Steuben County Industrial Development Agency
7234 Route 54 North
PO Box 393
Bath, NY 14810

Board Meeting Notice

December 12, 2024

Steuben County Industrial Development Agency will hold a Board Meeting at 12:05 pm on December 12, 2024. The meeting is open to the public and those wishing to view the meeting as it is held may do so by visiting:

https://us02web.zoom.us/j/89974187032?pwd=mfAuDMOImPAAPOYXLDnzXD0tZKzDRg.1

Sincerely,

Dean Strobel
Board Chair

Steuben County Industrial Development Agency
Regular Meeting of the Board of Directors
Agenda
December 12, 2024, 12:00 pm

1.	Call to Order – Quorum present	Strobel
2.	Secretary's Report – October 24, 2024 minutes	Davidson
3.	Treasurer's Report – October/November financials	Russo
	a) Five Star $1.2 million CD ratification	Johnson
4.	New Business:	
	a) Nomination of Officers	Johnson
	b) Ratification of Rail Study Investment	Johnson
5.	Old Business:	
	a) McFarland Johnson FEMA Contract	Johnson
	b) CRISI Award Authorization	Johnson
	c) Clean Tech Strategy	Johnson
6.	Adjournment	Strobel

Steuben County Industrial Development Agency
Board of Director's Meeting Minutes
October 24, 2024

I. **Call To Order:** The Regular Meeting of the Steuben County Industrial Development Agency (IDA) was called to order at 12:01pm by Dean Strobel, Chairman, who noted that a quorum was present.

Present:	Dean Strobel	Chairman
	Kelly Fitzpatrick	Vice Chair
	Tony Russo	Treasurer
	Mark Alger	Member
	Michelle Caulfield	Member
	Sarah Creath	Member
	Mike Davidson	Secretary
	James Johnson	Executive Director
	Jill Staats	Deputy Director
	Matt Bull	Dir. of Community and Infrastructure Dev.
	Russ Gaenzle	IDA Counsel
	Kelly Hortman	IDA Administrative Assistant
Guests:	Kamala Keeley	Three Rivers Development

II. **Secretary's Report:** Davidson presented September 26, 2024, meeting minutes. A motion to approve them as presented in the board packet made by Alger and seconded by Creath. All voted in favor and the motion passed.

III. **Treasurer's Report:** Russo presented the September 2024 financials. Administrative revenue is still behind budget for the year however the Baron Wind Phase II project is expected to close next Friday, 11/1/2024, resulting in a payment of $1,015,333 in administrative fees, and then half million in years two and three. All other items are in line with or below budget. A motion to approve the financial statements as presented was made by Alger and seconded by Fitzpatrick. All voted in favor and the motion passed.

Johnson presented the annual budget for 2025 as documented in the board packet. Johnson reviewed expected administrative fees from projects and went through expected significant changes in the budget from the current year. The budget as presented would result in a $157,855 profit for the year. A motion to approve the 2025 budget was made by Davidson and seconded by Alger. All voted in favor and the motion passed.

IV. **New Business:**

a) **McFarland Johnson Contract** – Johnson reviewed the proposal for NY State Route 54 Industrial Site Analysis as presented in the Board packet. Johnson, Staats and Alger had interviews with McFarland and Labella for the work and McFarland Johnson was selected due to their approach and experience. A motion to allow the Executive Director to enter a contract with McFarland Johnson, subject to attorney review, was made by Creath and seconded by Russo. All voted in favor and the motion passed.

b) **NYEDC Competitiveness Project** – Johnson reviewed the project proposal as presented in the Board Packet for a joint Business Council and Economic Development Council study to review how to make New York State competitive for business. A contribution for this project was discussed and $5000.00 was proposed. A motion for approval was made by Alger and seconded by Caulfield. All voted in favor and the motion passed.

V. **Old Business:**

a) **JA Palmer, LLC –** Bull reviewed the Public Hearing that took place in Wayland on 10/23/2024 for the project. A Final Resolution was presented in the Board Packet. A motion was made by Alger, seconded by Fitzpatrick, to approve benefits for the project. All voted in favor and the motion passed.

b) **B&H Rail line FEMA Update-** Johnson reviewed the application submitted to FEMA for financial assistance for the railroad bridge damage caused by Tropical Storm Debby. Further follow-up with FEMA is expected to determine project eligibility.

VI. **Project Updates**:

a) **Clean Tech**- Johnson discussed coordination with Broome County for the Newmark final strategy presentation. Presentation with Stakeholders will be held on December 4th and 5th; a formal invitation will come out in November

b) **Restore Projects-** Johnson reviewed the Restore NY projects that have been awarded funding. The Wayland project is going well, with construction expected to start in November.

The sale of the Dana Lyon building is expected to close on November 15, 2024, and to start selective demolition immediately. A lease with Save the Lyon is still needed by both Providence and IDA. This has been communicated to them and the organization is working on it.

Another round of Restore NY awards has been announced. Urbana-Hammondsport and the Curtiss School have sent out an intent to apply letter.

c) **NY Forward-** Johnson discussed NY Forward update for Urbana/Hammondsport, working through the Strategic Investment Plan on the project list. Their planning committee is working on reviewing the list of projects to be ready for advancement. The Planning Committee will be meeting next Tuesday to approve projects to be submitted to the State.

VII. Annual Meeting – Johnson discussed with members the options for a final board meeting of the year, noting that the November meeting is usually skipped in favor of an early December meeting. Board members agreed and decided to hold the meeting on December 12 at noon.

VIII. Adjournment: Davidson made a motion to adjourn the meeting at 12:46 pm, which was seconded by Alger. All voted in favor and the motion passed.

Respectfully submitted,

Mike Davidson
Secretary

Statement of Activity - MTD and YTD by Department
Steuben County Industrial Development Agency
For 10/31/2024

SCIDA

	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
Income				
Administrative Income				
10.2140.100.00 Administrative Income	0.00	446,325.00	1,273,000.00	(826,675.00)
Total Administrative Income	0.00	446,325.00	1,273,000.00	(826,675.00)
Business Development Income				
10.2710.100.00 Business Development Support Income	0.00	130,000.00	130,000.00	0.00
Total Business Development Income	0.00	130,000.00	130,000.00	0.00
Other Income				
10.2815.100.00 Grant Income Site Developement	0.00	0.00	100,000.00	(100,000.00)
10.2870.100.00 Miscellaneous Income	0.00	18.00	2,000.00	(1,982.00)
10.2891.100.00 Interest Income	2,034.04	99,008.33	15,000.00	84,008.33
Total Other Income	2,034.04	99,026.33	117,000.00	(17,973.67)
Total Income	**2,034.04**	**675,351.33**	**1,520,000.00**	**(844,648.67)**
Expenses				
Office Expenses				
10.6125.400.00 Continuing Education Expense	0.00	400.00	5,000.00	4,600.00
10.6130.400.00 Dues & Subscriptions Expense	1,455.48	9,366.37	9,200.00	(166.37)
10.6140.400.00 Miscellaneous Expense	100.00	100.00	3,200.00	3,100.00
10.6150.400.00 Postage & Delivery Expense	0.00	479.56	3,000.00	2,520.44
10.6155.400.00 Cleaning Expense	230.00	2,300.00	2,850.00	550.00
10.6160.400.00 Copier Expense	328.54	2,296.92	2,500.00	203.08
10.6165.400.00 Office Supplies Expense	66.91	1,776.38	6,000.00	4,223.62
10.6170.400.00 Payroll Fees Expense	0.00	1,059.02	3,500.00	2,440.98
Total Office Expenses	2,180.93	17,778.25	35,250.00	17,471.75
Professional Services Expense				
10.6200.400.00 Legal Services Expense	0.00	0.00	5,500.00	5,500.00
10.6205.400.00 Maintenance Expense	400.00	7,986.10	50,000.00	42,013.90
10.6210.400.00 Accounting Expense	2,910.91	36,648.19	11,495.00	(25,153.19)
10.6215.400.00 Manufacturing Day Video & Event Expense	0.00	2,000.00	3,603.00	1,603.00
10.6220.400.00 Consulting Expense	0.00	0.00	15,000.00	15,000.00
Total Professional Services Expenses	3,310.91	46,634.29	85,598.00	38,963.71
Salaries & Wages Expense				
10.6560.400.00 Payroll Expenses	30,420.88	306,247.70	433,051.00	126,803.30
10.6561.400.00 Payroll Taxes Expense	2,358.16	23,828.03	38,000.00	14,171.97
10.6599.400.00 Retirement (ERS) Expense	0.00	0.00	45,000.00	45,000.00
Total Salaries & Wages Expenses	32,779.04	330,075.73	516,051.00	185,975.27
Administrative Expenses				
10.6625.400.00 Technology Upgrades Expense	3,758.01	11,404.32	7,000.00	(4,404.32)
10.6635.400.00 Community Engagement	0.00	0.00	6,500.00	6,500.00
10.6645.400.00 Marketing Expense	0.00	3,920.02	25,000.00	21,079.98

Statement of Activity - MTD and YTD by Department
Steuben County Industrial Development Agency
For 10/31/2024

SCIDA

	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
Total Administrative Expenses	3,758.01	15,324.34	38,500.00	23,175.66
Utility Expenses				
10.6650.400.00 Internet Access Expense	0.00	0.00	780.00	780.00
10.6655.400.00 Telephone Expense	193.21	2,964.57	3,900.00	935.43
10.6660.400.00 Utilities Expense	288.42	2,472.29	4,500.00	2,027.71
10.6665.400.00 Refuse Expense	35.00	315.00	450.00	135.00
Total Utility Expenses	516.63	5,751.86	9,630.00	3,878.14
Travel Expenses				
10.6700.400.00 Travel & Entertainment Expense	177.88	1,856.58	8,000.00	6,143.42
10.6705.400.00 Community Engagement	0.00	610.58	0.00	(610.58)
10.6710.400.00 Conferences Expense	2,999.00	8,733.07	8,500.00	(233.07)
Total Travel Expenses	3,176.88	11,200.23	16,500.00	5,299.77
Insurance Expense				
10.6810.400.00 Health Insurance Expense	4,879.34	50,808.78	71,200.00	20,391.22
10.6815.400.00 Dental Insurance Expense	0.00	2,010.95	2,305.00	294.05
10.6820.400.00 Vehicle Allowance Expense	929.04	9,847.84	11,706.00	1,858.16
10.6825.400.00 Liability Insurance Expense	0.00	14,617.89	10,300.00	(4,317.89)
10.6830.400.00 Disability Insurance Expense	0.00	1,670.05	2,200.00	529.95
10.6835.400.00 Life Insurance Expense	0.00	1,254.99	1,390.00	135.01
10.6840.400.00 Workers' Compensation Insurance Expense	0.00	(1,080.00)	3,050.00	4,130.00
Total Insurance Expense	5,808.38	79,130.50	102,151.00	23,020.50
Infrastructure Expense				
10.6905.400.00 Project Costs Expense	369.92	6,468.78	25,000.00	18,531.22
10.6915.400.00 Site Development Expense	0.00	55,000.00	200,000.00	145,000.00
Total Infrastructure Expense	369.92	61,468.78	225,000.00	163,531.22
Other Expenses				
Total Expenses	**51,900.70**	**567,363.98**	**1,028,680.00**	**461,316.02**
Excess Revenue Over (Under) Expenses	**(49,866.66)**	**107,987.35**	**491,320.00**	**(383,332.65)**

Statement of Financial Position by Fund with Comparison to Prior Year End
Steuben County Industrial Development Agency
For 10/31/2024

SCIDA

	This Year	Last Year	Change
Assets			
Current Assets			
10.0200.020.00 SCIDA Checking xx3375 - Five Star Bank	1,024,073.64	1,515,249.37	(491,175.73)
10.0205.020.00 SCIDA Escrow Acct xx9305	123,075.54	0.00	123,075.54
10.0209.020.00 SCIDA Project Account xx1901	12,316.16	12,316.16	0.00
10.0210.020.00 Petty Cash	100.00	100.00	0.00
10.0215.020.00 Chemung Canal Trust Company	984,242.42	1,470,684.36	(486,441.94)
10.0220.020.00 SCIDA Five Star CD xx6885	0.00	1,009,500.00	(1,009,500.00)
10.0221.020.00 SCIDA Five Star CD xx5244	643,251.81	612,700.71	30,551.10
10.0222.020.00 SCIDA Chemung CD	505,818.50	0.00	505,818.50
10.0223.020.00 SCIDA Five Star CD xx4101	1,556,570.36	0.00	1,556,570.36
10.0240.020.00 Prepaid Expenses	11,091.73	11,091.73	0.00
Total Current Assets	4,860,540.16	4,631,642.33	228,897.83
Non-Current Assets			
10.0199.030.00 Deferred Outflows of Resources	196,236.00	196,236.00	0.00
Total Non-Current Assets	196,236.00	196,236.00	0.00
Fixed Assets			
Land			
10.0100.010.00 Land - B&W Railroad	380,250.00	380,250.00	0.00
10.0102.010.00 B&H Railroad	102,653.00	102,653.00	0.00
10.0104.010.00 Engine House - Livonia	100,000.00	100,000.00	0.00
10.0106.010.00 Land - Railroad	39,979.00	39,979.00	0.00
10.0108.010.00 Land - Scudder Property	226,735.76	226,735.76	0.00
Total Land	849,617.76	849,617.76	0.00
Buildings			
10.0120.010.00 Building - Office	161,544.00	161,544.00	0.00
10.0122.010.00 B&W Railroad	380,250.00	380,250.00	0.00
10.0124.010.00 Building Improvements	54,260.00	54,260.00	0.00
10.0126.010.00 B&H Railroad	922,522.80	922,522.80	0.00
Total Buildings	1,518,576.80	1,518,576.80	0.00
Equipment			
10.0140.010.00 B&H Railroad Equipment	14,250.00	14,250.00	0.00
10.0145.010.00 Office Equipment	33,968.35	33,968.35	0.00
Total Equipment	48,218.35	48,218.35	0.00
Goodwill			
10.0175.010.00 Website Design	30,000.00	30,000.00	0.00
Total Goodwill	30,000.00	30,000.00	0.00
Depreciation			
10.0180.010.00 Accumulated Depreciation	(1,002,297.13)	(1,002,297.13)	0.00
10.0185.010.00 Accumulated Amortization	(30,000.00)	(30,000.00)	0.00
Total Depreciation	(1,032,297.13)	(1,032,297.13)	0.00
Total Assets	**6,470,891.94**	**6,241,994.11**	**228,897.83**
Liabilities and Fund Balance			
Liabilities			
Current Liabilities			
10.0600.060.00 Accounts Payable	100.00	100.00	0.00
10.0610.060.00 Payroll Liabilities - PR Taxes	2.10	0.00	2.10
10.0611.060.00 Payroll Liabilities - Retirement	3.35	962.95	(959.60)
10.0612.060.00 Payroll Liabilities - Def Comp	0.00	200.00	(200.00)
10.0613.060.00 Payroll Liabilities - United Way	187.60	295.60	(108.00)
10.0630.060.00 Escrow Funds Payable	122,175.98	0.00	122,175.98
Total Current Liabilities	122,469.03	1,558.55	120,910.48
Non-Current Liabilities			
10.0680.070.00 Net Pension Liability	244,484.00	244,484.00	0.00
10.0685.070.00 Deferred Inflows of Resources	24,688.00	24,688.00	0.00
Total Non-Current Liabilities	269,172.00	269,172.00	0.00
Total Liabilities	391,641.03	270,730.55	120,910.48
Fund Equity			

