



# PROPOSAL FOR ECONOMIC VITALITY STRATEGIC PLAN

Village of Oak Park, IL | RFP # 24-412

## **SUBMITTED TO:**

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## **PRESENTED BY:**



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May 8, 2024

Ms. Emily Egan, Development Services Director  
Mr. Brandon Crawford, Deputy Director  
Development Services Department  
123 Madison Street  
Oak Park, IL 60302

Dear Emily and Brandon,

When I started my economic development career in the public sector, I often found myself paging through requests for proposals like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective in mind, I hope we convey important messages about our philosophy, experience, and approach.

- First, **every client, problem, and solution is unique**. We know this work, but we also understand that your needs and objectives must be understood from the outset so that we can provide a comprehensive, tailored, and successful solution.
- Second, we believe **meaningful employment opportunities** are critical to creating a sustainable economy, a healthy, vibrant community, and sound fiscal conditions that **offer opportunity and prosperity for all**.
- Third, we love what we do and **care deeply about this work** and the people it impacts.

Since Camoin Associates began in 1999, our intent has not wavered—to support efforts like the Village of Oak Park's – to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 1,800 projects in 46 states and the US Virgin Islands.

As the nation's only full-service economic development firm, we perform a wide range of representative work, including real estate market analyses, strategic plans, economic and fiscal impact studies, and business retention and attraction initiatives. We have been committed to designing action plans structured around economic realities for the last twenty-five years. Our clients use our market-tested work to enact real changes that benefit all residents.

We understand that for the residents and businesses in Oak Park, this economic vitality strategic plan is not just an update to a bureaucratic document that will sit on the shelf and never be touched. It is a critical lifeline and process that, if done correctly, will bring together the right people, organizations, and systems to figure out the most effective way to prepare and respond in the face of current and future challenges so that residents prosper. Camoin Associates is well-positioned to provide The Village of Oak Park with the type of strategy that will have meaningful impacts.

We will develop measurable strategies that capitalize on exciting entrepreneurial initiatives, emerging industries, and partnership opportunities with stakeholders across different sectors. The result will be a vibrant and more competitive community for private investment and, thus, talent attraction and retention.

Our senior staff members have decades of experience, including leadership at some of the top-performing economic development organizations in the country. We will bring this depth of experience to the Village of Oak Park, taking a comprehensive look at the economic composition, industry, small business, housing trends, workforce, infrastructure, and community revitalization opportunities.

Your RFP grabbed my attention for another, more personal reason. At the turn of the 20<sup>th</sup> century, S.T. Gunderson & Sons contributed to the neighborhood character of Oak Park with the homes they built. As a young man, my grandfather expanded on those efforts. He built an office building on North Avenue for his general contracting business, Gundersen Construction. Over the decades, he, too, constructed many homes throughout Oak Park's neighborhoods, including the one where the family resided. It would be intrinsically rewarding for me to be engaged with our Camoin Associates' team to help set conditions for ensuring greater economic prosperity for future generations of Oak Park residents.

An overview of the proposal is as follows:

**Budget:** \$125,000  
**Schedule:** All planning work will be completed within nine months of the project start date.  
**Key Staff:** **Principal:** Dan Gundersen, FM, HLM  
**Project Manager:** Lindsay Johnson  
**Industry and Engagement Advisor:** Alexandra Tranmer, CEcD  
**Engagement:** 15 one-on-one interviews/small group interviews, 3-5 Focus Groups, Community Survey, Public Forum/Open House.  
**Site Visits:** 3

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to modifying our proposed scope to meet your needs best. I can be reached at 804-625-2650 should you have any questions.

Yours respectfully,

A handwritten signature in blue ink, reading "D C Gundersen". The signature is stylized, with the first letters of the first and last names being capitalized and prominent.

Daniel C. Gundersen, FM, HLM  
Principal and Senior Vice President





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# OUR APPROACH

Our approach to strategic planning is deeply rooted in engagement, data analytics, and implementation.

As a full-service economic development consulting firm, Camoin Associates is a national leader in strategic and economic development planning. Our clients emerge from our processes with the momentum and tools they need to advance their strategies and achieve their visions. The outcome is shaped by our emphasis on best-in-class analytics, sustained and substantive in-person and virtual stakeholder engagement techniques, and our cultivation of local and regional leadership.

Camoin Associates will ground this work in collaboration among partners and stakeholders to create a holistic strategic plan. We will work with your team and partners to develop an inclusive plan that aligns existing efforts and strategic partnerships, accounts for emerging challenges and opportunities, and sets investment priorities.

All Camoin Associates strategic plans have implementable strategies and steps that allow our clients to effectively use our plans to enact actionable change in their communities.

We have detailed experience leading communities through open and transparent visioning processes, establishing stakeholder partnerships, and identifying emerging opportunities. These processes help set a clear path for local governments to continue and document their success. **We intend to leave you with an operations roadmap that will guide your economic development initiatives in a way that is grounded in the day's economic and market realities.**

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*Camoin Associates  
strives to not just  
show **what** can be  
done, but **how** to  
do it.*

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Credit: Frank Lloyd Wright Foundation



## OUR GOALS

With every Camoin Associates project, we carry a similar set of goals:



**What are the specific needs of this community?** While an RFP reveals some background of the current situation, we understand it is imperative to know specific happenings in the community from the project's onset. Is a major industrial development under permitting review? Are the stakeholder organizations on the same page regarding the specific problems to be solved? Who are the most vocal members of your community, and what do they stand for? Understanding these nuances helps us align our eventual strategies with the actual happenings in your community.



**Are the right people engaged in the process?** Without proper and thorough public input, strategies can fall flat, causing the plan to “sit on the shelf” until the next planning effort comes around. Therefore, Camoin Associates believes engagement is crucial to a plan's impact on a community. Engagement should be broad-based (using multiple forms of outreach) and specific (bringing diverse people and organizations who can make a positive difference to the table).



**Is the final document well-written and understandable?** Camoin Associates prides itself on creating documents that are to the point and lead to action. The format of our final document includes an executive summary–style report with an action plan, supported by appendices that include all data analysis and community engagement responses.



**Can you implement it?** Once the planning process concludes, it is imperative to keep forward momentum. We recognize that the real work happens after the consultant leaves town. To prevent implementation stagnation, we create strategies that align with the current capacity and existing efforts within the community, and we provide recommendations that scale appropriately in the community in which we work.

We utilize various tools that encourage digital collaboration, including MS Teams or Zoom for meetings, shared folders for document sharing and review, and virtual collaboration tools like Slido or Padlet. We are always open to working in a way that best suits the client's needs and comfort level with various technology and online tools. We expect that the project team and Village staff will provide timely feedback on deliverables, connect the Camoin Associates team with relevant stakeholders throughout the project, and generally be willing to have frank conversations about the state of the Village's economy related to desired goals. Facilitating access to existing data sources or findings will help our team build a strong foundation and deliver a clear implementation plan for The Village of Oak Park.

Your two key contact points will be Dan Gundersen, Senior Vice President, and Lindsay Johnson, Project Manager. Dan will be the project principal and will support all aspects of the project's strategic direction. Lindsay will drive each project phase forward and coordinate with the rest of the Camoin Associates team. Christa Franzi and Alexandra Tranmer will be your Small Business and Entrepreneurship Advisor and Targeted Industry Advisor, respectively. They will provide data, engagement, and strategy input through the final deliverable phase. Connor Allen will be your lead analyst and will be responsible for data collection and reporting. The resumes that follow include details about the Camoin Associates team.

## PROJECT UNDERSTANDING

Camoin Associates understands that The Village of Oak Park is seeking strategic planning services to develop an Economic Vitality Strategic Plan to guide economic efforts in The Village of Oak Park over the next five to ten years. The strategic plan will surface short- and long-term goals to advance economic development, emphasizing conducting a thorough situational assessment, engaging various community organizations and other local stakeholders, and defining target economic outcomes to ensure the plan's success.

With its central location in the Midwest, vibrant character, and access to Chicago's world-class cultural amenities and higher education institutions, The Village of Oak Park has many assets that make it a distinct community nationwide. Therefore, the Economic Vitality Strategic Plan will prioritize a thoughtful approach to strategizing around the many conditions that impact economic growth, including local small business development and entrepreneurship, targeted business attraction, placemaking, workforce, and infrastructure development and housing.

Village of Oak Park's success relies on strong, effective working partnerships with diverse stakeholders, including Downtown Oak Park, Oak Park Areas Arts Council, Visit Oak Park, Oak Park Residence Corporation, Oak Park Housing Authority, Oak Park River Forest Chamber of Commerce, and the Oak Park Regional Housing Center. The process will engage business owners and other interests such as community development, tourism, business support groups, and workforce development partners and include various business districts.



## Focus on the Future, Anticipate the Unexpected

Economic development strategies need to expect the unexpected. If they do not, they will be obsolete in months, not years. Economic crises, climate change, social unrest, and natural and manmade disasters will continue to impact regional economies. However, working to understand, prepare, and address these situations will increase the ability to respond quickly and strategically and minimize future disruptions. Camoin Associates understands that economic disruption in regional, national, and international markets can create economic opportunity if the right systems and processes are in place to ensure a strong response that enables transformation.

Camoin Associates has executed crisis response and resilience planning for nearly a decade, helping clients around the country respond to varying challenges — whether it is a significant employer closing their doors, a major environmental disaster, or, more recently, the COVID-19 pandemic. This work taught us how to build “what if” thinking into our strategic planning work. Resilience planning is about creating strategies that respect economic resiliency and sustainability and creating processes and systems that help communities adapt to change and take advantage of transformative opportunities that arise from unanticipated challenges.

We also know that economic leaders today can become tomorrow's laggards if regional leaders fail to work together to leverage opportunities. The global pandemic jolted the world of economic development and business and now presents new opportunities for accelerated growth. We will identify strategic initiatives for The Village of Oak Park that will bring stakeholders together to address systemic issues and lay the foundation for more resilient career-centered growth over the next five to ten years.



Community forum to review and comment on housing plan.



Executives meet to direct community-foundation resources to create inclusive economic opportunities.



Camoin Associates facilitated engagement of over 3,800 businesses and economic stakeholders to create a 20-year economic strategy for the US Virgin Islands.



# SCOPE OF SERVICES

The following section contains our proposed scope of work based on the Request for Proposal. We are happy to discuss adapting or expanding elements of this scope with your team to ensure a smooth, strategic process and achieve your intended results.

