Expiration Date	03-13-2028
NIGP Code and Description:	
91800	CONSULTING SERVICES
91200	CONSTRUCTION SERVICES, GENERAL (INCL. MAINTENANCE AND REPAIR SERVICES)

Virginia SCC Identification Number

State Corporation Commission
Clerk's Information System

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Entity Name:	Thomas P. Miller & Associates, LLC	Entity ID:	11084065
Entity Type:	Limited Liability Company	Entity Status:	Active
Series LLC:	No	Reason for Status:	Active
Formation Date:	01/14/2002	Status Date:	08/20/2021
VA Qualification Date:	07/27/2020	Period of Duration:	Perpetual
Industry Code:	0 - General	Annual Report Due Date:	N/A
Jurisdiction:	IN	Charter Fee:	N/A
Registration Fee Due Date:	Not Required		

Total Cost

TPMA is prepared to deliver the above-mentioned scope of work for a total cost of **$54,340.00**. The proposed cost includes all staff time and materials. Our firm recognizes the fiduciary responsibility of government agencies and makes every effort to design efficient project budgets that leverage the unique expertise of individual team members.

Task	Title	Total
Task 1:	Project Launch & Discovery	$5,153.00
Task 2:	Stakeholder Engagement	$16,458.00
Task 3:	Situational Analysis-SWOT	$8,118.00
Task 4:	Skills Gap Analysis	$10,853.00
Task 5:	Draft, Final Report, and Presentation	$13,758.00
	TOTAL	**$54,340.00**