Statement of Financial Position by Fund with Comparison to Prior Year End
Steuben County Industrial Development Agency
For 10/31/2024

SCIDA

	This Year	Last Year	Change
NonSpendable Fund Balance			
Fund Balance			
10.0905.090.00 Temp Restricted - Millenium	153,557.41	153,557.41	0.00
10.0910.090.00 Temp Restricted - Infrastructure	12,316.27	12,316.27	0.00
10.0915.090.00 Fund Balance	5,805,389.88	5,393,453.36	411,936.52
Total Fund Balance	5,971,263.56	5,559,327.04	411,936.52
Current Year Change in Fund Balance	107,987.35	411,936.52	(303,949.17)
Total Fund Equity	6,079,250.91	5,971,263.56	107,987.35
Total Liabilities and Fund Balance	**6,470,891.94**	**6,241,994.11**	**228,897.83**

Statement of Activity - MTD and YTD by Department
Steuben County Industrial Development Agency
For 11/30/2024

SCIDA

	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
Income				
Administrative Income				
10.2140.100.00 Administrative Income	1,013,333.33	1,459,658.33	1,273,000.00	186,658.33
Total Administrative Income	1,013,333.33	1,459,658.33	1,273,000.00	186,658.33
Business Development Income				
10.2710.100.00 Business Development Support Income	0.00	130,000.00	130,000.00	0.00
Total Business Development Income	0.00	130,000.00	130,000.00	0.00
Other Income				
10.2815.100.00 Grant Income Site Developement	0.00	0.00	100,000.00	(100,000.00)
10.2870.100.00 Miscellaneous Income	0.00	18.00	2,000.00	(1,982.00)
10.2891.100.00 Interest Income	88.87	99,097.20	15,000.00	84,097.20
Total Other Income	88.87	99,115.20	117,000.00	(17,884.80)
Total Income	**1,013,422.20**	**1,688,773.53**	**1,520,000.00**	**168,773.53**
Expenses				
Office Expenses				
10.6125.400.00 Continuing Education Expense	90.00	490.00	5,000.00	4,510.00
10.6130.400.00 Dues & Subscriptions Expense	1,031.20	10,397.57	9,200.00	(1,197.57)
10.6140.400.00 Miscellaneous Expense	0.00	100.00	3,200.00	3,100.00
10.6150.400.00 Postage & Delivery Expense	0.00	479.56	3,000.00	2,520.44
10.6155.400.00 Cleaning Expense	230.00	2,530.00	2,850.00	320.00
10.6160.400.00 Copier Expense	190.84	2,487.76	2,500.00	12.24
10.6165.400.00 Office Supplies Expense	500.06	2,276.44	6,000.00	3,723.56
10.6170.400.00 Payroll Fees Expense	0.00	1,059.02	3,500.00	2,440.98
Total Office Expenses	2,042.10	19,820.35	35,250.00	15,429.65
Professional Services Expense				
10.6200.400.00 Legal Services Expense	0.00	0.00	5,500.00	5,500.00
10.6205.400.00 Maintenance Expense	250.00	8,236.10	50,000.00	41,763.90
10.6210.400.00 Accounting Expense	2,910.91	39,559.10	11,495.00	(28,064.10)
10.6215.400.00 Manufacturing Day Video & Event Expense	0.00	2,000.00	3,603.00	1,603.00
10.6220.400.00 Consulting Expense	5,000.00	5,000.00	15,000.00	10,000.00
Total Professional Services Expenses	8,160.91	54,795.20	85,598.00	30,802.80
Salaries & Wages Expense				
10.6560.400.00 Payroll Expenses	30,465.88	336,713.58	433,051.00	96,337.42
10.6561.400.00 Payroll Taxes Expense	2,120.21	25,948.24	38,000.00	12,051.76
10.6599.400.00 Retirement (ERS) Expense	42,571.00	42,571.00	45,000.00	2,429.00
Total Salaries & Wages Expenses	75,157.09	405,232.82	516,051.00	110,818.18
Administrative Expenses				
10.6625.400.00 Technology Upgrades Expense	150.00	11,554.32	7,000.00	(4,554.32)
10.6635.400.00 Community Engagement	0.00	0.00	6,500.00	6,500.00
10.6645.400.00 Marketing Expense	2,000.00	5,920.02	25,000.00	19,079.98

Statement of Activity - MTD and YTD by Department
Steuben County Industrial Development Agency
For 11/30/2024

SCIDA

	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
Total Administrative Expenses	2,150.00	17,474.34	38,500.00	21,025.66
Utility Expenses				
10.6650.400.00 Internet Access Expense	0.00	0.00	780.00	780.00
10.6655.400.00 Telephone Expense	442.54	3,407.11	3,900.00	492.89
10.6660.400.00 Utilities Expense	198.86	2,671.15	4,500.00	1,828.85
10.6665.400.00 Refuse Expense	35.00	350.00	450.00	100.00
Total Utility Expenses	676.40	6,428.26	9,630.00	3,201.74
Travel Expenses				
10.6700.400.00 Travel & Entertainment Expense	1,452.96	3,309.54	8,000.00	4,690.46
10.6705.400.00 Community Engagement	0.00	610.58	0.00	(610.58)
10.6710.400.00 Conferences Expense	0.00	8,733.07	8,500.00	(233.07)
Total Travel Expenses	1,452.96	12,653.19	16,500.00	3,846.81
Insurance Expense				
10.6810.400.00 Health Insurance Expense	4,879.34	55,688.12	71,200.00	15,511.88
10.6815.400.00 Dental Insurance Expense	0.00	2,010.95	2,305.00	294.05
10.6820.400.00 Vehicle Allowance Expense	929.04	10,776.88	11,706.00	929.12
10.6825.400.00 Liability Insurance Expense	0.00	14,617.89	10,300.00	(4,317.89)
10.6830.400.00 Disability Insurance Expense	0.00	1,670.05	2,200.00	529.95
10.6835.400.00 Life Insurance Expense	0.00	1,254.99	1,390.00	135.01
10.6840.400.00 Workers' Compensation Insurance Expense	0.00	(1,080.00)	3,050.00	4,130.00
Total Insurance Expense	5,808.38	84,938.88	102,151.00	17,212.12
Infrastructure Expense				
10.6905.400.00 Project Costs Expense	264.66	6,733.44	25,000.00	18,266.56
10.6915.400.00 Site Development Expense	0.00	55,000.00	200,000.00	145,000.00
Total Infrastructure Expense	264.66	61,733.44	225,000.00	163,266.56
Other Expenses				
Total Expenses	**95,712.50**	**663,076.48**	**1,028,680.00**	**365,603.52**
Excess Revenue Over (Under) Expenses	**917,709.70**	**1,025,697.05**	**491,320.00**	**534,377.05**

Statement of Financial Position by Fund with Comparison to Prior Year End
Steuben County Industrial Development Agency
For 11/30/2024

SCIDA

	This Year	Last Year	Change
Assets			
Current Assets			
10.0200.020.00 SCIDA Checking xx3375 - Five Star Bank	741,837.58	1,515,249.37	(773,411.79)
10.0205.020.00 SCIDA Escrow Acct xx9305	9,359.30	0.00	9,359.30
10.0209.020.00 SCIDA Project Account xx1901	12,316.16	12,316.16	0.00
10.0210.020.00 Petty Cash	100.00	100.00	0.00
10.0215.020.00 Chemung Canal Trust Company	984,242.42	1,470,684.36	(486,441.94)
10.0220.020.00 SCIDA Five Star CD xx6885	0.00	1,009,500.00	(1,009,500.00)
10.0221.020.00 SCIDA Five Star CD xx5244	643,251.81	612,700.71	30,551.10
10.0222.020.00 SCIDA Chemung CD	505,818.50	0.00	505,818.50
10.0223.020.00 SCIDA Five Star CD xx4101	1,556,570.36	0.00	1,556,570.36
10.0240.020.00 Prepaid Expenses	11,091.73	11,091.73	0.00
Total Current Assets	4,464,587.86	4,631,642.33	(167,054.47)
Non-Current Assets			
10.0199.030.00 Deferred Outflows of Resources	196,236.00	196,236.00	0.00
Total Non-Current Assets	196,236.00	196,236.00	0.00
Fixed Assets			
Land			
10.0100.010.00 Land - B&W Railroad	380,250.00	380,250.00	0.00
10.0102.010.00 B&H Railroad	102,653.00	102,653.00	0.00
10.0104.010.00 Engine House - Livonia	100,000.00	100,000.00	0.00
10.0106.010.00 Land - Railroad	39,979.00	39,979.00	0.00
10.0108.010.00 Land - Scudder Property	226,735.76	226,735.76	0.00
Total Land	849,617.76	849,617.76	0.00
Buildings			
10.0120.010.00 Building - Office	161,544.00	161,544.00	0.00
10.0122.010.00 B&W Railroad	380,250.00	380,250.00	0.00
10.0124.010.00 Building Improvements	54,260.00	54,260.00	0.00
10.0126.010.00 B&H Railroad	922,522.80	922,522.80	0.00
Total Buildings	1,518,576.80	1,518,576.80	0.00
Equipment			
10.0140.010.00 B&H Railroad Equipment	14,250.00	14,250.00	0.00
10.0145.010.00 Office Equipment	33,968.35	33,968.35	0.00
Total Equipment	48,218.35	48,218.35	0.00
Goodwill			
10.0175.010.00 Website Design	30,000.00	30,000.00	0.00
Total Goodwill	30,000.00	30,000.00	0.00
Depreciation			
10.0180.010.00 Accumulated Depreciation	(1,002,297.13)	(1,002,297.13)	0.00
10.0185.010.00 Accumulated Amortization	(30,000.00)	(30,000.00)	0.00
Total Depreciation	(1,032,297.13)	(1,032,297.13)	0.00
Total Assets	**6,074,939.64**	**6,241,994.11**	**(167,054.47)**
Liabilities and Fund Balance			
Liabilities			
Current Liabilities			
10.0600.060.00 Accounts Payable	100.00	100.00	0.00
10.0610.060.00 Payroll Liabilities - PR Taxes	2.10	0.00	2.10
10.0611.060.00 Payroll Liabilities - Retirement	3.35	962.95	(959.60)
10.0612.060.00 Payroll Liabilities - Def Comp	0.00	200.00	(200.00)
10.0613.060.00 Payroll Liabilities - United Way	243.60	295.60	(52.00)
10.0630.060.00 Escrow Funds Payable	8,457.98	0.00	8,457.98
Total Current Liabilities	8,807.03	1,558.55	7,248.48
Non-Current Liabilities			
10.0680.070.00 Net Pension Liability	244,484.00	244,484.00	0.00
10.0685.070.00 Deferred Inflows of Resources	24,688.00	24,688.00	0.00
Total Non-Current Liabilities	269,172.00	269,172.00	0.00
Total Liabilities	277,979.03	270,730.55	7,248.48
Fund Equity			

Statement of Financial Position by Fund with Comparison to Prior Year End
Steuben County Industrial Development Agency
For 11/30/2024

SCIDA

	This Year	Last Year	Change
NonSpendable Fund Balance			
Fund Balance			
10.0905.090.00 Temp Restricted - Millenium	153,557.41	153,557.41	0.00
10.0910.090.00 Temp Restricted - Infrastructure	12,316.27	12,316.27	0.00
10.0915.090.00 Fund Balance	5,805,389.88	5,393,453.36	411,936.52
Total Fund Balance	5,971,263.56	5,559,327.04	411,936.52
Current Year Change in Fund Balance	1,025,697.05	411,936.52	613,760.53
Total Fund Equity	6,996,960.61	5,971,263.56	1,025,697.05
Total Liabilities and Fund Balance	**7,274,939.64**	**6,241,994.11**	**1,032,945.53**