## ORGANIZING FOR SUCCESS

### PROJECT KICKOFF

The Camoin Associates approach to project management prioritizes communication, frequent check-ins, and ongoing collaboration with our client. We do this through regularly scheduled project management calls between the Camoin Associates project principal, project manager, and the client's representatives (we refer to this group as the "Project Team"). We will begin the project by facilitating an internal, virtual kick-off meeting between the Project Team. The purpose of the meeting will be to initiate and organize the entire project. During this session, we will:

- Confirm project goals and understand what success looks like for The Village of Oak Park,
- Discuss consultant and client roles and responsibilities,
- Discuss The Village of Oak Park's organizational structure, core leadership and decision-making processes, and existing touchpoints that might impact the strategic planning process throughout the year,
- Review the draft project schedule and establish dates and deadlines for next steps and critical dates,
- Discuss scheduling and approach of outreach efforts,
- Establish a regular project management call and project management protocols.

Camoin Associates will hold regular project management calls throughout the engagement to maintain the project schedule. We have found that these check-ins are vital to ensure you are current on the project's progress. We will ask the village staff to designate up to two representatives to join the Project Team on a biweekly phone call to help advance each project phase. We encourage the client to contact us with any questions or updates throughout the project between these calls.

We understand that there is a wealth of existing Village documents and additional materials from community-based entities and stakeholders. We will get your input and review pertinent existing documents to understand baseline conditions, stakeholders and project partner perspectives, and previous goals, such as the Village's sustainability goals. We will use these as a launching pad to begin our baseline assessment.

### DATA PLAN

Camoin Associates will create a Data Plan that establishes the project's research parameters, goals, and target audiences. The Data Plan will outline a framework for each analysis (demographic and socioeconomic, targeted and emerging industry clusters, workforce, entrepreneurship and small business, and environmental resilience), which we will discuss with the Project Team on a biweekly call. The Data Plan will additionally detail the variables for consideration, their sources, and the timeframes in which data is available. This phase will be an ideal time to align with other prominent groups to capture early research findings from past or ongoing strategic planning processes,

recognizing that our research and analysis will provide a more detailed overview of the Village's economy and workforce.

## ENGAGEMENT PLAN

Camoin Associates will create an Engagement Plan for review at one of the early biweekly meetings with the Project Team. This plan will include an updated calendar of engagement milestones and tasks to guide the Project Team with outreach, scheduling, and meeting logistics. We will align the strategy work with current public plans and ongoing planning efforts wherever possible. We discuss specific engagement activities under Phase 3: Public Stakeholder Engagement. Our engagement plan will ensure that all stakeholders interested in the plan are well-informed and have ample opportunity to be involved in the process. We will begin by discussing an outreach list that includes entrepreneurs, private sector employers, village government officials, resource providers, school district administrators, and others.

**DELIVERABLES** | Camoin Associates will convene a Kickoff Call and provide a Project Management Plan, a Data Plan, and an Engagement Plan for review at an early Project Team meeting. We will review in-place planning efforts and discuss implications and ways to incorporate successful and aspirational themes.

## STEP 1: ECONOMIC VITALITY CONDITIONS ANALYSIS

This phase will highlight facts and figures to help The Village of Oak Park hone its competitive advantages and resilience in the years ahead. Camoin Associates will conduct various analyses, culminating in an Economic Vitality Conditions Analysis that reflects the comprehensive nature of economic development and sets up the Village for the years ahead. The analyses below outline the types of variables we will research. If sources do not provide sufficient data at the Village level, the Project Team will discuss alternative measures or larger geographies from which we can pull data.

### 1.1 SUMMARY OF ECONOMIC CONDITIONS

**Demographic and Socioeconomic Analysis:** Camoin Associates will develop a demographic and socioeconomic profile of The Village of Oak Park that we will reference throughout the strategic planning process. The demographic profile will provide data points on existing and projected trends, such as population distribution by age and income, number of households, median age, race, and ethnicity. We will also compile information on labor market size, commuter trends (inflow-outflow), educational attainment, and unemployment trends. This information will help us identify market opportunities, challenges to overcome, and The Village of Oak Park's role in aligning workforce training with the needs of employers.

**Economic Composition/Drivers:** Camoin Associates will assess the economic composition of The Village of Oak Park and identify key factors that drive the local economy. The analysis will include an in-depth examination of jobs and establishments by industry. It will assess industry strength in size, concentration, past and projected growth, competitiveness, wage levels, and contribution to Gross Regional Product. The analysis will explore how the Village's industry presence fits in with the regional, national, and global economy. We will examine economic data for both The Village of Oak Park and the broader region and trends in the US to understand the local economy within the context of a broader market area. Throughout this analysis, we will pay particular attention to emerging trends and opportunities within sectors, subsectors, and their cross-sectors. We will solicit the advice and input of The Village of Oak Park to gain insight into its project pipeline and prospecting activities.



**Local Spending:** The analysis will explore supply chain data and examine how current industries in the village and surrounding environs serve customers within the local market rather than being traded beyond the immediate region. This will uncover opportunities for village businesses to capture more local spending and/or expand opportunities for exporting products and services outside the region.

**Local/Regional Industry Analysis:** Camoin Associates subscribes to the most accurate and reliable industry employment and occupational data. Through data collection in this task, we will be able to answer the following questions:

- Which are the community's top employment sectors and clusters based on current employment size, growth, and concentration?
- What are potential emerging clusters/sectors?
- What industries are positioned to gain a competitive advantage by relocating or expanding in the area?
- How can The Village of Oak Park capitalize on growing clusters?

With an understanding of economic trends, Camoin Associates will dive deeper into each industry sector of interest for The Village of Oak Park. We will then assess trends and feasibility in terms of:

- Employment and establishment size (how large are the industries?)
- Historic and projected growth
- Industry concentration (location quotient) and competitiveness of growth (shift-share analysis)
- Earnings, wages, top occupations, and labor force
- Emerging industry trends
- Workforce needs

To provide a **summary of local and regional housing markets**, Camoin Associates will:

- Analyze housing price trends using Multiple Listing Service (MLS) data, comparing Oak Park's market to Cook County, Illinois state, and US trends.
- Examine the residential rental market using CoStar for rental prices, unit counts, and vacancy rates.
- Look at Census commuter trends in Oak Park and estimate housing demand based on historical patterns.
- Calculate the affordability (or gap) of homeownership and renting in Oak Park by comparing housing prices against area median incomes.

### ECONOMICALLY VIABLE TARGET INDUSTRIES:

- ◆ Are within growing and/or emerging markets.
- ◆ Fit with regional talent and skills.
- ◆ Fit with regional supply chain characteristics.
- ◆ Are highly concentrated and/or competitive.
- ◆ Align with the community's infrastructure and development preferences.
- ◆ Can gain a competitive advantage by locating in the region.
- ◆ Have strong potential multiplier and spillover effects.
- ◆ Have the capacity and potential for innovation.
- ◆ Complement and enhance existing businesses.

**DELIVERABLES** | Camoin Associates will produce an Economic Vitality Conditions Analysis document and share preliminary findings at a Project Team meeting. This will include economic and industry sector analysis findings and recommendations, including an assessment of the market potential for each target industry and a summary of local and regional housing markets. The results of this analysis will be presented virtually to The Village of Oak Park for further refinement.

## STEP 2 | DATA-DRIVEN PRIORITIZATION AND REDEVELOPMENT SITES & CORRIDORS

A Real Estate Profile will examine the availability of space within the community to support economic growth and facilitate a "15-minute village" development model. The profile will consist of a broad look at the various real estate asset types (office, retail, industrial, lodging, residential), providing insight into total space inventory (building square feet), recent deliveries of new space, vacant space, lease rates, and availability of development sites.

This real estate data will be supplemented with interviews with key real estate community stakeholders to help us assess a scale for site readiness at key sites that align with development demand. For each land use category, we will identify targeted areas in the city for future development that will have impactful results and develop a list of potential development sites and corridors.

The initial list of sites and corridors will then be scored and ranked based on the following factors to arrive at a "short list" of high-priority development opportunity areas. Other factors may be added, and we will work with the Village to weigh each appropriately.

- Market (Is the site compatible with in-demand use types?)
- Regulatory (Does zoning allow for desired uses?)
- Infrastructure (Is there sufficient utility and transportation capacity?)
- Environmental (Are there brownfield considerations that may limit reuse options or affect cost?)
- Ownership (Is the property owner motivated to develop or sell the property?)
- Community vision (Is the site development in line with the community's vision? Is there likely to be resistance? Is it in harmony with adjacent land uses?)

**DELIVERABLE** | Camoin Associates will produce a Detailed Market Analysis and Priority Parcels and Corridors Assessment.

## STEP 3 | PUBLIC ENGAGEMENT

Recognizing that the Strategic Plan will be an important component of The Village of Oak Park's future, the stakeholder engagement phase must align with other community and governmental initiatives. At the same time, Camoin Associates' role will be to delve into economic development and resilience topics with local practitioners to ensure we understand challenges and opportunities in The Village before recommending strategies that will inform the plan.

### 3.1 COMMUNITY ENGAGEMENT PLAN

In the early months of engagement planning, Camoin Associates will work with the Village to understand 1) key stakeholder groups that will inform the planning process, 2) ways to ensure solid input from Village officials, and 3) any planned tools or platforms to engage interested community members. Camoin Associates has deep experience with community engagement in person and digitally, using interactive tools such as Padlet and Slido, quick-hit, and "pulse surveys" to efficiently engage stakeholders.

The Economic Vitality Strategic Plan will seek diverse community input grounded in data analysis and national best practices. Our team's primary role is to facilitate the collection of meaningful, thorough, and extensive input from a



broad and diverse base of Oak Park residents. As such, we will work with you to prepare a Community Engagement Plan early in the project to ensure the process is transparent and effective in collecting the views and ideas of community members. The engagement plan will be a brief written document and will specifically include:

- Communication Protocols
- Schedule and Description of Engagement Activities
- Identification of Key Community Leaders and Groups for targeted outreach

We will work with you to refine our public engagement strategy; however, based on previous experience, we believe the following public engagement phases of activity will effectively provide the Village with a strategic plan that will garner widespread community “buy-in.”



## 3.2 EDUCATION AND EXCITEMENT

The first phase of the public engagement strategy will focus on digital tools to inform the public about the project and gain an initial understanding of public perspectives and priorities. The following tasks will compose the early phases of engagement activities.

If desired, we will work with the Village to identify the best website for public information about the strategic planning process. The Village may choose to host an attractive standalone website, which they would develop with an easy-to-use website address (domain name), or use an existing website controlled by the Village. Either way, the website will provide resources to the public, including documents, schedules, and opportunities to get involved. The Village will also want to consider including a way to submit comments and feedback to the project team.