		2023 Actual	2024 Budget	YTD 11-30-24	Projected 2024	Difference	2025 Budget
	Revenue						
	2140 · Administrative Income	1,014,657.23	1,273,000	1,459,658	1,459,658	186,658	1,300,000
	2401 · Interest Income	19,124.28	15,000	99,097	99,097	84,097	80,000
	2770 · Miscellaneous Income	1,868.26	2,000	18	18	(1,982)	2,000
	2810 · Business Development Support	75,000.00	130,000	130,000	130,000	-	130,000
	2813 · Grant Income Site Development	-	100,000			(100,000)	75,000
Total Income	**Total Revenue**	**1,110,649.77**	**1,520,000**	**1,688,774**	**1,688,774**	**168,774**	**1,587,000**
Expense							
	Expenditures						
	6145 · Continuing Education	5,653.70	5,000	490	490	(4,510)	5,000
	6160 · Dues and Subscriptions	10,357.43	9,200	10,398	10,398	1,198	10,000
	6180 · Insurance					-	
	6181 · Health Insurance	43,029.00	64,000	55,688	55,688	(8,312)	70,465
	6182 · Dental Insurance	1,838.88	2,305	2,010	2,010	(295)	5,312
	6183 - Allowances	11,218.25	11,706	10,776	11,706	-	12,077
	6185 · Liability Insurance	12,602.64	10,300	14,618	14,618	4,318	15,330
	6190 · Disability Insurance	1,939.84	2,200	1,670	1,822	(378)	2,310
	6195 · Life Insurance	1,415.07	1,390	1,254	1,255	(135)	1,460
	6196 · Workers' Compensation	2,961.00	3,050	(1,080)	3,050	-	3,203
	6180 · Unemployment		-			-	-
	Total 6180 · Insurance & Allowances	**75,004.68**	**94,951**	**84,936**	**90,149**	**(8,115)**	**110,156**
	6240 · Miscellaneous Office Expenses	648.96	3,200	100	1,000	(2,200)	2,200
	6250 · Postage and Delivery	1,140.24	3,000	480	523	(2,477)	2,000
	6270 · Professional Fees					-	
	6650 · Accounting	9,500.00	11,495	39,559	43,155	31,660	43,431
	6655 · Consulting		15,000	5,000	14,000	(1,000)	10,000
	Total 6270 · Professional Fees	**9,500.00**	**26,495**	**44,559**	**57,155**	**25,983**	**53,431**
	6277 - Site Development	6,655.50	200,000	55,000	55,000	(145,000)	150,000
	6340 · Telephone	3,784.90	3,900	3,407	3,717	(183)	3,830
	6350 · Travel & Ent	1,285.35	8,000	3,309	3,610	(4,390)	8,000
	6390 · Utilities	2,656.10	4,500	2,671	2,914	(1,586)	4,635
	6465 · Community Engagement		6,500	611	666	(5,834)	6,500
	6495 · Cleaning	2,760.00	2,850	2,530	2,760	(90)	2,850
	6505 · Conferences	6,761.80	8,500	8,733	9,527	1,027	8,500
	6515 · Copier	2,210.46	2,500	2,487	2,713	213	2,750
	6535 · Internet access	720.00	780	-	-	(780)	800
	6540 · Legal Services	4,000.00	5,500	-	-	(5,500)	5,500
	6545 · Maintenance	15,033.59	50,000	8,236	8,985	(41,015)	50,000
	6550 · Office Supplies	987.39	6,000	2,276	2,483	(3,517)	3,000
	6560 · Payroll Expenses	343,285.81	419,186	336,713	367,323	(51,863)	411,899
	6561 · Payroll Taxes	25,586.69	32,068	25,948	28,307	(3,761)	31,510
	6576 · Project Costs	9,572.09	25,000	6,733	16,733	(8,267)	25,000
	6590 · Refuse	432.00	450	280	350	(100)	375
	6595 · Retirement	89,063.00	37,000	42,571	42,571	5,571	42,877
	6625 · Technology upgrades	4,182.45	7,000	11,554	11,554	4,554	7,000
	6645 · Marketing	13,378.36	25,000	5,920	6,458	(18,542)	25,000
	6647 · Manufacturing Day Videos	4,550.00	3,603	3,603	3,603	-	
	6651 · Payroll Fees	4,036.86	3,500	1,059	1,155	(2,345)	1,900
Total Expense	**Total Expenditures**	**643,247.36**	**993,683**	**664,603**	**730,144**	**(271,528)**	**974,713**
	Total Revenue over Expenses	**467,402.41**	**526,317**	**1,024,170**	**958,630**	**440,302**	**612,287**
		467,402.41					

Jamie Johnson

From: Jamie Johnson
Sent: Wednesday, November 13, 2024 9:25 AM
To: Board of Directors
Cc: Jill Staats; Matthew Bull; Admin; Russell E. Gaenzle (rgaenzle@HarrisBeach.com); Kevin Groff
Subject: Investment Options

Good Morning,

My apologies for all of the separate emails however without a November board meeting there are a few items that I do not want to wait on. One of those items is making sure we invest our current fund balance while interest rates are higher.

With the recent Baron Wind Phase II payment, our current checking account balance is just over $2 million. This is a noninterest bearing account and I would like to shift some of this money into a interest bearing investment. I reached out to both Five Star and Chemung Canal, who we have business relationships with already and the current rates on CD's are as follows

Five Star
9-Month CD: 4.00%APY
12-Month CD: 3.80%APY
18-Month CD: 3.60%APY
24-Month CD: 3.50%APY

Chemung Canal

we can offer the following rates:

CDARS			
4 weeks	(1 month)	4.00%	APY
13 weeks	(3 months)	4.20%	APY
26 weeks	(6 months)	3.90%	APY
52 weeks	(12 months)	3.30%	APY

Chemung Canal also has a 2-year option at 3.2%

It seems everyone is hedging that interest rates will continue to drop so the longer-term investments are less lucrative.

The money is currently in a Five Star Account and could easily be transferred into a CD without much of a problem. Considering we also just renewed a large amount at Chemung Canal I would recommend we place $1.2 million of our current balance into a 9-month CD at Five Star at a rate of 4%. While we could do slightly better at Chemung Canal in the short term, this continues to stagger our investments in such a way that if we had a large payment, we have access to different accounts throughout the year.

If everyone is in agreement I will inform Five Star that we want to make this move.

Thanks

Jamie

FS-88A (7/14)

Certificate of Deposit

Date Opened: 11/14/2024 **Term:** 9 Month(s) **Tax ID:** [redacted] **Number:** [redacted]

Dollar Amount of Deposit: One million two hundred thousand & no/100 $ 1,200,000.00

Account Number: [redacted]

This Time Deposit is Issued to:

STEUBEN COUNTY INDUSTRIAL
7234 STATE ROUTE 54
PO BOX 393
BATH NY 14810-0393

Issuer:

Five Star Bank
323 W. Washington Street
Bath, NY 14810
(607) 776-3381

Not Negotiable - Not Transferable - Additional terms are below.

By ELIZABETH M NOWAK

Additional Terms and Disclosures

This form contains the terms for your time deposit. It is also the Truth-in-Savings disclosure for those depositors entitled to one. There are additional terms and disclosures on page two of this form, some of which explain or expand on those below. You should keep one copy of this form.

Maturity Date. This account matures 08/14/2025 (See below for renewal information.)

Rate Information. The interest rate for this account is 4.00 % with an annual percentage yield of 4.00 %. This rate will be paid until the maturity date specified above. Interest begins to accrue on the business day you deposit any noncash item (for example, a check).

Interest will be compounded N/A.

Interest will be credited at maturity to the principal balance of your account.

☒ The annual percentage yield assumes that interest remains on deposit until maturity. A withdrawal of interest will reduce earnings.

☐ If you close your account before interest is credited, you will not receive the accrued interest.

The **Number of Endorsements** needed for withdrawal or any other purpose is: 1.

Minimum Balance Requirement. You must make a minimum deposit to open this account of $ $250,000.01.

☒ You must maintain this minimum balance on a daily basis to earn the annual percentage yield disclosed.

Withdrawals of Interest. Interest ☒ accrued ☐ credited during a term can be withdrawn: _____.

Early Withdrawal Penalty. If we consent to a request for a withdrawal that is otherwise not permitted you may have to pay a penalty. The penalty will be an amount equal to: Seven days' interest on the amount withdrawn if the CONTINUED BELOW ** interest on the amount withdrawn.

Renewal Policy.

☒ **Single Maturity.** If checked, this account will not automatically renew. Interest ☐ will ☒ will not accrue after maturity.

☐ **Automatic Renewal.** If checked, this account will automatically renew on the maturity date. (see page two for terms) Interest ☐ will ☐ will not accrue after final maturity.

Account Ownership. You have requested and intend the type of account marked below.

☐ Individual
☐ Joint Account - With Survivorship (and not as tenants in common)
☐ Joint Account - No Survivorship (as tenants in common)
☐ Trust: Separate Agreement Dated _____
☒ Public Fund

☐ Revocable Trust Designation as defined in this agreement (Beneficiaries' names and addresses)

TIN: [redacted]

Social Security or Employer's I.D. Number. A correct taxpayer identification number is required for almost every type of account. A certification of this number is also required and is contained on the first copy of this certificate.

Backup Withholding. A certification that you are not subject to backup withholding is necessary for almost all accounts (except for persons who are exempt altogether) - and a certification that the FATCA code (if any) is correct. These certifications are contained on the first copy of this form. Failure to provide these certifications when required will cause us to withhold a percentage of the interest earned (for payments to the IRS). Providing a false certification can result in serious federal penalties.

**EARLY WITHDRAWAL PENALTY CONTINUED: withdrawal is made within the first six days after the deposit or 100% of interest paid and/or accrued as of the date of the early withdrawal.

Endorsements. Sign Only When You Request Withdrawal

X _____
X _____
X _____

Read Page Two for Additional Terms

Steuben County Industrial Development Agency /Steuben Area EDC
2024 Nominating Committee Report

Board Terms

2024
Mark Alger
Dean Strobel

2025
Michelle Caulfield
Anthony Russo

2026
Mike Davidson
Sarah Creath

Appointed to three-year (3) terms by Steuben County Legislature on a rotating basis.

Annual Appointment of Steuben County Legislative Chair
Kelly Fitzpatrick

2024 Slate

Kelly Fitzpatrick (1 year)
Dean Strobel (3 years)
Mark Alger (3 years)

2024 Officer Slate
Dean Strobel, Chair
Kelly Fitzpatrick, Vice Chair
Anthony Russo, Treasurer
Mike Davidson, Secretary

camoin associates

October 30, 2024

Kamala Keeley, President
Three Rivers Development Corporation
19 E Market St., Suite 201
Corning, NY 14830

Re: Southern Tier Railcar Industry Demand Study

Dear Ms. Keeley:

Thank you for your interest in retaining Camoin Associates to assess the Railcar Industry Demand in New York's Southern Tier region. We would be pleased to assist Three Rivers Development Corp with this endeavor.

Responding to the scope of work discussed on our phone call on October 3, we have prepared a custom proposal of services to meet your needs. All aspects of our outlined scope of work in this letter are amendable to suit your objectives.

After reviewing the proposed scope, timeline, and budget, please let us know if we can answer any questions.

Scope of Services

Task 1: Interviews with Industry and Workforce Experts

We will conduct 8-10 virtual interviews with industry and workforce experts, including representatives from rail car manufacturers, suppliers, and local workforce training providers. This task aims to gather qualitative insights about the current state of the industry, anticipated changes, technological innovations, and the skills required to meet future demand. Additionally, we will interview workforce experts to understand the local talent pool and training programs in place to support the industry's growth. We will rely on Three Rivers to identify and connect us with appropriate interview contacts.

Task 2: Industry Profile

This task will involve developing a profile of the rail car production industry in the Southern Tier. The profile will analyze key market trends over the last decade, emerging opportunities, and ongoing challenges facing the industry. We will also assess how the regional industry compares to national and global trends, helping identify competitive advantages and gaps in the local market.

Task 3: Supply Chain Analysis

We will perform a supply chain analysis to map out the key industries that sell to and purchase from the rail car production sector. To the extent possible through publicly available data, this will include identifying suppliers of raw materials, components, and specialized equipment, as well as the primary customers and markets served by

rail car manufacturers. This task will help reveal potential supply chain vulnerabilities, areas for improvement, and opportunities for local economic integration or expansion.

Task 4: Rail Car Production Contracts Analysis

This task will focus on analyzing known recent and future public contracts for rail car production by companies in the Southern Tier. This analysis will help project future demand based on contract trends and provide insights into how local manufacturers are positioning themselves in the market.

Task 5: Workforce Programs Inventory

We will develop an inventory of the workforce training programs within the region that prepare workers for occupations within the rail/transportation manufacturing industry. This will involve identifying training requirements and skills for various occupations, the types of apprenticeship and degree programs that teach these skills, and the institutions in and near the region that offer such programs.

Task 6: Workforce Needs Assessment

A workforce gap analysis will be performed to assess the availability of workers to meet the future labor needs for the rail car production industry in the region. The analysis will be conducted for key occupations (e.g. engineers, machinists, assemblers, etc.) within the industry and examine both supply-side and demand-side factors that will impact future labor availability, including:

- Future job openings
- Occupational growth within the target sector
- Automation likelihood
- Occupation replacement rate
- Number of resident workers
- Retirement risk

We will assign a "workforce gap index" score to each occupation, which will provide an indication of future workforce availability specific to the study region. The index score will be considered along with each occupation's level of concentration within the target industry, the level of preparation needed to enter the occupation, and existing training programs. The results of this analysis will provide a framework for prioritizing occupations of concern for focused workforce development initiatives.

Task 7: Demand Forecast and Recommendations

In the final task, we will integrate findings from the previous tasks to develop a 10-year demand forecast for the rail car production industry within the Southern Tier. With an understanding of key demand drivers of the industry nationally and regionally, as well as known contracts, we will assess future demand for the industry within the Southern Tier Region. We will consider factors such as market conditions, workforce availability, and supply chain strengths or weaknesses, as well as the region's competitiveness in expanding its presence and attracting additional industry players. Based on contracts data, existing demand/revenue projections at the national and state level, and conversations with industry experts, we will assess the projected ebb and flow of contracts and what this could mean for the continuity of demand and production within the region.

The forecast will provide recommendations for industry stakeholders, including strategies to meet workforce needs, strengthen supply chain resilience, and capitalize on market opportunities.

Timeline and Budget

A draft market feasibility report will be provided within 12 weeks of contract execution. Camoin will respond to comments in a timely manner, and we will issue a final draft of the report.

Camoin Associates will charge a fixed fee of $29,000, inclusive of all time and expenses. This fee does not include any in-person site visits.

Thank you for your consideration of our team. We look forward to further discussing this proposal.

Sincerely,

Tom Dworetsky

Vice President + Director of Research

McFARLAND JOHNSON

15 Fishers Road, Suite 200 • Pittsford, NY 14534
Phone: (585) 905-0970
www.mjinc.com

November 12, 2024

Mr. James Johnson, Executive Director
Steuben County Industrial Development Agency (IDA)
7234 State Route 54 North
Bath, NY 14810

RE: Proposal for Project Scoping to Rehabilitate the Rail Bridge along B&H Railroad in the Town of Urbana, NY

Dear Jamie:

McFarland-Johnson, Inc. (hereinafter called "Engineer") proposes to render professional engineering services to Steuben County IDA (hereinafter called "Client"), in connection with the following project.

A. PROJECT DESCRIPTION:

The Steuben County IDA owns the B&H Railroad. Along this Railroad a bridge over Mitchellsville Creek in the Town of Urbana washed away when the community was hit with the remnants of Tropical Storm Debby. The bridge is located at coordinates 42°23'30.6"N 77°15'52.6"W.

The IDA is now engaged with FEMA to determine whether rehabilitation cost can be recouped for the replacement of the bridge. This section of the railroad is envisioned to be converted to a pedestrian rail bike for recreational use and therefore the bridge will be reconstructed to this standard.

The Engineer's services will consist of assisting the IDA in preparing grant application materials limited to preparing a brief written scope of reconstruction work and a corresponding rough order of magnitude project cost, all as further described in the following Basic Scope of Services.

B. BASIC SCOPE OF SERVICES:

1. Conduct a kickoff meeting with the IDA to establish the following: vision/basis of design for the rehabilitation; lines of communication; set expectations; and agree upon the deliverables and schedule.
2. Conduct a site visit of the bridge to assess damage, obtain photos and dimensions of the remnants of the bridge.
3. Prepare a written document that will outline the basis of design; a conceptual scope of reconstruction work and a rough order of magnitude project cost, including design, permitting, construction and inspection.
4. Meet virtually with the IDA to review the document and make any minor revisions.
5. Attend the conference call with FEMA on December 2 to support the IDA.

C. UNDERSTANDING OF THE BASIC SCOPE OF SERVICES:

The following assumptions apply to the scope of work:

- IDA will provide MJ with property access and permission to conduct a site inspection of the bridge.
- No sampling of materials for contamination, including soil, water, air, or building materials will be performed as part of this project.
- The number of meetings being limited to those stipulated in the scope of work. We have assumed what we believe to be a "reasonable" number of such meetings. However, if additional meetings are necessary, we will attend as an additional service.
- Subsurface exploration (borings) and or geotechnical engineering services are not included.
- No Engineering design or permitting is included.
- No boundary or topographic survey is included.
- Detailed floodplain hydraulic study is not included.
- No wetland / creek Jurisdictional Determination from the NYSDEC or US Army Corp. of Engineers is included.

D. COMPENSATION FOR BASIC SERVICES:

We propose that our work on this project be reimbursed on an hourly rate basis using our standard hourly billing rates attached hereto with an estimated fee between $8,000-$10,000.

Authorized Additional Services will be charged based on our Standard Billing Rates in effect at the time the work is performed.

Direct Project expenses incurred in connection with all Basic Services are not included in our hourly rates and will be billed separately. We have estimate that our direct expenses will be approximately $200.

Engineer will bill Client monthly for services. The above financial arrangements are based on payment of invoices within 30 days from the date on the invoice so that the orderly and continuous progress of the Project can occur.

Please remit payment to McFarland-Johnson, Inc., 49 Court Street, Suite 240, Binghamton, NY 13901.

Engineer would expect to start services promptly after receipt of Client's acceptance of this proposal and to complete services within 1 month.

If there are protracted delays for reasons beyond Engineer's control Engineer would expect to negotiate with Client an equitable adjustment of compensation taking into consideration the impact of such delay including, but not limited to, changes in pay scales applicable to the period when services are in fact being rendered.

It is necessary that the Client advise Engineer in writing, within five (5) days of the start of Engineer's services, if Client has budgetary limitations for Total Project Costs or Construction Cost.

The Services to be rendered by the Engineer on this Project, together with specific understandings applicable for the project, are set forth in the above Basic Scope of Services and supersede all prior written or verbal understandings.

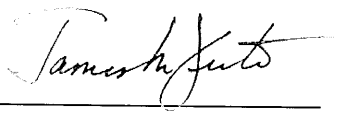
This proposal, the Basic Scope of Services consisting of 3 pages, along with the attached Schedule A (Standard Terms and Conditions) and our standard hourly rates represent the entire understanding between Client and Engineer with respect to this Project and may only be modified in writing signed by both parties.

If this offer of services is acceptable, please execute in the space provided and return to McFarland-Johnson, Inc. This offer will be open for acceptance until December 1, 2024, unless changed by Engineer in writing.

We appreciate the opportunity to submit this proposal/agreement and hope it meets with your approval. If there are any questions, please do not hesitate to contact me or Steve Boisvert, PE at 585-749-2968.

Very truly yours,

McFARLAND-JOHNSON, INC.

By: 
James M. Festa, P.E. Chief Executive Officer

STEUBEN COUNTY IDA

_____
Officer

this ___ day of _____, 20 ___

Attachments: Schedule A
Standard Hourly Billing Rates

p:\2024 proposals\civil-facilities\ny\steuben co ida \005-standard letter form of agreement bridge.docm

STANDARD TERMS AND CONDITIONS
Schedule A

This offer of services including these terms and conditions, and any attachment hereto, contains the complete and final agreement between McFarland-Johnson, Inc. (ENGINEER) and CLIENT, and no other agreement or quotation will be binding upon ENGINEER unless made in writing and signed by authorized representative of ENGINEER.

Reuse of Documents

All documents including Drawings and Specifications prepared or furnished by ENGINEER (and ENGINEER's independent professional associates and consultants) pursuant to this Agreement are instruments of service in respect of the Project and are not intended or represented to be suitable for reuse by CLIENT or others on extensions of the Project or on any other project. Any reuse without written verification or adaptation by ENGINEER for the specific purpose intended will be at CLIENT's sole risk and without liability or legal exposure to ENGINEER, or to ENGINEER's independent professional associates or consultants, and CLIENT shall indemnify and hold harmless ENGINEER and ENGINEER's independent professional associates and consultants from all claims, damages, losses and expenses including attorney's fees arising out of or resulting therefrom. Any such verification or adaptation will entitle ENGINEER to further compensation at rates to be agreed upon by CLIENT and ENGINEER.

Limitation of ENGINEER's Liability

To the fullest extent permitted by law, total liability to CLIENT for any and all injuries, claims, losses, expenses, or damages whatsoever arising out of or in any way related to the Project or this Agreement from any cause or causes including but not limited to ENGINEER's negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not exceed the total reimbursement received by ENGINEER from CLIENT on this Project or fifty thousand dollars ($50,000.00), whichever is less.

Provisions Concerning Payments

If CLIENT fails to make any payment due ENGINEER for services and expenses within thirty days after receipt of ENGINEER's statement therefore, the amounts due ENGINEER will be increased at the rate of 1½% per month from said thirtieth day, and in addition, ENGINEER may, after giving seven days' written notice to CLIENT, suspend services under this Agreement until ENGINEER has been paid in full all amounts due for services, expenses and charges.

The Client will be liable for all costs, including but not limited to, Engineer's time, court costs, disbursements, and reasonable attorney's fees incurred by Engineer in the collection of any outstanding invoices.

Termination

The obligation to provide further services under this Agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. In the event of any termination, ENGINEER will be paid for all services rendered to the date of termination, plus all Reimbursable Expenses and Termination Expenses.

Controlling Law

This Agreement is to be governed by the law of the principal place of business of ENGINEER. Any legal action between ENGINEER and CLIENT arising out of this Agreement shall be brought in a court of competent jurisdiction in the principal place of business of the ENGINEER.

Standard of Care

ENGINEER makes no warranty, either expressed or implied as to his findings, recommendations, specifications, or professional advice except that the work was performed pursuant to generally accepted standards of practice in effect at the time of performance. CLIENT recognizes that neither ENGINEER nor any of ENGINEER's subconsultants or subcontractors owes any fiduciary responsibility to CLIENT and/or any OWNER of the project.

Opinions of Cost

Since ENGINEER has no control over the cost of labor, materials, equipment or services furnished by others, or over the Contractor(s)' methods of determining prices, or over competitive bidding or market conditions, ENGINEER's opinions of probable Total Project Costs and Construction Cost provided for herein are to be made on the basis of ENGINEER's experience and qualifications and represent ENGINEER's best judgement as an experienced and qualified professional engineer, familiar with the construction industry; but ENGINEER cannot and does not guarantee that proposals, bids or actual Total Project or Construction Costs will not vary from opinions of probable cost prepared by ENGINEER. If prior to the Bidding or Negotiating Phase CLIENT wishes greater assurance as to Total Project or Construction Costs, CLIENT shall employ an independent cost estimator. ENGINEER's services to modify the Contract Documents to bring the Construction Cost within any limitation established by CLIENT will be considered Additional Services and paid for as such by CLIENT.

Successors and Assigns

CLIENT and ENGINEER each is hereby bound and the partners, successors, executors, administrators and legal representatives of CLIENT and ENGINEER are hereby bound to the other party to this Agreement and to the partners, successors, executors, administrators and legal representatives (and said assigns) of such other party, in respect of all covenants, agreements, and obligations of this Agreement.

Neither CLIENT nor ENGINEER shall assign, sublet, or transfer any rights under or interest in (including, but without limitation, moneys that may become due, or moneys that are due) this Agreement without the written consent of the other, except to the extent that any assignment, subletting or transfer is mandated by law or the effect of this limitation may be restricted by law. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement. Nothing contained in this paragraph shall prevent ENGINEER from employing such independent professional associates and consultants as ENGINEER may deem appropriate to assist in the performance of services hereunder.

Severability and Reformation

Any provision or part thereof of this Agreement held to be void or unenforceable under any law shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon the parties. The parties agree that this Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision which comes as close as possible to expressing the intention of the stricken provision.

Customer Purchase Order

CLIENT agrees that any Purchase Order issued to cover this Agreement is issued for authorization purposes and CLIENT's internal use only, and none of its terms and conditions shall modify the terms of this Agreement.

Value Engineering

If the CLIENT retains the services of a Value Engineer (VE), it shall be at the CLIENT's sole expense and shall be performed in a timely manner so as not to delay the orderly progress of the ENGINEER's services.

If the ENGINEER objects to recommendations made by the VE, it shall so state in writing to the CLIENT. If the CLIENT requires the incorporation of changes in the Construction Documents to which the ENGINEER has objected, the CLIENT agrees to indemnify and hold harmless the ENGINEER from any damages, liabilities or costs, including reasonable attorney's fees and costs of defense, from any claim which arises as a result of the incorporation of such changes required by the CLIENT.

The ENGINEER shall be compensated for services to incorporate recommended value engineering changes into reports, drawings, specifications, bidding or other documents. The ENGINEER shall be compensated as Additional Service for all time spent to prepare for, review and respond to the recommendations of the VE.

HOURLY BILLING RATE SCHEDULE

McFarland-Johnson, Inc.

	2024
Officer (P09 – P10)	285.00
Division Director/Regional Division Director (P08)	250.00
Sr. Project Manager/Planner (P07)	240.00
Sr. Project Engineer/Planner (P06)	200.00
Project Engineer/Planner (P05)	175.00
*Senior Engineer/Planner (P04)	150.00
*Assistant Engineer/Planner (P03)	130.00
*Junior Engineer/Planner (P02)	120.00
*Junior Engineer/Planner (P01)	110.00
Technician Supervisor (T05)	155.00
*Senior Technician (T04)	125.00
*Technician (T03)	110.00
*Assistant Technician (T02, T01)	100.00
Resident Inspector (I04)	160.00
*Senior Inspector (I03)	140.00
*Inspector (I01, I02)	110.00
*Support Staff	100.00

*Subject to premium overtime pay for hours worked in excess of forty per week.

Note: All rates subject to adjustment each calendar year.

CONFIDENTIAL

STEUBEN COUNTY IDA RAILROAD BRIDGE
Programming Project Cost Summary- 11/26/24

Replacement with Railroad Bridge:

Description	Costs
Construction	$1,533,000
Field Change Payment, 5% and Mobilization, 4%	$137,970
Construction Inspection	$200,000
Right of Way	$25,000
Design (Preliminary & Final)	$340,000
Total Project Cost	$2,235,970

Replacement with Rail Bike Bridge:

Description	Costs
Construction	$925,000
Field Change Payment, 5% and Mobilization, 4%	$83,250
Construction Inspection	$200,000
Right of Way	$25,000
Design (Preliminary & Final)	$340,000
Total Project Cost	$1,573,250

Note: Programming Construction Cost Estimates are based on "NYSDOT Preliminary Cost Estimate Worksheets" for new and replacement bridges.

Technical Assumptions:

1. A single span bridge will be required to meet hydraulic design criteria established for the project.
2. ROW acquisition (Temporary Easement -TE) will be required for construction of the bridge.
3. Bridge Design Span = 60 ft. (+/-)
4. Assumed Bridge width = 16 ft.
5. Railroad bridge to carry required railroad loading per AREMA.
6. Rail Bike bridge to be designed to carry HS20 loading or similar.
7. Concrete substructures to be founded on steel piles based on scour at site.
8. Required project submissions include Design Report, Conceptual Bridge Plans, Advanced Detail Plans, PSE, and Contract Documents.

Cost Estimating Assumptions:

1. Construction costs include 25% contingencies escalated to 2028.
2. Design costs include preliminary and final bridge design, hydraulic design, topographic survey, stream cross section survey, geotechnical exploration/borings, and environmental screenings and permits.
3. Construction Inspection costs include on-site inspection, material testing, fabrication quality assurance, and construction support services.
4. Full-time construction inspection duration for a level IV inspector estimated to be 4 months.
5. An estimated $75,000 has been included for additional channel work outside the bridge limits.
6. An estimated $25,000 has been included for ROW incidentals and acquisition.

Admin

From: Hanchett, Jackson (FRA) <jackson.hanchett@dot.gov>
Sent: Tuesday, November 26, 2024 2:52 PM
To: Jamie Johnson
Cc: Shoemaker, Karl (FRA); Rimol, Kaitlyn (Volpe); Haas, Shauna (Volpe); FRA-Grants (FRA); Lynn Everett
Subject: FY23-24 CRISI Grant Program – Steuben County Industrial Development Agency – Alstom-NSR Hybrid Locomotive

U.S. Department of Transportation
Federal Railroad Administration

Dear **Mr. James C. Johnson,**

Congratulations on your funding award under the Federal Railroad Administration (FRA) Fiscal Year 2023-2024 Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant program.

$15,982,500.00 to the **Steuben County Industrial Development Agency** for the **Alstom-NSR Hybrid Locomotive: The transition to low/zero emissions locomotives while increasing US manufacturing, US jobs, and US battery technology expertise.**

I am the FRA Project Manager for your project, and I will be your main Federal point of contact. The FRA Project team will assist and support you through the successful delivery of your project. My contact information is listed at the bottom of this email.