We are happy to be a thought partner with The Village of Oak Park in creating avenues to ensure economic development and resilience questions to reach community stakeholders as part of the planning process. The Project Team will use input from this first step to identify three to five focus groups related to economic development.

## 3.3 FOCUS GROUPS

Camoin Associates will conduct three to five on-site focus groups over two days. The goals of the focus groups are to 1) reveal the day-to-day relationships among public, private, and nonprofit stakeholders, 2) identify opportunities

for private and public investment beyond what the data analysis can provide, and 3) inform which technical studies would be most valuable for The Village of Oak Park.

We will work with the Project Team to establish the format and structure for each focus group. For example, we might consider having one focus group with small businesses to explore captive market development challenges and opportunities and innovative ways to expand locally owned and/or produced goods and services.

Participants will likely include representatives from the Village, employers, nearby higher education institutions, civic groups, community organizations, and other local, regional, or statewide partners. Camoin Associates will help the Village of Oak Park draft outreach language and agendas to share with stakeholders, and we will track RSVPs and alert the Village if follow-up communication is needed. Camoin Associates will also finalize a “run of show” and confirm key questions to guide the discussions and establish a flow for the conversation. We typically recommend six to eight participants per group to keep the conversation thoughtful yet focused. The Project Team will determine the optimal focus group structure during a biweekly call.

### **3.4 COMMUNITY SURVEY (ONLINE)**

The community survey will provide insights into the issues most important to community members, how residents’ priorities rank, the most treasured community assets and characteristics, and the needs and opportunities that community members see on the horizon. We will work with the Village to develop and finalize questions that result in a meaningful but manageable survey for residents to complete in an online format. The Village will lead survey promotion and dissemination across the community, including posting it online and developing a flyer to print and distribute in strategic locations.

### **3.5 INDIVIDUAL (“ONE-ON-ONE”) AND SMALL GROUP INTERVIEWS**

Interviews are an excellent way to engage subject matter experts and practitioners about more nuanced elements of economic development and resilience. We will work with the Village to organize up to 15 interview sessions to have targeted discussions about the challenges and opportunities facing The Village of Oak Park. Like the focus groups, we would ask that the Village staff make the initial connection between the interviewee and Camoin Associates so that Camoin Associates can follow up to schedule interviews and manage RSVPs. The interview sessions can be with individuals or small groups of related professionals.

### **3.6 COMMUNITY FORUM/OPEN HOUSE**

We propose holding a community forum/open house as part of this engagement phase. The event will allow residents to learn about the project and provide input on a strategic direction for Oak Park. The Village will recommend and reserve a location for the open house that ensures widespread participation. The Village will also promote and disseminate information about the open house to residents. In our experience, the open house format is preferable and more effective than traditional public meetings, as it prevents a single individual from monopolizing the microphone and provides a more casual atmosphere for residents to provide input. It also effectively reaches more people due to drop-in hours available during the day and evening.





*Community Open Houses provide a unique and effective opportunity for residents to learn about the project and provide their input on various key development and quality-of-life topics.*

The format of the forum/open house will be to have multiple stations with large displays set up around the room that will provide initial research findings and ask residents to respond to specific questions by writing comments on sticky notes and affixing them to poster boards and through the use of dot stickers to prioritize actions. Members of the project team will be there to welcome residents and circulate to answer questions as residents work through the display stations. Depending on the type of input desired, we can also work with the Village to create a map station where residents can identify areas of the Village where they know of an issue, have an idea, or otherwise want to point something out.

The outcome of the open house will be quality public input on words, phrases, and concepts for understanding priorities and concerns, principles for the Village's investment and policy decisions, identification of key opportunities and critical challenges, and others.

**DELIVERABLES** | Camoin Associates will provide relevant engagement questions to the Village staff project team, coordinate and facilitate three to five in-person focus groups for the Working Groups, design a community survey, facilitate a forum/open house for the community, and conduct up to 15 virtual and in-person interview sessions.

## STEP 4 | STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS ANALYSIS ("SOAR" ANALYSIS A.K.A. SITUATIONAL ASSESSMENT)

The Situational Assessment (i.e., SOAR Analysis) allows Camoin Associates to synthesize qualitative and quantitative findings from all project phases. By this stage, we will have a grasp of the overarching themes and opportunities that will inform the Economic Development Strategy. Our team will address strengths, opportunities, and aspirations in the Situational Assessment and share insights at a Project Team meeting, which will serve as a starting point for deeper strategy discussions and a mid-point check-in for the overall planning process. We will also use the Situational Assessment to highlight The Village of Oak Park's assets and challenges.

The Situational Assessment will include an Asset Inventory that combines our data findings on industry clusters, the workforce pipeline, and business composition and activity. These preliminary findings will inform our understanding of The Village of Oak Park's opportunities for a more prosperous and resilient economy and help us finalize

stakeholders to engage in the next project phase. The Asset Inventory will be in an easy-to-navigate matrix or visual format for The Village and partner groups to reference in the future.

Based on the Situational Assessment discussion feedback, we will develop a preliminary framework and high-level strategy concepts to advance the economic development vision and desired outcomes identified in earlier project phases. We will work with your team to finalize the strategy framework, vet the initial strategy concepts, and gain clarity on the Village's and the stakeholders' capacity to implement strategies (e.g., staff, funding). Strategy areas will depend on the specific challenges and opportunities that arise from the data and engagement process but will likely capture themes such as business attraction, retention, expansion, entrepreneurial and innovation ecosystem, community assets, infrastructure, target industries, tourism, and workforce development.

Using findings from the preceding tasks, we will populate a list of challenges and opportunities, the SOAR Analysis, organized into themes that under gird the overarching strategy. This will help the Village of Oak Park and its stakeholders better understand how the SOAR analysis can be translated into recommendations for action. On the next page are examples from the State of Rhode Island's SWOT that Camoin Associates prepared, organized by two of RI's themes: Increased Prosperity and Sustainable Growth.

## SWOT Findings» Increased Prosperity



## SWOT Findings» Sustainable Growth



Physical infrastructure and place-making are important considerations for Camoin Associates as we guide you through the asset inventory and situational assessment. We will examine development opportunities for the

downtown areas of the Village and impactful investments that might be made to improve the quality of place and life in The Village of Oak Park.

This will include a broad assessment of the real estate that could be considered for development to expand the Village's office and industrial inventory, as well as current conditions and future planning. Environmental stewardship, water, and waste management capacity will also be considered when developing an economic strategy.

**DELIVERABLE** | Camoin Associates will develop a SOAR/Situational Analysis, a Village of Oak Park Asset Inventory, and a Strategy Framework to lay the foundation for a final plan. We will present these deliverables at a Project Team Meeting first in draft form, and the final version will appear in the strategic plan.

## STEP 5 | ORGANIZATIONAL: POLICY AND INCENTIVE CONSIDERATIONS, ECONOMIC VITALITY BEST PRACTICES, AND DIVISION STRUCTURE

While the research and previous tasks will illuminate which market trends and systemwide efforts are contributing significantly to the acceleration of the Village's economy – as well as where new initiatives might be necessary to strengthen economic resilience and foster opportunities for businesses – the Organizational Review will turn inward to the Development Services Department's day-to-day scope and management.

Camoin Associates will facilitate a process that affirms the department's purpose, identifies and mitigates structural risks to carrying out its mission, and ensures that the department can fulfill a vision that reflects the voices of the Village Board, staff members, and key partners. We will contribute our expertise to the optimal functioning and realization of a set of clear, pragmatic goals of the Development Services Department's economic-related initiatives.

Camoin Associates will cultivate a candid understanding of the department's challenges, the skills/expertise of current staff, organizational assets, and opportunities to impact the future of economic development in Oak Park. We will synthesize our learnings into an Organizational Review and Findings document, which will take inventory of policies influencing the Department's work. It includes not just matters legal and regulatory, but as important, it includes habits and practices on the part of a broad array of civic stakeholders. In short, "policy" describes behavior as much as it describes law and regulation. The inventory will include incentives and programming tools, service lines, current roles and responsibilities, and critical governmental partnerships and recommend a strategy framework to guide the department's future efforts.

We will then provide some best practices for organizing and delivering services for departments in similar-sized communities and develop an Economic Vitality Division organization chart, which might include changes if mutually agreed upon as necessary.

**DELIVERABLE** | Camoin Associates will deliver the Draft and Final Organizational Review and Findings document.

## STEP 6 | IMPLEMENTATION PLAYBOOK

### DRAFT REPORT AND ACTION MAP



Camoin Associates will build the high-level strategy concepts with specific actions demonstrating how the Village of Oak Park can leverage its assets and opportunities to drive economic development. Once we walk through and confirm the actions with the Project Team, Camoin Associates will transfer these contents into an Action Map (see one example below for a 2024 regional economic strategy in Virginia.) The strategy will be developed and designed to meet the unique challenges of The Village of Oak Park.





The Action Map is your implementation playbook. It will be a visual reference to help the Village oversee and successfully roll out the plan after the project ends. Each action proposed on the map will be presented in a matrix with goals, objectives, implementation leads and partners, timeframes, evaluation metrics, and other resource considerations, including prospective funding as appropriate.

Camoin Associates will design the Action Map in an easy-to-update format, enabling the Village of Oak Park to assess its progress and make changes as needed regularly. The Action Map will be part of a longer Draft Report, ultimately becoming the final Economic Strategic Plan. The Draft Report will provide extra qualitative and quantitative context behind the strategies. Camoin Associates will share the Draft Report with the Village of Oak Park before presenting the final strategy at an in-person meeting.

### GOAL 3

**Support elements of the built environment that meet today's demand and lay the foundation for advancing a dynamic economic future.**

#### Initiative 3.A) Invest in commercial centers and downtowns as economic and community hubs.\*\*\*

Action	Description	Status	Partners
3.A.1	Use a regional approach to integrate housing options into Main Streets, downtowns, and other appropriate commercial hubs.		RRRC Foothills Housing Network Local planning departments Local economic developers Real estate community
3.A.2	Continue investing in digital infrastructure that supports entrepreneurship and business creation.		DHCD BEAD VATI
3.A.3	Grow the number of "third places" where entrepreneurs, small businesses and community members can gather, work and make connections.		RRRC Local planning departments Local economic developers Real estate community Main Street Organizations
3.A.4 ***	Partner with localities to assess the vibrancy and vitality of commercial corridors, small towns, and downtown districts and identify tactics that can advance meaningful, local economic activity.		Main Street Organizations RRRC Regional Tourism Committee VEDP CCC, CR, FCC, MCOC, OCOC, BOR

**Performance Metrics:** We will develop performance metrics working with stakeholders. We will work with the village staff/project team to ensure that the indicators selected are sourced from data that are either publicly available or otherwise readily accessible to the Village of Oak Park so they can be easily updated in the future beyond the completion of the contract. We will instruct you on where to access and input the required data and when to update it based on the anticipated data release schedule.