By **12/13/2024**, please complete the following items and contact me, so I can schedule an Initial Project Status Meeting with you and your project team, which initiates the grant development process:

1. Confirm your role as the main point of contact or please provide that person's name and email.
2. Provide the contact information of your project team that you would like to receive direct communications and meeting invitations from me.
3. Confirm the project summary below, as taken from the selection announcement, is accurate. If it is inaccurate, please provide updated information.

   The proposed project was selected for Final Design and Construction and involves activities to acquire and repower two existing Tier 0 locomotives with two Tier 4 locomotives to operate at Alstom's Kanona facility in Bath, New York. The project aligns with the selection criteria by enhancing safety and improving climate resilience as the project will explore the feasibility and commercial viability of a locomotive that demonstrates the efficiency and reliability of battery technology while using a Tier 4 diesel engine along with regenerative braking to charge the batteries. Norfolk Southern Railway will contribute the 25 percent non-Federal match.

4. Review the following project delivery guidance:
   - Introduction to Terms & Conditions for Discretionary Grants

- From Selection to Award – The Post-Selection Process for FRA Grants Webinar
- FRA Guidance on Development and Implementation of Railroad Capital Projects
  - Overview Video
- FRA Grant Administration Overview

5. Review the following CRISI Grant Program guidance:
   - Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program
   - FY23-24 CRISI NOFO April 9, 2024 training webinar recording
   - FY23-24 CRISI NOFO April 9, 2024 PPT presentation
   - FY23-24 NOFO PDF

If you have any questions, please do not hesitate to contact me and I look forward to hearing from you soon!

Sincerely,
Jack

Jackson Hanchett
Project Manager | Northeast Region (RRD-51)
Regional Outreach and Project Delivery
Office of Railroad Development
(771) 233-7849 | jackson.hanchett@dot.gov

U.S. Department of Transportation
Federal Railroad Administration

Executive Summary

SOUTHERN TIER | CLEANTECH STRATEGY

Executive Summary

Project Funders

THE AGENCY
BROOME COUNTY IDA / LDC

CCIDA
THE CHEMUNG COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

Delaware County
Economic
Development

STEUBEN COUNTY IDA
INDUSTRIAL DEVELOPMENT AGENCY

The natural resource
for business development
SCOPED
Schuyler County Partnership for Economic Development

Tompkins County
Industrial Development Agency

TEAM TIOGA
we work for you

NYSEG

COMMERCE CHENANGO • CHAMBER • TOURISM • ECONOMIC DEVELOPMENT

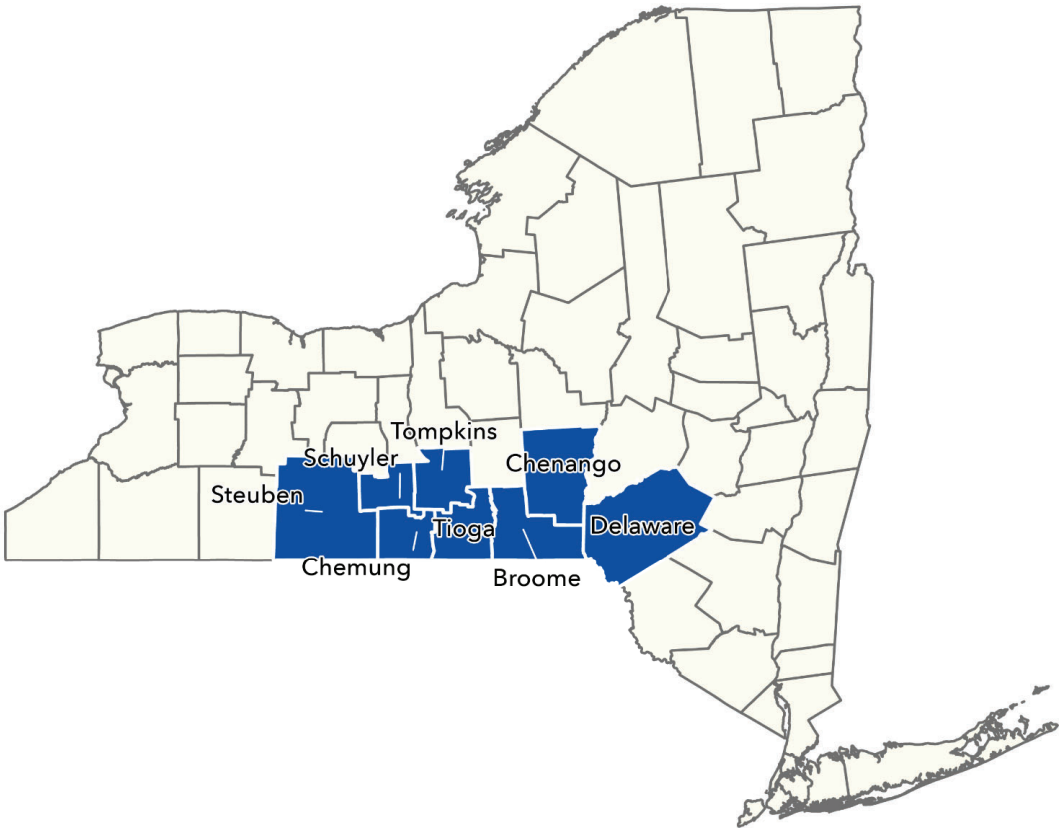
NEW YORK
STATE OF
OPPORTUNITY.
Empire State
Development

Executive Summary

Project Understanding

New York and its Southern Tier region are undergoing a major economic transformation driven by a shift toward clean energy manufacturing and clean energy generation. The Southern Tier has a strong reputation as a leader in this area, with major companies and globally-recognized higher education institutions conducting research in clean energy.

A partnership of southern Tier IDAs have retained Newmark to identify ways to leverages local assets to build out a clean energy and cleantech ecosystem.



Executive Summary

Clean Energy Transition and the Southern Tier

The clean energy transition occurring in New York and the Southern Tier is driven by larger national trends that impact not only generation, but also manufacturing and research and development as new technologies evolve and are deployed to support renewable energy goals.

Major nationwide drivers of this transition that affect the Southern Tier include:

Alternative Energy Transportation

Consumers and businesses are transitioning away from gasoline powered transportation equipment to alternative energy sources. This transition is firmly underway in the consumer automotive market and is also beginning to materialize in other markets such as heavy equipment, trains, and aerospace.

Electric Grid Modernization

The nation's aging electric grid must be upgraded to accommodate increased business and consumer power demand. This includes modernizing existing infrastructure while also building out new infrastructure that allows grids to interface with renewable sources.

Renewable Energy Transition

A rapid transition to renewable energy is leading to the growth of several new large-scale industries such as solar panel, wind turbine, battery, and hydrogen fuel cell manufacturing. These industries all require components to manage the flow of electricity between the generation source and electric grid.

Utility-Scale Battery Storage

As more renewables come online, there is an increased need to store renewable power that is generated when supply exceeds demand. New technologies are being employed to create utility-scale batteries that can help balance loads on the electric grid.

Advanced Batteries

Increased rates of battery adoption have been buoyed by research on ways to improve the efficiency and longevity of batteries. Researchers are exploring and testing new materials and technologies that will allow batteries to be employed in new environments and power new devices.

Battery Supply Chain Security

Federal and state policymakers are focused on developing a domestic battery supply chain that will establish the nation as a global leader in clean energy manufacturing and innovation.

Photo sources: Pexels, National Renewable Energy Laboratory

Executive Summary

Scope of Work

1. Project Mobilization, Stakeholder Engagement, & Data Gathering

Kickoff

Information Gathering

Existing Conditions Analysis

Stakeholder Engagement

2. In-Market Assessment

Regional Tour

Industrial Sites Discovery and Analysis

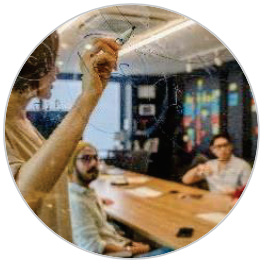
Development Readiness Scorecards

3. Target Sectors, Challenges, and Opportunities

Target Sector Identification

Asset Mapping

SWOT Analysis



4. Recommendations & Implementation Roadmap

Strategies and Recommendations

Implementation Plan & Success Metrics

Photo source: Pexels

Executive Summary

Project Foundations

Industry & Occupation Data

Demographic & Education Data

In-Person Market Visits

Peer Community Comparison

Site Assessment

Employer Interviews & Roundtable Discussions

Workforce Development Provider & Other Stakeholder Interviews

Site Selection Perspective

Executive Summary

Economic Development and Site Selection – Southern Tier Competitive Perspective

- **The urgency is now** – the competition isn't waiting!
- Economic Development is a **fast moving and competitive** ballgame.
- Competitive communities are stepping up their game **with new programs, marketing strategies, incentives, site readiness funds, improved infrastructure, and robust workforce development programs**.
- Southern Tier economic developers have a **good reputation among cleantech stakeholders** and state and local government officials.
- Some cleantech sectors have **significant space and power requirements**. The region must address the shortage of sites and buildings with adequate infrastructure to remain competitive.
- In addition to ensuring the region has adequate physical space to support new opportunities, local economic development stakeholder must focus on **building out an ecosystem** that allows businesses to grow and thrive in the region.
- The region must begin **thinking proactively** to ensure that it can capitalize on these opportunities, this could be a challenge in some parts of the region.
- The Southern Tier has a **value proposition**, but few are aware of how and where the region punches above its weight.

Photo source: Cornell University (bottom right)

Executive Summary | Assessment – Top Strengths

Top Selling Points – Lead with these!

STRENGTHS

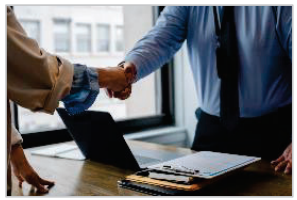
Higher Education System

Institutional Knowledge in Electricity Management

Housing Affordability

Economic Gardening Opportunities

R&D to Commercialization Opportunities



Engaged Political Leadership

Proximity to Metropolitan Markets

Business-Workforce Development Relationship

Quality of Life

Contract Manufacturing Base

Photo source: Pexels

Executive Summary | Assessment – Top Challenges

Top Challenges – Work to address

CHALLENGES

Site Readiness

Electric Capacity

Regional Message & External Perception

Population Decline / Aging Workforce

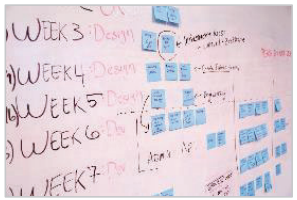
Brain Drain

Community Access & Transportation

NIMBYism & Parochialism

Housing Quality & Availability

Aging Building Stock



Development Process / Reactive Nature

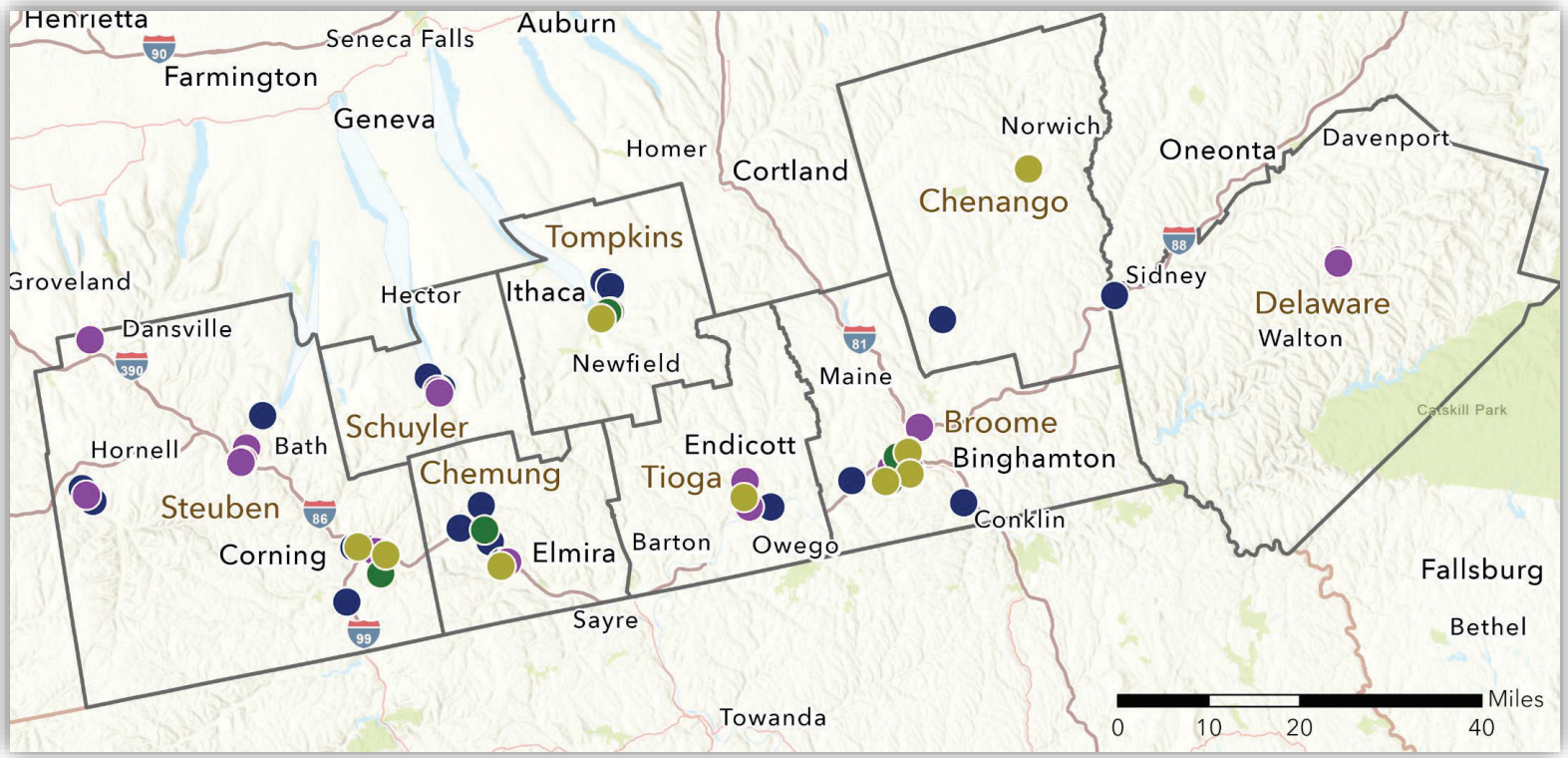
Photo source: Pexels

Executive Summary

Stakeholder Engagement

The Newmark team engaged with over 100 stakeholders throughout the project, utilizing different avenues, including virtual and in-person interviews and roundtable discussions.