The measures will focus on high-value activities with an eye on sound return on investment. They could include internal/managerial (e.g., performance-related); economic-development activity (e.g., business-related, attraction, BRE, technology-based, international, sustainable, etc.); relationship management (e.g., leadership and communications, client satisfaction); and regional/community-oriented (e.g., demographics, business-climate-related, housing, quality of life, transportation, trade, tourism, environment).

Camoin Associates is uniquely qualified to deliver economic development performance measures for The Village of Oak Park. Dan Gundersen, principal for this proposed project, chaired a special metrics task force for the International Economic Development Council to develop the industry's current standards. That 2-year effort produced the definitive report, *"Making It Count: Metrics for High Performing EDOs,"* which identified nearly 1,000 different metrics and narrowed it down to 270 approved indicators for the different disciplines of the economic development profession.

**DELIVERABLES** | Camoin Associates will deliver the Draft and Final Organizational Review and Findings document, including a draft Action Map and performance metrics.

## STEP 7 | ADOPTION OF ECONOMIC VITALITY STRATEGIC PLAN

### FINAL STRATEGY AND PRESENTATION

Once we incorporate edits into the Final Draft Report, Camoin Associates will present the latest strategies and Action Map in person at a venue that the Village of Oak Park confirms. The Project Team will work together to determine the meeting format, timing, and flow so that it is not just a perfunctory presentation but a session that drives you toward strategy adoption and implementation. This will be a time for partners to provide final input and offer considerations for Camoin Associates to include in the final strategy document.

Camoin Associates will hold a follow-up call with the Project Team to debrief the final presentation, address feedback, and prepare to launch the strategy.



The final strategy document will begin with a concise executive summary that will serve as an introduction for the general audience, and graphics will be used where appropriate. It will also provide findings from all project phases, a description of the strategies, the Action Map, and an appendix to give readers additional context. We will provide an electronic version of the Final Strategy to the Village, working closely with your team to ensure the documents are easily understood.

**DELIVERABLES** | Camoin Associates will develop and present the Final Draft Report and Action Map during two Project Team meetings, followed by a final presentation. We will package all complete, final deliverables at the project closeout.

## COST AND SCHEDULE

### COST

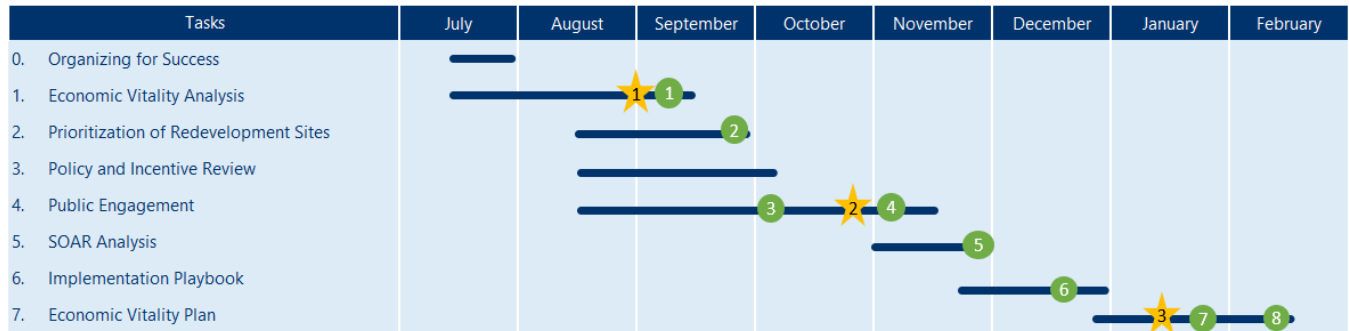
We propose a total project fee of \$125,000 to complete the scope of work outlined above. This includes our professional fees (staff time) and expenses, such as meeting facilitation materials and travel.

Tasks	Fee
Organizing for Success	\$2,000
1. Economic Vitality Analysis	\$22,870
2. Prioritization of Redevelopment Sites	\$14,920
3. Public Engagement	\$19,995
4. SOAR Analysis	\$14,480
5. Policy and Incentive Review	\$21,120
6. Implementation Playbook	\$16,530
7. Economic Vitality Plan	\$8,190
Total Professional Fee	\$120,105
Expenses	\$4,355
<b>Total Project Fee</b>	<b>\$125,000</b>



## SCHEDULE

As shown in the table below, we will complete the project within seven months of the project kickoff meeting. Green dots indicate the proposed site visits.



### Key Deliverables

- 1 Economic Vitality Conditions Analysis
- 2 Detailed Market Analysis
- 3 Community Survey Launch on Branded Webpage
- 4 Community Survey Close
- 5 Situational Assessment Presentation
- 6 Draft Implementation Playbook and Economic Vitality Plan
- 7 Final Implementation Playbook and Economic Vitality Plan
- 8 Village Plan Adoption

### Site Visits

- 1 Focus Groups, Interviews Start, and Village Tour
- 2 Community Open House
- 3 Final Presentation

## BEST IN CLASS DATA

Camoin utilizes best-in-class data sources for our economic and market research to provide unparalleled insights into economic and industry opportunities. As leaders in research and data analysis, we use the most advanced and comprehensive economic data and tools to understand the industry market trends, supply chain, and talent needs, and unearth emerging opportunities. Camoin Associates' analysts are continuously developing new techniques to mine through data to find meaning and will custom design your project approach to develop your economic strategies and actions. Our best-in-class data sources include (but are not limited to):



**Lightcast** (formerly Emsi Burning Glass) is a global leader in labor market analytics, offering a data platform that gives a comprehensive, nuanced, and up-to-date picture of labor markets at all scales from national to local. Key components of the platform include traditional labor market information, job postings analytics, talent profile data, compensation data, and skills analytics. Lightcast integrates government data with information from online job postings, talent profiles, and resumes to produce timely intelligence on the state of the labor market. Job and compensation data is available by industry, occupation, educational program, and skill type. [Click to learn more.](#)



**fDi Markets** is the most comprehensive greenfield FDI tracking database on the market. They have an unrivalled track record of real-time data since 2003. Our data is chosen to power the most influential global FDI analytics, decision making and identify future opportunities and trends.



**Esri ArcGIS Business Analyst** combines proprietary statistical models covering demographic, business, and spending data with map-based analytics to offer insights on market opportunities for industries, businesses, and sites. Business Analyst integrates datasets covering a wide range of topics including demographics, consumer spending, market potential, customer segmentation, business locations, traffic counts, and crime indexes, which can be overlaid spatially to produce customizable maps and uncover market intelligence. Data can be pulled for standard and custom geographies, allowing for valuable comparison between places. [Click to learn more.](#)



**IBISWorld** is a leading provider of expert industry research and analysis for broad sectors and niche industries across the economy. Thoroughly researched industry reports from IBISWorld leverage economic, demographic, and market data into forward-looking insight, providing detailed data and narrative on current and historic trends, as well as future outlook and projections. Topics covered include products and services, major markets, upstream and downstream supply chain industries, performance drivers, factors for competitiveness, operating conditions, major players, and key statistics on industry performance. Reports are available by industry at the global, national, and state level. [Click to learn more.](#)



**CoStar** is a comprehensive source of commercial real estate intelligence, offering an inventory of over 6.4 million commercial properties spanning 135 billion square feet of space in 390 markets across the US. CoStar covers office, retail, industrial, hospitality, and multifamily markets. Property- and market-level data on absorption, occupancy, lease rates, tenants, listings, and transactions are researched and verified through calls to property managers, review of public records, visits to construction sites, and desktop research to uncover nearly real-time market changes. [Click to learn more.](#)



**Crunchbase** offers a best-in-class live database on innovative companies across industries, powered by contributors, partners, and in-house data experts. With a focus on tech companies and startups, the platform aggregates information on investment and funding, founding members and leadership, mergers and acquisitions, news, and industry trends. Designed as both a market research and prospecting solution, Crunchbase offers the ability to narrow down companies matching criteria such as headquarter location, investment stage, or industry, while automatically offering recommendations based on these criteria. [Click to learn more.](#)



**Demandbase**

**Demandbase** is an account-based marketing, sales intelligence, and data platform used for identifying and gathering information on businesses, contacts, and prospects. Applications in the economic development space include developing databases of existing companies for business retention and expansion outreach, compiling marketing lists for business attraction prospecting, creating watchlists for following news on relevant companies and industries, identifying companies in specific sectors and regions, and accessing contact information for key decisionmakers across businesses. [Click to learn more.](#)



**AMERICAN  
COMMUNITY  
SURVEY**

U.S. CENSUS BUREAU

The **American Community Survey (ACS)** is an ongoing statistical survey by the US Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. Mandatory to fill out, the survey is sent to a small sample of the population on a rotating basis. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. [Click to learn more.](#)



The **Local Area Unemployment Statistics (LAUS)** program estimates total employment and unemployment for approximately 7,500 geographic areas on a monthly basis, from the national level down to the city and town level. LAUS data is offered through the US Bureau of Labor Statistics (BLS) by combining data from the Current Population Survey (CPS), Current Employment Statistics (CES) survey, and state unemployment (UI) systems. [Click to learn more.](#)

**IMPLAN**

**IMPLAN** is a prominent supplier of economic impact data and analytical applications, for decades serving the economic data needs of researchers, policymakers, decision-makers, advocates, business leaders, governments, and more. IMPLAN has been redefining the field of economics for over 40 years. Created by academics to serve the needs of the United States Forest Service, it has been transformed today to serve as a solution provider for anyone interested in understanding their economy.



# WHO WE ARE



*A meaningful job has the power to change people's lives forever. It improves self-esteem and strengthens families. I founded Camoin in 1999 to multiply that dynamic and, in the process, change communities for the better.*

ROB CAMOIN, PRESIDENT & CEO, CAMOIN ASSOCIATES



## OUR PURPOSE

At Camoin Associates, we believe a meaningful job that provides purpose, hope, and a good income is what it is all about. It takes hard work for entire communities to achieve that goal so that everyone can have a chance to prosper. That's where we come in. We work with public officials to target resources to improve the business climate in communities, and we help business leaders and not-for-profit executives resolve tough management issues.