- ☑ **100+ stakeholders engaged**
- ☑ **8 counties covered**
- ☑ **16 consultant days in market**
- ☑ **29 businesses engaged**



Executive Summary

Stakeholder Engagement | Key Findings

Newmark's data-driven process is supported by local stakeholder interviews and an in-person tour of the market. Newmark connected with local stakeholders through one-on-one interviews and roundtable discussions in person and virtually.

Business Environment

- Great concern among businesses regarding **state-level policy** and its effect on corporations' location decision-making.
- **Local policy can also pose challenges** to timely development.
- Strong regional assets to build on, but **too many institutions operating in silos**.
- **Strong presence of engineering, sales, and R&D talent** that can support cleantech supply chain development.
- **World class R&D ecosystem**, lack of recognition from outsiders.
- Strong presence of **machine shops, contract manufacturers**, and Tier 1 suppliers that can support clean energy manufacturing.
- Business community has **positive opinions of IDAs**.

Talent Pipeline

- **Strong manufacturing talent pool** that can support existing businesses.
- Higher Education institutions producing **talented engineers**, but many **challenges with brain drain**.
- **BOCES, Community Colleges do a good job** working with employers and developing curriculum, but face **challenges getting students interested in manufacturing**.
- **Concern** among some employers and workforce development officials about **scaling up to meet future needs** in skilled trades.

Executive Summary

Stakeholder Engagement | Key Findings

Cleantech Ecosystem

- Region has **many assets to build on**, including higher education institutions (Cornell, Binghamton University), federal funding (Tech Hub, NSF Engine), and large businesses looking to transition toward electrification.
- Many businesses **interested in engaging** with clean energy R&D at Cornell and Binghamton University but are **uncertain about how to do so**.
- Some **community skepticism about the extent of opportunity** within battery space.
- Strong presence of manufacturing firms that could integrate into the clean energy manufacturing supply chain, but **many businesses have not considered the opportunities**.

Sites & Infrastructure

- The region is held back by a **limited supply of developable** sites.
- Some communities may be **opposed or unsupportive of new development**.
- Electric capacity is a concern across the region. For the most part, the grid supports existing manufacturing needs but could **prohibit future development** in some areas.
- New staff at NYSEG present new opportunities for economic developers to **build new relationships**.

Quality of Life

- The region offers a **4-season climate**, access to many outdoor amenities.
- **Attractive for families**, but challenges in attracting and retaining younger talent.
- **Limited housing stock options** for young professions.
- **Crime in urban areas** is top of mind for some businesses and stakeholders.

Executive Summary

Stakeholder Engagement | Quotes

"Very few people recognize what is happening in the Southern Tier when it comes to battery technology and development. Most battery businesses don't know that that the Southern Tier should be on their short list." – Economic Development Stakeholder (Transplant)	"One of the biggest problems here is lack of space. There are very few vacancies for industrial and not much spec development." – Business Leader (Native)
"The Southern Tier geography is unfortunately fragmented. There's a sense of "every community for itself." – Stakeholder (Transplant)	"What some of the companies here are doing is truly amazing. The biggest challenge the community faces is getting people here to see it." – Business Leader (Transplant)
"Right now there is a lot of anti-business sentiment due to our prior experiences with large companies. We need to do a better job informing the region's residents about business' role in our success." – Business Leader (Native)	"Our story for the longest time was shoes and computers. Now we just don't have a story at all." – Stakeholder (Native)
"We try to work with the electrical utility to get capacity information about sites, but it takes weeks, and sometimes we don't get a response at all." – Economic Development Stakeholder (Native)	"We're still waiting to see how everything going on at Binghamton University impacts us. We've seen it benefit parts of Binghamton, but it's not benefitting other parts of the region right now." – Business Leader (Native)
"Some people are saying the battery opportunities have already bypassed us. We want to understand what's achievable for us here in the Southern Tier." – Business Leader (Native)	"We would like to get involved with the battery research at Binghamton University but we're not sure how to start that conversation." – Business Leader (Native)

Executive Summary

Stakeholder Engagement | Quotes

"Most of our high school students don't see manufacturing as a viable career path. The perception is changing for the better, but it is still a problem." – Workforce Development Stakeholder (Native)	"The NIMBYism here is rampant. We get opposition to new industrial development and even new housing development. It's a constant battle." – Business Leader (Native)
"We are all excited about what's going on at Binghamton University. It has grown a lot in the last 20 years, it's becoming a top-tier school, but that means it's harder for locals to get in." – Stakeholder (Native)	"We need to improve our visibility with the State. The State is a great partner, but the Southern Tier is certainly not top of mind in Albany." – Government Stakeholder (Native)
"Young people disengaging from the workforce is an issue. We need to do a better job at getting them back to work." – Business Leader (Native)	"Transportation is a major challenge. We have people that want to get workforce training, that want to be involved in workforce development, but we don't have the training resources anywhere nearby." – Workforce Development Stakeholder (Native)
"The community would be excited to have a new clean energy business here, but there would be a lot of panic about that business taking labor from other employers." – Workforce Development Stakeholder (Native)	"We wanted to expand locally, but there were no buildings that suited our needs, and land is at a premium. We couldn't find anywhere to build." – Small Business Leader (Transplant)
"The entry level labor pool here is good. Lots of workers are native and lots of familial connections make it easy to find workers." – Workforce Development Stakeholder (Native)	"As a startup, it is quite difficult to recruit folks to come here. Even taking New York City out of the equation, there are lots of other places upstate that have more selling power." – Small Business Leader (Transplant)

Executive Summary

Stakeholder Engagement | Electric Utility Engagement

Utilities are some of the most critical partners in the economic development process, and as power availability and capacity has become more and more of a limiting factor across the US, the responsiveness of local electric utilities often has an outsized impact on the outcome of a corporate site selection project.

It is understood by site selectors and companies that appropriate infrastructure may not be available to serve a site unless costly and time-intensive solutions are implemented. This can be an acceptable status, assuming the appropriate details and plans for such upgrades are provided. Cost, and often most importantly, the time required for implementation, are carefully considered during the decision-making process.

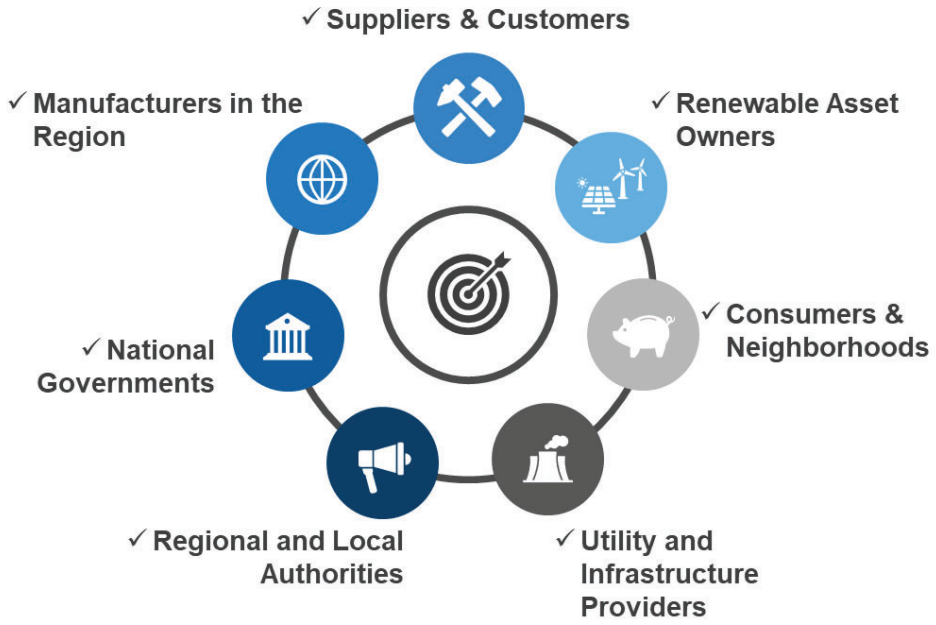
What is not acceptable, though, is no response, or an inability to indicate what *may* be available. Non-binding information, including feasibility-level analysis, should be accessible for all priority sites in a utility service territory, with the caveat that full details cannot be confirmed until a formal system capacity study has been completed. This is sufficient for business planning purposes pending additional engineered solutions, however…

it is unlikely for a real estate solution to get to the engineered solution stage if there is no feasibility-level response.

Information provided by companies and consultants can sometimes be minimal, limiting a utility's ability to respond. That being said, top utilities across the US have developed response processes that take this into consideration.

Minimum information *typically* provided during the RFI process that top utilities have no issues providing preliminary responses in two weeks or less:

- Annual Consumption
- Peak Load
- Annual Ramp



Executive Summary

Real Estate

The Newmark team undertook a rigorous analysis of the region's real estate landscape to assess its ability to support future cleantech projects. The team conducted desktop research to create an inventory of available sites and also submitted a Request for Information (RFI) similar to what a site selection project in cleantech would look for.

The region's supply of available sites is **significantly constrained**, especially for medium or large-scale projects. In many cases, **power capacity is the pinnacle constraint**. Some IDAs reported **challenges in getting clear information about power capacity** from local utility providers.

Southern Tier Industrial Property Inventory

Company Size (Estimated Total Employees)	Square Footage	Properties Available	Number of Options
		All Properties*	
1-4	200-4,999	-	None
5-9	5,000-9,999	5	Few
10-24	10,000-24,999	4	Few
25-49	25,000-49,999	2	Few
50-99	50,000-99,999	1	Few
100-249	100,000-249,999	8	Few
250-499	250,000-499,999	5	Few
500+	500,000+	-	None

Source: CoStar May 2024
**Spaces may be double counted due to the ability to subdivide the space.*

Executive Summary

Site and Building Assessment

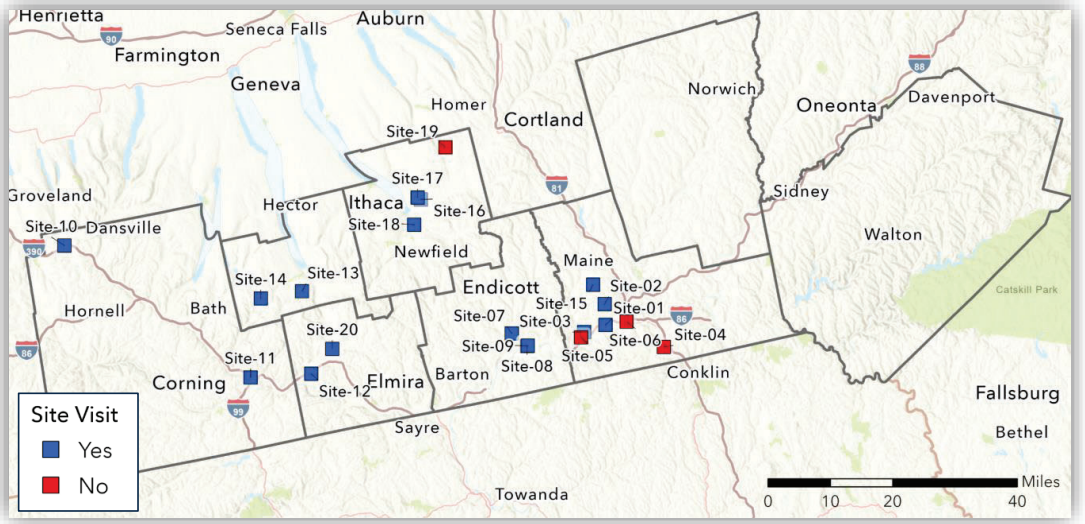
The Newmark team submitted an RFI to the region's eight IDAs to identify sites that could support future cleantech development. The team then reviewed RFI responses and conducted an in-person to the community to assess the sites.

The RFI and site assessment process followed a "mock site selection" approach to assess the community's understanding of available sites, assess the community's ability to respond to RFIs, and assess sites for future development opportunities. The Newmark team received 20 site submitted for review. The team visited and reviewed 16 sites, assigning them to one of three categories.

Competitive – Expected to be competitive at a national level, pending project requirements, with a demonstrated ability to meet general timelines and capacity requirements with optimal flexibility (risk is associated with all sites, but this category does the best job of minimizing risk of meeting potential projects' requirements and timelines).

Regional Opportunity – Needs some work in critical areas and/or not nationally competitive, but provides appropriate site development opportunity for regional needs.

Challenged – Needs significant work and/or a very unique project; not expected to be a true competitive asset in an objective site selection analysis.