## OUR PEOPLE

We live where we work and love it. With staff in several regional offices nationwide, from Virginia, New York, and New England to Montana and the Pacific Northwest, we know what makes life interesting: exceptional people and places. We are professionals without pretense. We enjoy helping our clients make good things happen.



## OUR COMMITMENT

We want you to succeed. Our work will be integrated, pragmatic, forward-leaning, intelligent, and actionable.



## DAN GUNDERSEN, FM, HLM | *SENIOR VICE PRESIDENT*

### PROJECT ROLE: Principal

Dan helps clients make a positive difference in today's complex world. Throughout his career, he and his teams repositioned organizations to embrace their potential and, as a result, helped transform communities and structure deals, resulting in the creation and retention of over 150,000 jobs. He has created economic strategies and directed business development for the states of Maryland, Pennsylvania, New York, and Virginia. He also served as chief of economic and workforce development for Baltimore County, Maryland, and before that, developed community-based public/private initiatives in the City of Philadelphia during its highly acclaimed renaissance period.

### FEATURED CONSULTING PROJECTS

**Local-Regional Strategic Plans** | Developed economic plan for Albany County and helped form Advance Albany County Alliance | Formed Chautauqua County Partnership for Economic Growth and developed Economic Strategy | Warren County Five Year Economic Strategy and Organization Assessment | Nassau County, NY | City of Coral Springs, FL | Town of Middleburg, VA | Central and Northern Shenandoah Valley, VA | Central Shenandoah Valley PDC | Los Angeles County Comprehensive Economic Development Strategy | Rapidan/Rappahannock Regional Commission, VA | Western CT Council of Governments | Capital Region of Michigan | Capital Region of Hartford, CT | Canton-Akron, Ohio | Thomas Jefferson PDC, VA | and others.

**State/Territory Economic Development Strategies** | Led a ten-year economic strategy for the State of Utah, involving improvements and integration of seven regional Comprehensive Economic Development Strategies to establish one unifying statewide vision. | Produced State of Rhode Island's *Ocean State Accelerates*, a five-year economic development strategy | Led twenty-year economic blueprint (Vision 2040) for the US Virgin Islands that included the participation of over 3,400 people, including the Governor and cabinet, federal officials, residents, institutions, ex-pats, and businesses.

**Regional Entrepreneurial Support** | Established entrepreneurial "Venture Hub" for Central Virginia involving private and public entities and the University of Virginia.

**Virginia Hospitals and Healthcare** | Conducted evaluation of worldwide PPE supply chain and onshoring opportunities and worked with healthcare leaders to evaluate the first two years' response to the global pandemic for all Virginia hospitals and health systems.

### PRACTITIONER WORK

**Strategic Review of the Virginia Economic Development Partnership Authority** | Economic blueprint and reorganization for State's lead development organization, which led record-breaking \$20 billion investment from more than 1,000 projects and designation as Best State for Business.

**JOINED CAMOIN: 2018**

**YEARS OF EXPERIENCE: 25+**

#### EXPERTISE

- Economic and business growth strategies
- Public/private partnerships
- Establishing, reforming, and leading complex organizations
- Management control and accountability

#### CAREER EXPERIENCE

- Interim President & CEO and COO, Virginia Economic Development Partnership
- Executive Director of Economic and Workforce Development, Baltimore County, MD
- New York State Commissioner of Economic Development & Co-Chair, Empire State Development Corporation
- Executive Deputy Secretary, PA Department of Community and Economic Development
- Assistant Secretary for Business Development, State of Maryland

#### EDUCATION

- MGA, Masters of Governmental Administration, University of Pennsylvania
- B.A., Political Science, Hope College
- Supplemental/Executive coursework completed at: Harvard Business School, Georgetown University, and Cornell University



**JOINED CAMOIN: 2022**

**YEARS OF EXPERIENCE: 13**

#### **EXPERTISE**

- Regional economic strategies
- Regional talent development strategies
- Organizational planning
- Workforce development
- Industry, occupation, and skills analysis
- Cross-sector collaboration

#### **CAREER EXPERIENCE**

- Director of Talent Initiatives and Manager of Programs & Insights, Greater Washington Partnership
- Program Manager, Center for Regional Economic Competitiveness
- National Recruiting Coordinator, Employee Relations Associates (now TalentBridge)

#### **EDUCATION**

- Master of Regional Planning, Cornell University
- Bachelor of Arts in International Studies & Spanish, Allegheny College

## **Lindsay Johnson | Senior Project Manager**

### **PROJECT ROLE: Project Manager**

Lindsay has over a decade of experience engaging public, private, academic, and nonprofit entities on data-driven programs and strategies to strengthen regional workforce and economic development. Her professional background includes managing complex, cross-sector initiatives through program management, association management, and strategic planning from rural localities to major metropolitan areas.

Lindsay draws on her academic background in city and regional planning and her experience leading regional talent initiatives to help communities take a comprehensive approach to generating economic prosperity. She prioritizes understanding the context and relational dynamics that impact each community. By grounding projects in a shared vision, quantitative and qualitative analyses, and inclusive stakeholder engagement, Lindsay aims to develop creative and achievable strategies in close collaboration with clients.

### **FEATURED PROJECTS**

#### **Long-Term Economic Development Strategy | State of Rhode Island |**

In 2023, Lindsay served as Project Manager for developing Rhode Island Commerce Corporation's *Ocean State Accelerates*. This unified strategy acts as a statewide Comprehensive Economic Development Strategy ("CEDS"), an updated document for the State's General Assembly, and an element of the State's Guide Plan. Lindsay advanced the project's steering committee, research, engagement of over 150 stakeholders, and strategy development phases.

#### **Stark Tuscarawas Workforce Development Board Strategic Plan | Stark and Tuscarawas Counties, OH |**

Lindsay led the organizational strategic planning process for the Stark Tuscarawas County Workforce Development Board. Through research and engagement with 33 local employers, a collaborative Business Resource Network, board members, and various interviews, she developed a three-year plan to help the workforce board streamline its operations while being a more strategic partner in the local workforce system.

**Workforce System Scan | Monroe County, NY |** As Project Manager, Lindsay led an effort with RochesterWorks to develop an interactive tool capturing the Monroe Village workforce development landscape. The team researched the organizations, programs, youth and adult job seeker populations, and other characteristics of the County's workforce development ecosystem. This workforce system data will better position RochesterWorks to partner with other service providers to fill workforce training gaps.

#### **Additional projects:**

**Economic Development Strategic Plan | Allegany County, NY**

**Retail Market Analysis, Retention/Recruitment Plan | Essex, MD**





**JOINED CAMOIN: 2010**

**YEARS OF EXPERIENCE: 15+**

#### **EXPERTISE**

- Entrepreneurship-led economic development
- Equitable and inclusive economic development
- Entrepreneurial ecosystem feasibility
- Downtown revitalization
- BRE Design and Implementation
- Economic Recovery and Resiliency
- Building networks for economic development
- Engagement, communications, and marketing

#### **AFFILIATIONS**

- IEDC Entrepreneurship-Led Economic Development Committee (2024)
- Right to Start Ambassador (2024)
- InBIA (2024)
- NYS Basic Course Director (2023-present)
- NVILLAGE OF OAK PARK Board (2016-2017), Communications Chair, Member of the Year (2016)
- CEcD Certification (2016)

#### **EDUCATION**

- MS Binghamton University
- BA SUNY Oneonta

## **Christa Ouderkirk Franzi, CEcD | Vice President and Director of Entrepreneurship**

### **PROJECT ROLE: Small Business and Entrepreneurship Advisor**

Christa brings more than 15 years of experience helping public sector clients connect with, understand, and support local business leaders, innovators, and entrepreneurs. She has designed and led economic development initiatives for communities large and small and has a unique talent for creative problem-solving.

As an Ambassador for Right to Start, she is a catalyst for positive change, breaking down barriers and expanding entrepreneurial opportunities for all. Christa is passionate about creating inclusive places where entrepreneurs and new businesses of all types and business owners from all backgrounds, thrive. She firmly believes that fostering a diverse range of talents and perspectives is not only the key to innovation but also vital to building sustainable and resilient communities.

Christa's enthusiasm for this work extends to educating aspiring economic developers, as evidenced by her role as the course director for the NYS Basic Economic Development Course. She holds an undergraduate degree from SUNY Oneonta and a Master's in Geography and Environmental Planning from Binghamton University.

### **FEATURED PROJECTS**

#### **Entrepreneurship-Led Economic Development Strategy for Cattaraugus County, NY | Olean Business Development Corporation |**

Christa led the Cattaraugus County Economic Development Work Group on an initiative to evaluate the County's budding entrepreneurial ecosystem and its impact on broader economic growth. She crafted an entrepreneurship-led strategy to enhance synergy among key assets such as the St. Bonaventure University Innovation Center and the Laine Business Accelerator. Under Christa's leadership, the County has positioned itself to reach ambitious objectives, and, in the process, has created more opportunities for greater economic equity and prosperity.

#### **Breaking Down Business Barriers for Underserved Entrepreneurs | Prince William County, VA |**

Christa worked to improve responsiveness to underserved business owners and entrepreneurs who may lack the knowledge, networks, or capacities needed to access the full range of support tools available in the County and the wider region.

#### **Supporting a Resilient and Vital Commercial Hub in the Arrowhead Neighborhood | Hartford, CT |**

In support of the Arrowhead Gateway Small Area Plan + Corridor Study, Christa conducted a small business entrepreneurial assessment to provide the City of Hartford with recommendations for retaining and supporting existing small businesses and entrepreneurs in the underserved neighborhood.



## Alexandra Tranmer, CECd | *Director of Industry and Workforce*

### PROJECT ROLE: Industry and Engagement Advisor

Alex uses her background in economic geography and urban planning to inform how she approaches the challenges facing communities. Alex delves into a community's historic economic activity and learns about assets and challenges to help formulate sustainable strategies that will encourage job creation and small business development. She believes that building grassroots momentum for economic development activities helps to create long-term community support and draw in partners to help implement economic goals.

Alex has led complex strategic planning efforts in geographies ranging from bustling urban centers to pastoral tourist destinations, requiring adept stakeholder management and collaboration. She works with clients to balance the competing interests of stakeholders while ultimately helping them develop an ambitious yet achievable plan under their current organizational climate.