No.	Name	No.	Name	No.	Name	No.	Name
1.	600 Main	6.	Binghamton Plaza	11.	Painted Post Foundry	16.	Cornell Business & Tech Park
2.	Broome Technology Park	7.	MATCO	12.	Airport Corporate Park South	17.	BorgWarner
3.	Huron Campus (Building 256)	8.	Sanmina	13.	Schuyler County Business Park	18.	SouthWorks
4.	Broome Corporate Park (Site 1)	9.	Victory	14.	Camp Monterey SHOCK Camp	19.	Groton Bus Park
5.	Endicott Plaza	10.	Wayland Business Park	15.	Broome County Airport Sites	20.	Southern Tier Logistics

Executive Summary

Site Selector Perspectives

Site	County	Property Type	Size (acres/SF)	Scoring Category	Initial Newmark Reaction (non-technical)
Wayland Business Park	Steuben	Land	152	Competitive	Attractive site that is expected to enable development flexibility for a wide array of potential users
Cornell Business and Technology Park	Tompkins	Land	34	Competitive	Good example of a well-executed research university corporate park
Schuyler County Business Park	Schuyler	Land	31	Competitive	Attractive industrial park setting expected to offer development flexibility for most light industrial uses
Broome Technology Park	Broome	Land	526	Competitive	Largest site opportunity that may represent the best potential for utility intensive cleantech project
600 Main	Broome	Land	26	Regional Opportunity	Unique property that could be a good option for development; flooding concerns create uncertainty
Airport Corporate Park South	Chemung	Land	200	Regional Opportunity	Attractive setting but expected to be most aligned with small, light-industrial operations
Broome County Airport Sites	Broome	Land	286	Regional Opportunity	Topographical challenges around the site create limited opportunities to leverage airport proximity
Painted Post Foundry Site	Steuben	Land	52	Challenged	Successful development is expected to be challenging, with minimal observed pathways to development
Camp Monterey SHOCK Camp	Schuyler	Land	25	Challenged	Below average industrial and commercial attributes create a difficult environment for development
Southern Tier Logistics	Chemung	Building	565,500 SF	Competitive	Attractive, established industrial park with a variety of space availability for immediate occupancy
Borg Warner	Tompkins	Building	224,000 SF	Competitive	Legacy industrial property that still appears to be in great condition
MATCO	Tioga	Building	152,774 SF	Competitive	Above average existing industrial property that possesses many move-in-ready qualities
Huron Campus (Building 256)	Broome	Building	137,030 SF	Competitive	Legacy industrial campus that has many of the intangibles required for advanced manufacturing
Sanmina	Tioga	Building	240,000 SF	Challenged	The property is in poor condition and is expected to require a very unique user
SouthWorks	Tompkins	Building	225,700 SF	Challenged	Property location, access, and overall configuration are insufficient for most industrial users
Victory	Tioga	Building	72,400 SF	Challenged	Visually unappealing property appearing in poor condition; uncertain path forward for current state

Site Assessment

1 = Poor	3 = Below Average	5 = Average	7 = Very Good	9 = Excellent

		Property Configuration	Property Encumbrances	Topography	Due Diligence Reports	Property Zoning	Surrounding Land Use Suitability	Transportation Access Site highway access	Utilities	Total Site Score
Competitive	Wayland Business Park	7	7	9	9	7	7	8	6	60
	Cornell Business and Technology Park	5	7	7	5	9	7	7	5	52
	Schuyler County Business Park	7	7	5	7	7	7	4	6	50
	Broome Technology Park	7	7	4	5	7	4	6	4	44
Regional Opportunity	600 Main	7	1	9	5	7	3	6	4	42
	Airport Corporate Park South	3	3	5	7	5	3	8	4	38
	Broome County Airport Sites	6	6	4	3	6	5	5	3	38
Challenged	Painted Post Foundry Site	5	5	9	5	5	1	1	3	34
	Camp Monterey SHOCK Camp	5	5	4	5	3	5	2	4	33

Competitive – Expected to be competitive at a national level, pending project requirements, with a demonstrated ability to meet general timelines and capacity requirements with optimal flexibility (risk is associated with all sites, but this category does the best job of minimizing risk of meeting potential projects' requirements and timelines).

Regional Opportunity – Needs some work in critical areas and/or not nationally competitive but provides appropriate site development opportunity for regional needs.

Challenged – Needs significant work and/or a very unique project; not expected to be a true competitive asset in an objective site selection analysis.

Building Assessment

1 = Poor	3 = Below Average	5 = Average	7 = Very Good	9 = Excellent

		Property Configuration / Flexibility	Property Encumbrances / Expansion Opportunity	Visual Condition of Existing Property	Property Zoning	Surrounding Land Use Suitability	Transportation Access / Site Access	Utilities	Total Site Score
Competitive	Southern Tier Logistics	9	9	7	9	9	7	5	55
	Borg Warner	7	6	9	9	8	9	6	54
	MATCO	7	7	8	9	7	6	6	50
	Huron Campus (Building 256)	7	7	7	9	7	5	6	48
Challenged	Sanmina	3	3	3	5	7	5	6	32
	SouthWorks	3	3	3	7	5	3	5	29
	Victory	3	3	3	5	7	3	5	29

Competitive – Expected to be competitive at a national level, pending project requirements, with a demonstrated ability to meet general timelines and capacity requirements with optimal flexibility (risk is associated with all sites, but this category does the best job of minimizing risk of meeting potential projects' requirements and timelines).

Regional Opportunity – Needs some work in critical areas and/or not nationally competitive but provides appropriate site development opportunity for regional needs.

Challenged – Needs significant work and/or a very unique project; not expected to be a true competitive asset in an objective site selection analysis.

Executive Summary

Education Pipeline

The Southern Tier is home to 65 K-12 districts and 12 higher education institutions that produce talent. The region's K-12 schools generally **perform at or below statewide averages**, with room for improvement, especially in urban core districts.

One of the region's primary strength in cleantech industries is its higher education institutions, which produce substantial talent in cleantech related degrees like **Engineering, Computer and Information Science, Mathematics and Statistics,** and **Physical Science**. The region has lower rates of production degree graduates than the national average. Cleantech businesses expanding or moving to the area may find this to be a challenge.

Southern Tier Select School Districts 8th Grade Math and Science Proficiency, 2022-2023

County	District	Math	Science	County	District	Math	Science
Broome	Binghamton City	3%	24%	Schuyler	Watkins Glen Central	14%	32%
Broome	Union-Endicott Central	22%	49%	Schuyler	Odessa-Montour Central	49%	55%
Chemung	Elmira City	7%	20%	Steuben	Corning City	6%	29%
Chemung	Horseheads Central	41%	51%	Steuben	Hornell City	46%	59%
Chenango	Norwich City	19%	48%	Tioga	Owego-Apalachin Central	33%	55%
Chenango	Sherburne-Earlville Central	10%	33%	Tioga	Waverly Centra	56%	53%
Delaware	Sidney Central	56%	58%	Tompkins	Ithaca City	18%	41%
Delaware	Walton Central	17%	40%	Tompkins	Dryden Central	34%	48%
NY State		**41%**	**47%**	**NY State**		**41%**	**47%**

Southern Tier And U.S. Degree Composition, 2022-23

	% of All Completions	
Program	Southern Tier	U.S.
Engineering	**11.2%**	3.7%
Computer And Information Sciences And Support Services	**9.3%**	5.5%
Mathematics And Statistics	**2.1%**	0.9%
Physical Sciences	**2.0%**	0.9%
Engineering Technologies/Technicians	1.3%	1.6%
Precision Production	0.2%	1.1%
Mechanic And Repair Technologies/Technicians	0.3%	2.0%

Source: JobsEQ, National Center for Education Statistics, New York State Education Department

Executive Summary

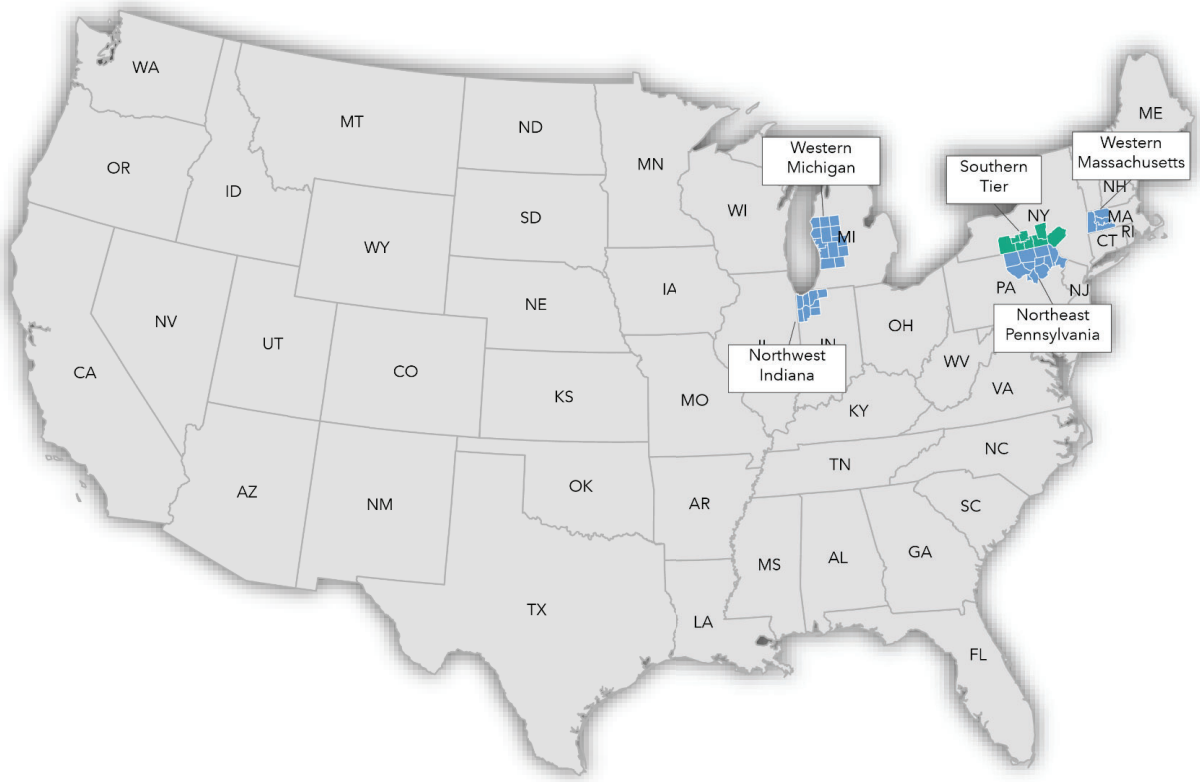
Peer Comparisons

The Newmark team identified a set of peer communities to compare the Southern Tier to show where the region exceeds or falls behind other communities from a site selection perspective.

The process of identify peers and comparing the Southern Tier to peers helps the region begin to form a value proposition and identify any problematic data points that should be addressed.

Photo source: Binghamton University

Southern Tier Peer Regions



Executive Summary

Peer Regions (1 of 2)

Southern Tier, New York

Context

Client. 8-County region with presence of many large legacy businesses. Emerging cleantech economy. Presence of many suppliers. Prominent research institutions.

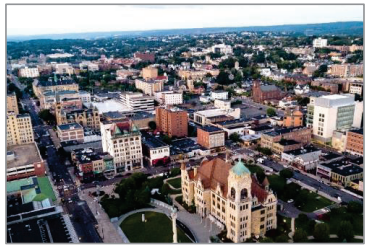
Region Population:	628,674
Principal MSA:	Binghamton
10-Yr Pop. Growth:	-0.4%
Median HH Income:	$62,505
Notable Industries:	Electrical Components, Transportation Equipment, Control Instruments, Motor Vehicle Parts, Education.

Western Michigan

Context

Midwest competitor region with major ties to automotive manufacturing. Recent announcements in battery cell and pack manufacturing (LG, Natron Energy).

Region Population:	1.6 Million
Principal MSA:	Grand Rapids
10-Yr Pop. Growth:	+0.6%
Median HH Income:	$72,932
Notable Industries:	Metals Fabrication, Automotive Parts, Semiconductors, Glass Prods, Machinery.



Northeast Pennsylvania

Context

Border community located just south of Southern Tier. Potential low-cost competitor. Similar topography and demographics. Strong skilled workforce training institutions.

Region Population:	1.0 Million
Principal MSA:	Scranton
10-Yr Pop. Growth:	0.0%
Median HH Income:	$62,954
Notable Industries:	Machine Shops, Plastics, Electrical Components, Oil & Gas.

Source: JobsEQ.

Photo sources: City of Binghamton, Experience Grand Rapids, DiscoverNEPA

Demographics & Peer Communities

Peer Regions (2 of 2)

Southern Tier, New York

Context

Client. 8-County region with presence of many large legacy businesses. Emerging cleantech economy. Presence of many suppliers. Prominent research institutions.

Region Population:	628,684
Principal MSA:	Binghamton
10-Yr Pop. Growth:	-0.4%
Median HH Income:	$62,505
Notable Industries:	Electrical Components, Transportation Equipment, Control Instruments, Motor Vehicle Parts, Education.

Northwest Indiana

Context

Manufacturing-focused Midwestern competitor with major research university (Notre Dame) conducting clean energy research. Recent battery project wins (Samsung and other materials manufacturers)

Region Population:	1.1 Million
Principal MSA:	Fort Wayne
10-Yr Pop. Growth:	+0.2%
Median HH Income:	$67,931
Notable Industries:	Iron & Steel, Machine Shops, Machinery, Motor Vehicle Parts.

Western Massachusetts

Context

Northeastern U.S. competitor. Similar population trends. Major clean energy research institution (UMass Amherst). Higher cost business climate.

Region Population:	820,447
Principal MSA:	Springfield
10-Yr Pop. Growth:	-0.1%
Median HH Income:	$70,719
Notable Industries:	Education, Railroad Rolling Stock, Machine Shops, Fabricated Metals, Plastics.

Source: JobsEQ.

Photo sources: City of Binghamton, Visit Fort Wayne, Yes Massachusetts

Executive Summary

Peer Comparison

Compared to its peers, the Southern Tier is an older community with lower rates of labor participation and low unemployment. Population decline is a major concern for the community, especially from a site selection perspective. The decline has slowed in recent years and may be reversing in some parts of the community. A tight labor market could also be a challenge for growth. The region faces opportunities to re-engage those workers who are not participating in the labor market.

Southern Tier and Peer Community Baseline Comparison

	Southern Tier	Western Michigan	Northeast Pennsylvania	Northwest Indiana	Western Massachusetts	U.S.
Population (2023)	628,674	1,645,864	1,022,423	1,143,573	820,447	331 Million
Population Annual Average Growth Rate (2013-2023)	**-0.4%**	**+0.6%**	0.0%	0.2%	-0.1%	+0.6%
Median Age	40.9	**37.9**	**43.3**	39.1	41.4	38.5
Total Establishments (2023)	14,962	39,757	33,616	25,195	26,499	168 Million
Prime-Age Labor Force Participation	**81.2%**	**83.7%**	81.6%	**81.0%**	82.7%	106 Million
Unemployment Rate (June 2024)	**3.8%**	4.3%	4.0%	**5.2%**	4.3%	4.3%
% Population (25+) with HS or Higher	91.8%	90.8%	92.6%	91.9%	89.1%	89.8%
% Population (25+) with Associate Degree or Higher	**45.8%**	45.5%	42.1%	**38.1%**	**50.6%**	45.0%
% Population (25+) with BA or Higher	32.4%	35.5%	31.8%	**26.7%**	**41.3%**	35.8%

Source: JobsEQ

Lagging Leading

Executive Summary

Peer Cost of Living

The cost of living in the Southern Tier is five percent less than the national average, and low relative to its competitors. Median household income is lower than most peers, and the region's poverty rate exceeds that of its peers as well. The region stands out with two of the most affordable housing markets in the country in Binghamton and Elmira.