### FEATURED PROJECTS

**Empire State Development | Central New York Regional Economic Development Council (REDC) Strategic Plan** | With a series of transformational investments on the region's doorstep, Alex and her team facilitated a strategic planning process that helped the REDC evaluate their ability to harness this economic potential. Through data analysis, business engagement, and meetings with community leaders, Camoin developed an ambitious strategic plan that will help each part of the region access economic opportunities to match their assets.

**Economic Development Strategic Plan | Chautauqua County, NY** | Shortly after creating a new economic development organization, the County was well-positioned to create a vision for the future its future and determine the actions necessary to boost economic prosperity. Working with local service providers to understand the on-the-ground realities of housing, business development, tourism, workforce, and quality of life, Alex helped develop strategic actions that will create sustainable change in the economy. As the plan was ready to launch, COVID-19 hit and required the organization to shift focus to short-term needs. Camoin helped the County navigate this change and framed the strategy to enable partners to support short-term initiatives that will ultimately contribute to long-term prosperity.

**Economic Development Strategy | Allegany County, NY** | After several years of limited economic development activity, the County was ready to re-evaluate how it handled its relationship with businesses and economic development. Tasked with developing a strategy to capitalize on the rural economy, Camoin devised a strategy and re-organization structure that will set the County up for success. The County continues to work on the reorganization plan and execute on priority items from the strategy. Camoin was retained to support implementation and collaboration.

**JOINED CAMOIN: 2015**

**YEARS OF EXPERIENCE: 9+**

#### EXPERTISE

- Project management
- Stakeholder coordination and consensus building
- Real estate and economic data analysis
- Emerging downtown and retail trends
- Marketing and branding
- Industry market analysis

#### AFFILIATIONS

- CECd certification (2024)

#### EDUCATION

- Master of Science in Planning, University of Toronto
- H.B.A. Political Science, University of Toronto



## Connor Allen | Analyst

### PROJECT ROLE: Analyst

Connor is excited to use his background in economics and statistics to help communities discover their strengths and learn what makes their region tick. In addition to his Master of Science degree in Applied Economics and Bachelor of Science degree in Business Economics, Connor received additional training in marketing and statistical analysis through his undergraduate minor studies.

Prior to joining Camoin Associates, Connor spent two years in higher education where he worked on a broad range of economic analysis projects, from analyzing consumer demand and firm investment decisions to modeling regional economic development and providing theoretical analysis in sports economics and contest success functions. Connor is enthusiastic about economic development and passionate about using data to unveil new opportunities and solve challenging problems.

### FEATURED PROJECTS

**Economic and Fiscal Impact of the Film Industry | Nassau County IDA | New York |** Connor worked as an analyst on the most recent economic and fiscal impact study of Nassau County's film industry. Connor's work built upon the two previous film industry impact studies that Camoin completed for the IDA and provided the County with clear insight into new developments and impacts of this important industry.

**Economic Resiliency Strategy | Town of Stonington, ME |** Connor served as an analyst, providing the data profile and identifying strategies to aid the Town of Stonington in building a more resilient economy in the face of threats from sea level rise, federal regulations on lobstering and fishing, and challenges related to developing a more robust and sustainable year-round economy.

**Various Economic and Fiscal Impact Studies | Nassau County IDA |** Connor has been working with the Nassau County IDA on various projects, providing analysis of the economic and fiscal impact on major projects that the IDA has considered for inducement during that time period. The projects have spanned the gambit of industrial, commercial, retail, institutional, residential, and non-profit uses.

**JOINED CAMOIN: 2022**

**YEARS OF EXPERIENCE: 3+**

#### EXPERTISE

- Economic and fiscal impact analysis
- Workforce analysis
- Market data analysis
- Economic development analysis
- Statistical modelling

#### CAREER EXPERIENCE

- Research Analyst, University of Idaho
- Teaching Assistant, University of Idaho

#### EDUCATION

- Master of Science in Applied Economics, University of Idaho
- Bachelor of Science in Business Economics, University of Idaho

# WHAT WE DO



## OUR BACKGROUND

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improving the economic well-being of communities. Along the way, we've completed over 1,800 projects in 46 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Our work has been featured in news articles and broadcasts produced by highly respected national media outlets including the *Wall Street Journal*, National Public Radio (NPR), and CNBC. Today we are 24 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.



## OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. Along the way, we become your trusted adviser as we work together to answer perplexing questions and break through the obstacles that stand in your way.



## OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities, and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.



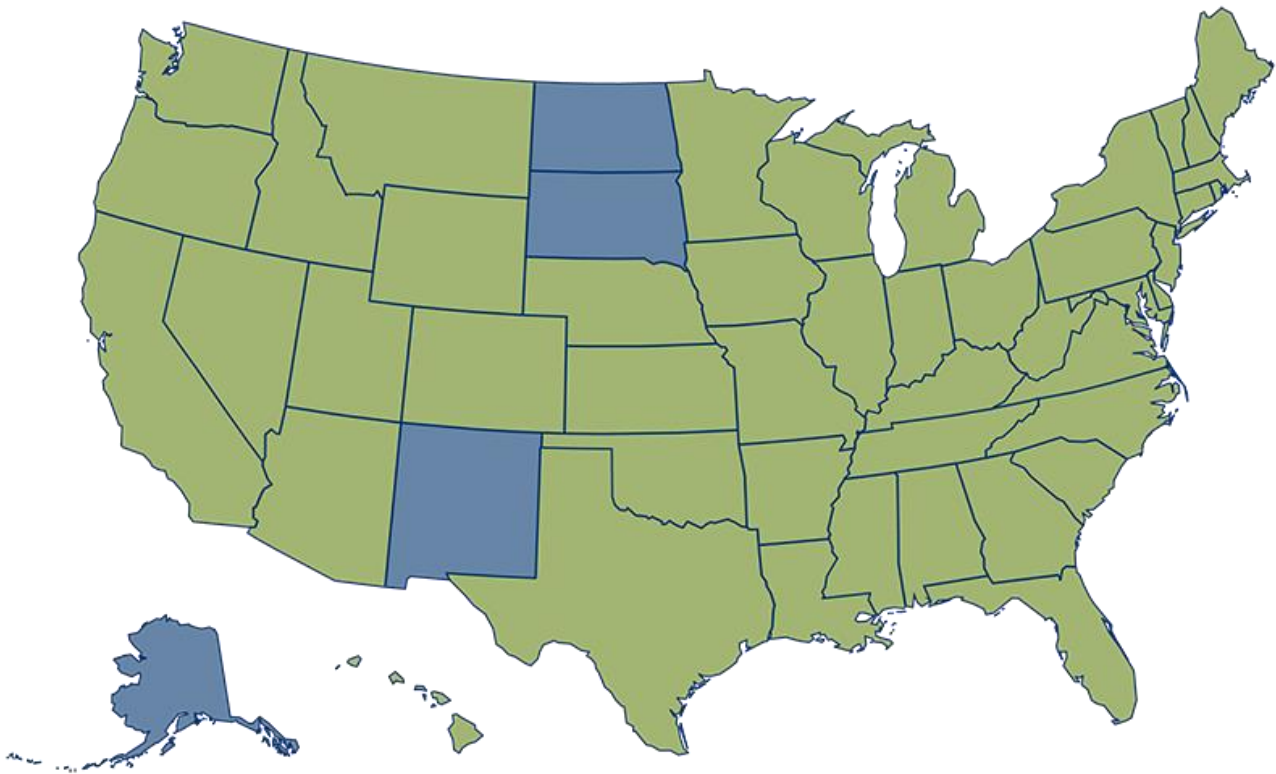
- Strategic and organizational planning
- Industry and workforce analytics
- Economic and fiscal impact analysis
- Real estate development services
- Lead generation and business relationships
- Entrepreneurship and innovation

**Economic development is a process that requires a comprehensive understanding and unique approach for advancing economic prosperity—that's what we do.**



# PROJECT EXPERIENCE

Since 1999, Camoin Associates has completed over 1,800 projects in 46 states and the US Virgin Islands. The following projects, each completed on time and within budget, show our expertise in strategic planning, entrepreneurship growth strategies, and organizational management. Additional project profiles can be found on our website, [www.camoinassociates.com](http://www.camoinassociates.com).





# Albany County Strategic Plan

*Albany, NY*

**THE CHALLENGE** | As the State Capital and home to a state-of-the-art healthcare system and world-class educational institutions, Albany County benefits from a stable, consistent economic base. Yet, the challenges that existed included the County's ability to attract professional talent and retain young people to support future economic growth, a lack of strong identity and overall negative image, aging infrastructure, and a disconnected economic development system lacking strong leadership and clear, well-defined roles and responsibilities. These challenges placed Albany County at a disadvantage in attracting private investment, business, and talent attraction, along with retaining businesses within the county.

**THE SOLUTION** | Albany County hired Camoin Associates, in partnership with Bergmann, to conduct a strategic plan to enhance the quality of life and accelerate economic growth throughout Albany County. Camoin Associates identified projects and initiatives within four main goal areas: (1) Fill the leadership gap and align regional resources, 2) Target investments around catalytic projects and critical infrastructure (3) Nurture, retain, and attract top talent around growth sectors, and (4) Transform Albany County's image.

**THE IMPACT** | The Strategic Plan prepared the County with projects and initiatives to become the "need to be" and "want to be" location for companies to locate and prosper. The County Executive subsequently retained Camoin Associates to provide leadership to implement the Strategic Plan, including the formation of a new development authority, Advance Albany County Alliance.

The Alliance team hit the ground running, and the NYS Economic Development Council awarded it 2023 Project of the Year for its work with Plug Power.

## CLIENT

Albany County, NY

## SERVICES

- Economic Profile
- Infrastructure and Land Use Analysis
- Organizational Structure
- Implementation Strategy



## Rhode Island BIPOC Small Business Ecosystem Assessment State of Rhode Island

**THE CHALLENGE |** For much of its history, Rhode Island has been a challenging place for Black Indigenous People of Color (BIPOC) entrepreneurs. For a variety of reasons, the state's BIPOC residents have faced significant hurdles in starting, managing, and growing new business ventures. And, as elsewhere across the country, these challenging circumstances have been worsened as a result of the coronavirus pandemic.

**THE SOLUTION |** In an effort to better understand these business trends, the Rhode Island Foundation and Rhode Island Commerce contracted with Camoin Associates and EntreWorks Consulting to undertake a research project focused on building more inclusive, resilient, and successful entrepreneur ecosystems that provide world-class services and support to the state's BIPOC business owners and aspiring entrepreneurs.