Southern Tier and Peer Area Cost of Living, 2018-2022

	Southern Tier	Western Michigan	Northeast Pennsylvania	Northwest Indiana	Western Massachusetts	U.S.
Cost of Living Index (2024 Q1) (U.S. AVG = 100)	**95.0**	96.7	**92.4**	98.4	**102.7**	100.0
Median House Value (of owner-occupied units)	**$152,109**	$218,919	$176,810	$190,526	**$279,033**	$281,900
Median Household Income	**$62,505**	$72,932	$62,954	$67,931	$70,719	$75,149
Poverty Rate (of all people)	**15.6%**	10.8%	13.2%	13.5%	**10.4%**	12.5%

Source: JobsEQ, U.S. Census Bureau American Community Survey, 2018-2022

Percent of Household Income Spent on Median Priced Home, Q2 2024

	Binghamton, NY	Elmira, NY	Grand Rapids, MI	South Bend, IN	Springfield, MA	U.S.
Median Income Family (Median Income)	**19%**	**18%**	32%	21%	**35%**	38%
…Rank among 176 Markets Nationwide (lower = better)	**5th**	**3rd**	80th	8th	**97th**	N/A
Low Income Family	**39%**	**36%**	64%	42%	**71%**	77%
…Rank among 176 Markets Nationwide (lower = better)	**6th**	**3rd**	81st	8th	**105th**	N/A

Source: Wells Fargo Housing Opportunity Index 2nd Quarter 2024

Lagging Leading

Executive Summary

Peer Comparison

Relative to its peers, the Southern Tier has a very strong labor force with high concentrations employment in major occupation categories that intersect with the cleantech space. The only area where the Southern Tier falls behind is in production occupations.

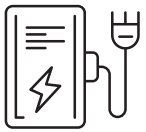
		Southern Tier		Western Michigan		Northeast PA		Northwest Indiana		Western Mass.	
SOC	Occupation	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ
11	Management	18,192	0.93	55,648	0.93	28,230	0.85	27,286	0.77	30,832	1.09
13	Business and Financial Operations	14,036	0.84	40,610	0.80	19,461	0.69	19,276	0.64	18,829	0.79
15	Computer and Mathematical	**6,360**	**0.76**	15,844	0.62	7,909	0.56	**6,914**	**0.46**	7,125	0.59
17	Architecture and Engineering	**4,712**	**1.11**	**20,935**	**1.62**	5,728	0.80	5,911	0.78	4,445	0.73
19	Life, Physical, and Social Science	**2,841**	**1.23**	**4,552**	**0.65**	2,778	0.71	2,842	0.69	3,354	1.01
21	Community and Social Service	6,136	1.29	13,626	0.94	8,944	1.11	8,999	1.05	11,421	1.67
23	Legal	1,827	0.85	3,642	0.56	2,435	0.67	2,522	0.65	2,090	0.68
25	Educational Instruction & Library	**26,054**	**1.85**	**36,765**	**0.85**	22,408	0.94	27,502	1.09	30,957	1.53
27	Arts, Design, Entertainment, Sports, and Media	4,627	0.96	12,456	0.85	5,587	0.69	6,882	0.80	7,050	1.02
29	Healthcare Practitioners and Technical	15,611	1.01	46,726	0.99	32,120	1.23	31,080	1.12	26,440	1.19
31	Healthcare Support	11,195	0.94	27,690	0.76	25,012	1.25	20,077	0.94	30,817	1.81
33	Protective Service	7,228	1.27	10,852	0.63	9,709	1.02	9,927	0.97	8,992	1.11
35	Food Preparation and Serving Related	20,164	0.95	61,256	0.94	34,479	0.96	46,489	1.22	29,305	0.96
37	Building and Grounds Cleaning and Maintenance	8,732	1.02	26,267	1.00	12,435	0.86	14,551	0.94	11,779	0.96
39	Personal Care and Service	5,883	0.90	17,520	0.88	9,603	0.87	12,132	1.04	10,575	1.13
41	Sales and Related	21,530	0.93	67,223	0.95	36,986	0.95	43,656	1.05	29,080	0.88
43	Office and Administrative Support	29,957	0.95	87,102	0.90	52,344	0.98	51,406	0.91	41,372	0.91
45	Farming, Fishing, Forestry	1,307	0.84	7,892	1.67	1,515	0.58	1,972	0.71	1,621	0.73
47	Construction and Extraction	9,264	0.77	35,791	0.98	18,527	0.92	22,893	1.06	14,469	0.84
49	Installation, Maintenance, and Repair	10,613	1.04	34,128	1.09	17,755	1.03	22,753	1.24	12,166	0.83
51	Production	**17,364**	**1.19**	**100,651**	**2.27**	32,522	1.33	37,430	1.43	**18,256**	**0.88**
53	Transportation and Material Moving	18,698	0.82	74,586	1.06	55,318	1.43	49,009	1.19	25,418	0.77

Source: JobsEQ

Executive Summary

Target Cleantech Clusters

After assessing the region's business climate, assets, and real estate, the team identified clusters within the cleantech industry that present the greatest opportunity for future growth. These clusters include:



Power Management

Description
Businesses engaged in supporting cleantech activity through R&D, expertise engineering, manufacturing, machining, and circuit board assembly.

Employment:	12,429
Location Quotient:	1.59
10-Yr Empl. Growth:	-0.7%

Example Industries
Machine Shops, Engineering Services, Circuit Board Manufacturing. Circuit Board Assembly, Machine Tool Manufacturing.

Battery Manufacturing Ecosystem

Description
Businesses engaged in manufacturing batteries and battery components, and the engineering and R&D services that support new battery innovations.

Employment:	4,128
Location Quotient:	4.34
10-Yr Empl. Growth:	-0.2%

Example Industries
R&D in Physical Sciences, Battery Manufacturing, Capacitor Manufacturing, Power Distribution & Specialty Transformer Manufacturing, Electronics Connector Manufacturing.

Clean Transportation

Description
Businesses engaged in manufacturing transportation equipment that can utilize alternative fuel sources.

Employment:	11,983
Location Quotient:	5.61
10-Yr Empl. Growth:	-1.3%

Example Industries
Motor Vehicle Electrical Equipment Manufacturing, Aircraft Engine Manufacturing, Forklift Truck Manufacturing, Railroad Rolling Stock Manufacturing.

Source: JobsEQ

Icon source: The Noun Project

Executive Summary

Emerging Opportunities for Continued Focus (1 of 2)

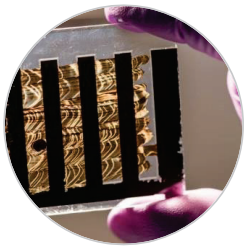
In addition to identifying a set of target industries for focus, the Newmark team also identified several emerging technologies and market trends that could impact future cleantech development in the region. These include:

Solar Panel Recycling

No financially viable method exists yet to recycle panels. Most panels have a lifespan around 20 years, meaning that solar projects built in the mid-to-late 2000s are soon to be decommissioned. Some startups are actively recycling panels in the Southwestern United States, but the market is still very new.

Battery Recycling

Strong future need to recycle batteries domestically as they become more prevalent in everyday life. Current processes, which entail shredding or dissolving batteries in acid are not profitable. New methods are being employed by some researchers to recycle batteries without shredding or dissolving.



Advanced Photovoltaics

New technologies are enabling the “printing” of solar cells onto flexible materials, a process known as “thin film deposition” that eliminates the need for costly silicon panels. Extensive research happening locally to improve energy yields of panels, including development of perovskite cells. Binghamton and Cornell Universities are focusing on R&D and innovations in this field.

Photo source: Unsplash

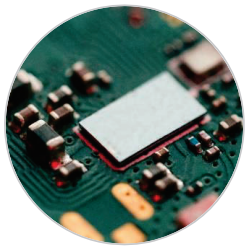
Executive Summary

Emerging Opportunities for Continued Focus (2 of 2)

In addition to identifying a set of target industries for focus, the Newmark team also identified several emerging technologies and market trends that could impact future cleantech development in the region. These include:

Electrolysis

Electrolysis is the process of producing clean hydrogen by using electricity to split water into hydrogen and oxygen. Researchers are exploring the use of new materials as catalysts and methods for improving membranes and reducing the costs of electrolysis. Cornell University has dedicated resources to these efforts through its Center for Alkaline Based Energy Solutions (CABES).



Semiconductor Packaging

The growth of renewable energy, electric vehicles, and application of computer chips in increasingly extreme environments is driving demand for new methods of protecting chips and integrating them into circuit boards. Federal policy efforts are underway to re-shore semiconductor packaging.

The Southern Tier is home to many research assets that could spur innovation in packaging and attract related industries. These assets include Binghamton University's S3IP Center and Cornell University's SUPREME Center.

Photo source: Unsplash

Executive Summary

Recommendations | Process

After conducting interviews, discussions, and roundtables with over 100 stakeholders and completing a comprehensive data-driven analysis of the region and its peers, the Newmark team developed recommendations to improve the Southern Tier's competitive position.

These recommendations were created using a decision matrix to ensure that each recommendation is executable, has a clearly identified stakeholder, and a clearly identified means to measure success toward implementing the recommendation.

Photo source: Pexels

Recommendation framework

Controllable	Executable
• Does the recommendation address a **controllable variable** that can be impacted by strategic planning? • Does the recommendation focus on factors that are known industry influencers and **considerations of business decision-making and global competitiveness?**	• Can the recommendation be traced to leading practices in other regions? • Has the recommendation been executed with known results? • Can a **discernable roadmap for implementation** and success be developed? • Can the tactics from inception to execution be easily developed and communicated?
Defensible	**Measurable**
• Is the recommendation supported by **facts and objective evaluation**? • Can it stand the test of varied interests and stakeholders throughout the region? • Does the recommendation represent **a tangible and realistic change** event that will impact the economic wellbeing of the region? • Does the recommendation consider the unique economic geography of the region?	• Would there be organization ownership of the recommendation? • Does the recommendation lend itself to the measurable Key Performance Indicators (KPIs)? • Can **accountability and transparency be built into the recommendation** with reasonable performance management methods? • Can the recommendation be appropriately resourced? Is it affordable?

Executive Summary

Recommendations | Process

The Newmark team developed 56 recommendations that center on seven key themes, including workforce development, marketing, site readiness, and others.

After formulating recommendations, the Newmark team categorized each recommendation based on priority, cost, and implementation timeline. The team also identified stakeholders to lead and support each recommendation.

These best practices are based on our analysis of the region and Newmark's database of best practices developed through scores of engagements with communities across the country.

Photo source: Pexels

Executive Summary

Top 10 Recommendations

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Business Retention and Expansion	Ensure key cleantech businesses and major employers receive retention visits on a regular basis.	●●● High	6 - 12 Months	$	★★ Moderate	IDAs	Private Sector Employers	Retention Visits, Contacts Established, Jobs Created Or Retained.
Business Retention and Expansion	Identify ways to increase collaboration between R&D efforts at Cornell and Binghamton Universities.	●●● High	6 - 12 Months	$	★★★ Challenging	Cornell University, Binghamton University	IDAs, ESD	Instances Of Cross-Collaboration, Meetings Held.
Business Retention and Expansion	Host networking events between larger clean energy businesses in the region and Power Management cluster businesses to identify new partnership opportunities that connect end product manufacturers with suppliers.	●●● High	1 - 2 Years	$	★★ Moderate	IDAs, Chambers of Commerce	Private Sector Employers	Events Held, Relationships Formed.
Marketing	Conduct regional business workshops to educate local manufacturers about how to engage in R&D partnerships with Binghamton and Cornell Universities.	●●● High	1 - 2 Years	$	★★ Moderate	Local Chambers, NENY, Binghamton S3IP, IEEC, Cornell Gateway to Partnership	Private Sector Employers	Sessions Held, Businesses Engaged, New Relationships Formed.

Executive Summary

Top 10 Recommendations

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Marketing	Create public education campaign to improve public understanding of battery research and plans for federal grants around battery manufacturing.	●●● High	6 - 12 Months	$$	★★ Moderate	NENY, Higher Education	IDAs, Chambers of Commerce	Materials Developed, Residents and Businesses Engaged, Change in Community Opinion.
Marketing	Develop a unified value proposition for the Southern Tier for cleantech business relocating to or expanding in the region.	●●● High	1 - 2 Years	$$	★★★ Challenging	IDAs	Chambers of Commerce, Higher Education, Private Sector Employers, Three Rivers Development, Southern Tier 8	Value Proposition Established, Marketing Materials Developed, Materials Distributed to Prospective Businesses, Visits/Looks From Site Selectors And Businesses.
Marketing	Identify private sector target industry cluster "champions" who can promote the region and it's cleantech assets to their peers inside and outside of the Southern Tier.	●●● High	6 - 12 Months	$	★★ Moderate	IDAs, Local Chambers, Private Sector Employers	ESD	Champions Identified, Stories Collected.

Photo source: Pexels

Executive Summary

Top 10 Recommendations

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Site Readiness	Conduct "development readiness" meetings with local municipalities to help local leaders understand the needs of developers and future businesses.	●●● High	6 - 12 Months	$	★★ Moderate	IDAs, NENY, Site selectors, Developers, Utility Providers	Local government (council, planning & development, engineering)	Meetings Held, Communities Assessed, Potential Sites Identified.
Site Readiness	Build relationships with new electric utility representatives and establish baseline working needs and expectations.	●●● High	1 - 2 Years	$	★★ Moderate	IDAs	Electric utility	Meetings Held, Expectations Established, Responsiveness of Utilities to IDA Needs.
Workforce Development	Align community college programs with needs of cleantech manufacturing businesses.	●●● High	1 - 2 Years	$$$	★★★ Challenging	Community Colleges, Private Sector Employers	IDAs, BOCES, K-12	Needs Identified, Programs Scaled, Enrollment, New Programs Launched.

Photo source: Pexels