**THE IMPACT |** The image above is from the March 2022 launch of the strategy, where representatives from the steering committee, Rhode Island Foundation, and Rhode Island Commerce released the report and committed to moving immediately on the Action Plan.

Step one, which is ongoing, involves supporting and convening key stakeholders working with BIPOC businesses across Rhode Island. This effort is engaging and building upon the new, emerging coalition brought together, with support of SEG, around the new SBA-backed Community Navigator Pilot Program.

**REAL RESULTS |** After this work, SkillsRI was awarded a \$4 million grant from the EDA to establish a [Small Business Resource Hub](#). Camoin advised and helped coordinate the successful application.

### CLIENTS

Rhode Island Foundation  
Rhode Island Commerce

### SERVICES

- Steering Committee Facilitation
- RI BIPOC Small Business Ecosystem Assessment
  - Data Analysis
  - Interviews & Focus Groups
  - SWOT
- Case Studies of Benchmark Communities
- Strategic Plan
- Action Plan Matrix

The full report can be downloaded here:

<https://rifoundation.org/news/rhode-island-bipoc-small-business-ecosystem-assessment>



# Market Analysis and Development Strategy

## Village of Ardsley, NY

**THE CHALLENGE** | The Village of Ardsley in Westchester County is known as an attractive bedroom community for New York City and other commuting professionals. However, its downtown commercial areas have struggled, and the village was lacking a vision and plan for economic development and revitalizing properties in the downtown business district.

**THE SOLUTION** | Camoin Associates prepared a market analysis and development strategy to identify economic and development opportunities, as well as the constraints and barriers that have prevented those opportunities from being realized in the community.

Based on the outcome of the analysis, Camoin Associates recommended the Village focus on four key areas: age 55+ market-rate housing, health care services, sports and fitness, and dining and entertainment. To help shape the vision and generate momentum, Camoin Associates prepared conceptual site designs for three strategic properties that were then used to create marketing brochures to attract private investment.

## CLIENT

Village of Ardsley, NY

## SERVICES

- Real Estate Market Analysis, Housing and Commercial
- Economic Opportunity Analysis
- Development Strategies and Action Tasks
- Opportunity Site Identification
- Development Concept Designs
- Marketing and Communications Audit
- Property and Community Marketing Brochures







# Economic Development Strategy

## City of Powell, OH

**THE CHALLENGE |** The City of Powell is a suburb of the Columbus, OH, metro area. The city has experienced substantial population growth over the last decade, driven by a strong market in Central Ohio.

Historically, the city has been a bedroom community of the metro region situated near some of the region's biggest entertainment draws including the Columbus Zoo. Yet, Powell has its own notable commercial and service sector, including a historic downtown with a well-established food and beverage scene that continues to see new offerings. With positive market forces at Powell's door, it is imperative that Powell grow at a rate and scale that is authentic to the character of the community while also progressing overall service offerings and supporting a fiscally sound City budget.

**THE SOLUTION |** The Powell Development Corporation (PDC) retained Camoin Associates to develop the city's first-ever economic development strategy, along with an organizational assessment that would help the PDC grow its capacity and portfolio offerings. Camoin Associates analyzed how Powell's market opportunities fit within the larger context of the metropolitan region, including the significant investments occurring in and around the city. This includes a \$133.9 million investment by Ohio State University in Powell for a 251,000-square-foot outpatient care center, which will be the largest single economic development project in the city's history. Powell is also close to Intel's mega site in New Albany, where thousands of new jobs and additional ripple effects are expected in the coming years.

**THE IMPACT |** On-the-ground conversations facilitated by Camoin Associates have fueled spirited discussions among City staff, the business community, and residents. These conversations have brought to light an honest assessment of where the PDC and the City may need to adjust and evolve to prepare for market opportunities.

Camoin Associates developed an action plan matrix that establishes near-term priorities that will enable the PDC to accomplish more in the coming years. The City also hired a full-time economic and community development staff member who is proactively managing development in Powell.

## CLIENT

Powell Development Corporation

## SERVICES

- Economic baseline assessment
- Real estate market analysis
- Business engagement
- Strategy development
- Organizational assessment of economic development partners



# *City of Coral Springs Economic Development Strategic Plan*

## **Coral Springs, FL**

**THE CHALLENGE** | Coral Springs is a suburban community pursuing an economic development strategy that will prepare them to adapt to current and future market trends. Because the city is 98% developed, economic development efforts lean toward strategies that enable growth through business expansion and redevelopment. With no established city center, the City took the step of designating a Downtown Mixed Used District to foster the creation of a downtown that will entice new investment and establishments for residents to eat, drink, shop, and be entertained. With regulatory guidelines in place, a clear roadmap for desired development is critical to accomplishing the city's vision.

**THE SOLUTION** | After several rounds of on-site and digital engagement with the business community and residents it became clear that the success of Coral Springs' economic development efforts came down to a two-pronged approach – 1) a data-based system that will strategically inform the city's policies and actions and 2) a concerted effort across all city departments to re-evaluate how services are delivered across the city. Improving the communication tactics of the economic development office was also critical to actively communicate ongoing improvements and developments within the city.

**THE IMPACT** | The Economic Development Strategic Plan was unanimously approved by the City Commission in December 2018. By the close out of the planning process, several inter-departmental initiatives to improve regulatory processes were already underway or completed. Shortly after the project, the City reengaged Camoin Associates to provide an economic impact analysis for one of the last developable parcels in the city and evaluate whether it met the stated goals of the Economic Development Strategic Plan.

### **CLIENT**

- City of Coral Springs, FL

### **SERVICES**

- Strategic Planning
- Real Estate Market Analysis
- Stakeholder Interviews
- Public Engagement
- Business Survey

### **FOLLOW UP SERVICES**

- Economic Impact Analysis

### Select Public Sector Client 2019-2024

Project	Client	Year Completed
Industry Analysis	Maine Technology Institute	3/1/2024
Regional Economic Development Strategies - Central NY	Empire State Development	2/8/2024
Regional Economic Development Strategies - North Country	Empire State Development	2/8/2024
Domestic Trade Baseline Study	Maine Department Of Economic Community Development	11/30/2023
CEDS	Capitol Region Council of Governments (CROG)	10/26/2023
Strategic Plan Development	Stark Tuscarawas Workforce Development Board	10/6/2023
Workforce System Resource Scan	Rochester Works!	7/26/2023
Economic Development Plan	City of Powell	6/1/2023
Economic Development Strategic Plan	Town of Foster, RI	5/15/2023
Unified Economic Development Plan	State of Utah	5/15/2023
Life Science Industry Assessment and Strategy	State of New Hampshire	5/15/2023
Wind Energy Workforce Assessment	City of Atlantic City	5/11/2023
Broadband Workforce Development Market Analysis	Maine Connectivity Authority	5/1/2023
Ongoing Data Analysis	Radius Indiana	4/25/2023
Economic Resiliency Plan	Town of Stonington, ME	3/14/2023
Business Recruitment and Expansion Strategy	State of New Hampshire	3/14/2023
MedTech Strategy	Lansing Economic Area Partnership	3/14/2023
Regional Workforce Plans	Empire State Development	3/14/2023
Workforce and Economic Diversification Assessment and Action Plan Matrix	Town of North Haven ME	2/7/2023
Market and Economic Analysis and Strategy	FocusMaine	12/5/2022
Greenway Organizational Development	Chautauqua Region Economic Development Corporation	12/5/2022
Organizational Planning Services	Economic Development Foundation of Rhode Island	10/11/2022
Topsham Commercial Corridor Market Analysis	Topsham Development Inc.	9/22/2022
Downtown Market Analysis	Village of Sherman	8/15/2022
Strategic Plan - Phase 1	Franklin County Industrial Development Corporation	8/14/2022
Economic Development Market Feasibility Study Phase 3: Incentive Review	City of North Port FL	8/13/2022
Economic Opportunity Analysis and Strategies	Loudoun County Department Of Economic Development	6/13/2022
Tri-County (Greater Lansing, MI) Region Recovery and Resiliency Strategy	Tri-County Regional Planning Commission	5/10/2022
Regional Analysis and Outdoor Recreation	Southern Maine Planning and Development Commission	5/10/2022



<b>Talent Supply and Industry Sector Analysis and Strategic Action Plan Review and Validation</b>	Lehigh Valley Economic Development Corporation	5/10/2022
<b>Economic Development Market Feasibility Study Phase 2: Competitive Analysis</b>	City of North Port FL	5/9/2022
<b>Comprehensive Economic Resiliency Strategy</b>	Northern Maine Development Commission	4/5/2022
<b>Economic Sustainability Plan</b>	New Jersey Highlands Council	2/4/2022
<b>Economic Development Strategic Plan</b>	MetroHartford Alliance	1/5/2022
<b>Hyannis Downtown Action Plan</b>	MassDevelopment	1/5/2022
<b>2021 CEDS Update</b>	Jefferson County, NY	11/9/2021
<b>Tourism Assessment</b>	1000 Islands Intl Tourism Council	11/9/2021
<b>Economic Development and Marketing Plan</b>	Nassau County, NY	8/18/2021
<b>Construction Workforce Analysis</b>	Westchester County Economic Development	6/11/2021
<b>Vision 2040 Plan</b>	Virgin Islands Economic Development Authority	6/9/2021
<b>Strategic Plan Update</b>	Greene County, NY	4/9/2021
<b>Economic Development Plan Update</b>	City of New Albany, OH	4/9/2021
<b>BRE Services</b>	City of Westbrook, ME	12/31/2020
<b>Organizational Plan</b>	Northern Chautauqua Community Foundation	12/31/2020
<b>Economic Development Strategic Plan -CREDC</b>	Chautauqua County IDA	12/31/2020
<b>Economic Recovery and Development Strategy</b>	Hampton Township, MI	12/31/2020
<b>Organizational &amp; Strategic Plan 2020</b>	EDC Warren County, NY	12/31/2020
<b>Real Estate/Industrial Asset Analysis</b>	Tazewell County	12/31/2020
<b>Strategic Plan for Downtown Rutland</b>	City of Rutland Redevelopment Authority	12/31/2020
<b>Economic Development Training</b>	Maine Development Foundation	12/31/2019
<b>Organizational Plan Update</b>	Beaufort County Economic Development Corporation	12/31/2019
<b>Rural ESHIP Action Plan</b>	Central Virginia Partnership for Economic Development	12/31/2019
<b>Additional Work</b>	City of Coral Springs	12/31/2019
<b>Additional Work - Housing Strategies</b>	Town of Provincetown, MA	12/31/2019
<b>Economic Development and Marketing Strategy</b>	City of Berlin, NH	12/31/2019
<b>Economic Development Strategic Planning</b>	Albany County, NY IDA	12/31/2019
<b>ED Services</b>	Town of Provincetown, MA	12/31/2019
<b>Poultney Retail Analysis Additional Work</b>	Rutland Regional Planning Commission	12/31/2019
<b>Southern Vermont Comprehensive Economic Development Strategy</b>	Brattleboro Development Credit Corporation	12/31/2019
<b>Strategic Plan</b>	City of Coral Springs	12/31/2019
<b>Study 2 - City of Eastport</b>	Eastern Maine Development Corporation	12/31/2019



# FORMS

## SECTION VI ORGANIZATION OF FIRM

Please fill out the applicable section:

### **A. Corporation:**

The Contractor is a corporation, legally named Camoin Associates, Inc and is organized and existing in good standing under the laws of the State of New York. The full names of its Officers are:

President Robert Camoin

Secretary Tom Dworetsky

Treasurer Robert Camoin

Registered Agent Name and Address: N/A

The corporation has a corporate seal. (In the event that this Proposal is executed by a person other than the President, attach hereto a certified copy of that section of Corporate By-Laws or other authorization by the Corporation that permits the person to execute the offer for the corporation.)

### **B. Sole Proprietor:**

The Contractor is a Sole Proprietor. If the Contractor does business under an Assumed Name, the

Assumed Name is \_\_\_\_\_, which is registered with the Cook County Clerk. The Contractor is otherwise in compliance with the Assumed Business Name Act, 805 ILCS 405/0.01, et. seq.

### **C. Partnership:**

The Contractor is a Partnership which operates under the name \_\_\_\_\_

The following are the names, addresses and signatures of all partners:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature

\_\_\_\_\_

Signature

(Attach additional sheets if necessary.) If so, check here \_\_\_\_\_.

If the partnership does business under an assumed name, the assumed name must be registered with the Cook County Clerk and the partnership is otherwise in compliance with the Assumed Business Name Act, 805 ILCS 405/0.01, et. seq.

**D. Affiliates:** The name and address of any affiliated entity of the business, including a description of the affiliation: \_\_\_\_\_

\_\_\_\_\_  
Signature of Owner

[THIS SPACE LEFT INTENTIONALLY BLANK]

**SECTION VII**  
**COMPLIANCE AFFIDAVIT**

I, Robert Camoin, (Print Name) being first duly sworn on oath depose and state:

1. I am the (title) President and CEO of the Proposing Firm and am authorized to make the statements contained in this affidavit on behalf of the firm;
2. I have examined and carefully prepared this Proposal based on the request and have verified the facts contained in the Proposal in detail before submitting it;
3. The Proposing Firm is organized as indicated above on the form entitled "Organization of Proposing Firm."
4. I authorize the Village of Oak Park to verify the Firm's business references and credit at its option;
5. Neither the Proposing Firm nor its affiliates<sup>1</sup> are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 related to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to "Proposing Requirements."
6. The Proposing Firm has completed the M/W/DBE status indicated below on the form entitled "EEO Report."
7. Neither the Proposing Firm nor its affiliates are barred from enter into an agreement with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Proposing Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the agreement and allows the Village of Oak Park to recover all amounts paid to the Proposing Firm under the agreement in civil action.
8. I am familiar with Section 13-312 through 13-3-4 of the Oak Park Village Code relating to Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference. **Also complete the attached EEO Report or Submit an EEO-1.**
9. I certify that the Firm is in compliance with the Drug Free Workplace Act, 41 U.S.C.A, 702

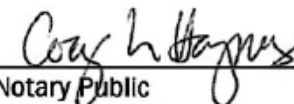
<sup>1</sup> Affiliates means: (i) any subsidiary or parent of the agreeing business entity, (ii) any member of the same unitary business group; (iii) any person with any ownership interest or distributive share of the agreeing business entity in excess of 7.5%; (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the agreeing business entity.

Signature: 

Name and address of Business: Camoin Associates, Inc

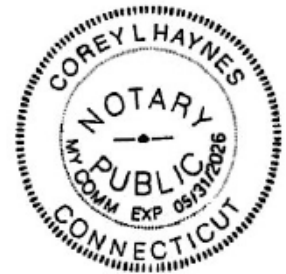
Telephone 518-899-2608 E-Mail rcamoin@camoinassociates.com

Subscribed to and sworn before me this 2 day of May, 2024.

  
Notary Public

- Notary Public Seal -

[THIS SPACE LEFT INTENTIONALLY BLANK]





## EEO REPORT

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. An incomplete form will disqualify your Proposal.

**An EEO-1 Report may be submitted in lieu of this report**

Contractor Name Camoin Associates, Inc  
Total Employees 23

Job Category	Total # of Empl.	Total Males	Total Females	Black	Males				Females				Total Minorities
					Hispanic	American Indian	Alaskan Native	Asian & Pacific Islander	Hispanic	American Indian	Alaskan Native	Asian & Pacific Islander	
Officials & Managers	4	3	1										
Professionals	16	7	9										
Technicians													
Sales Workers	2	1	1	1									1
Office & Clerical	1		1										
Semi-Skilled													
Laborers													
Service Workers													
Management Trainees													
Apprentices													

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal may disqualify you from consideration.

Robert J. Camoin, being first duly sworn, deposes and says that he/she is

(Name of Person Making Affidavit)

President & CEO of Camoin Associates, Inc and that the above EEO

(Title or Officer)

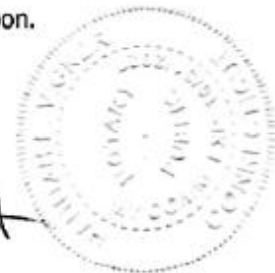
Report is true and accurate and is submitted with the intent that it be relied upon.

[Signature]  
(Signature)

5/3/2024  
(Date)



[Signature]  
5/3/24




**SECTION VIII**  
**M/W/DBE STATUS AND EEO REPORT**

Failure to respond truthfully to any questions on this form, failure to complete the form or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal.

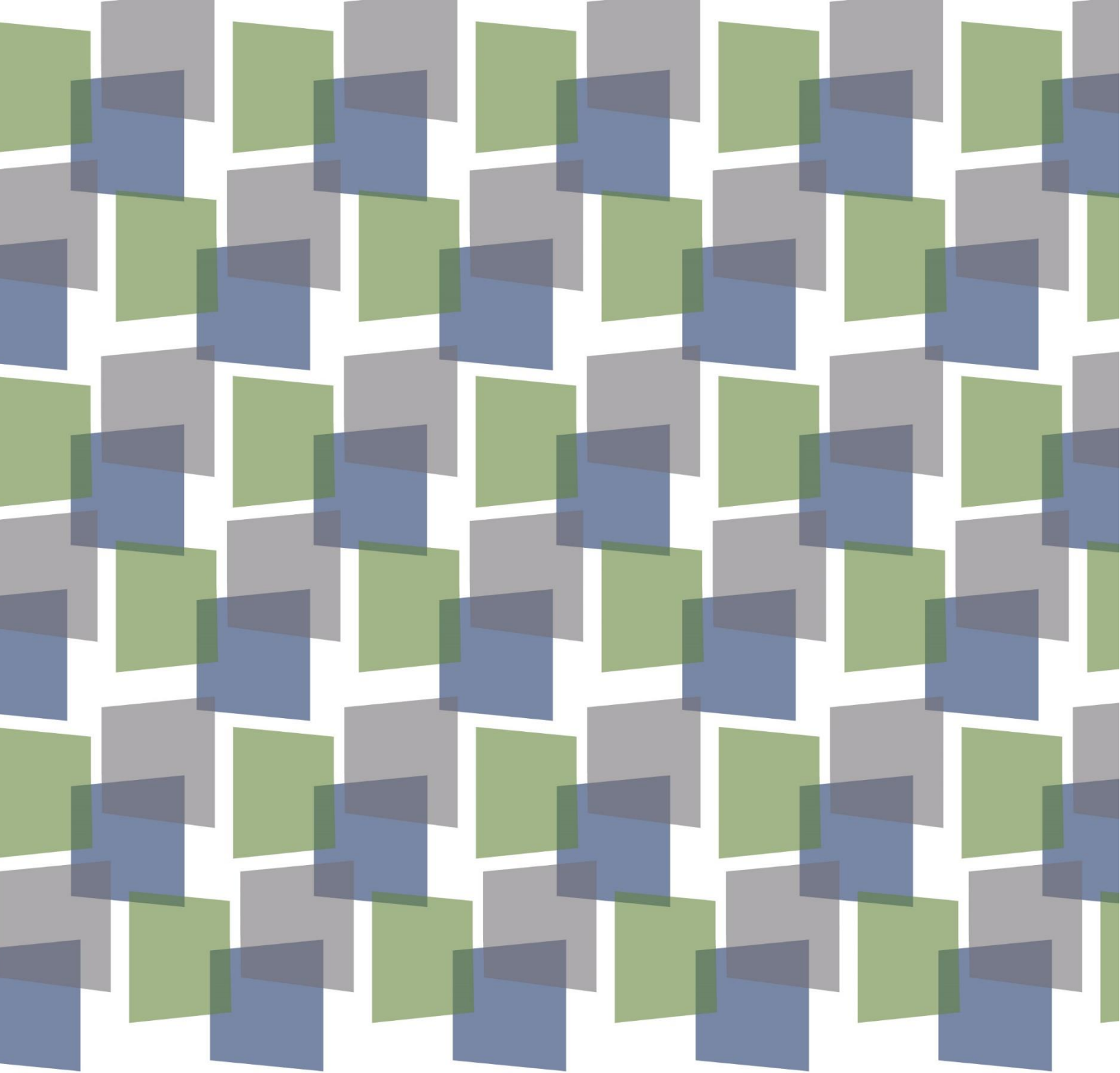
1. Contractor Name: Camoin Associates, Inc
2. Check here if your firm is:
  - ☐ Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
  - ☐ Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
  - ☐ Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
  - ☒ None of the above

[Submit copies of any M/W/DBE certifications]

3. What is the size of the firm's current stable work force?  
23                      Number of full-time employees  
\_\_\_\_\_                      Number of part-time employees
4. Similar information will be requested of all sub-contractors performing work pursuant to the applicable agreement. Forms will be furnished to the lowest responsible contractor with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature:  Robert Camoin (Apr 30, 2024 10:03 EDT)

Date: 04/30/2024



[www.camoinassociates.com](http://www.camoinassociates.com)