

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

**Board Meeting Notice**

**July 24, 2025**

**Steuben County Industrial Development Agency** will hold a Board Meeting at 3:00 pm on July 24, 2025, at Weis Vineyards, located at 10014 Day Rd. Hammondsport, NY 14840, The meeting is open to the public and those wishing to view the meeting as it is being held may do so by visiting:

<https://us02web.zoom.us/j/85281517072?pwd=ahQDjkQpGRwBUKwCMwGCOgQGzGX>

[CrA.1](#)

Sincerely,

Dean Strobel  
Board Chair

Steuben County Industrial Development Agency  
Regular Meeting of the Board of Directors  
Agenda  
July 24, 2025, 3:00 pm

1.     **Call to Order** – Quorum present Strobel
2.     **Secretary’s Report** June 26, 2025, minutes. Davidson
3.     **Treasurer’s Report** – June 2025 financials Russo
4.     **New Business:**
  - a) CD Renewal Ratification Johnson
  - b) Approval of Contract for Tree Removal Johnson
5.     **Old Business:**
  - a) Hornell Wastewater
  - b) Route 54 Corridor
  - c) B&H Rail Grant
  - d) Prattsburgh Wind
  - e) Clean Tech Implementation Proposal
6.     **Project/Policy Updates** Johnson
  - a) Dana Lyon
  - b) Alstom CRISI Grant
  - c) Bath NY Forward
7.     **Adjournment** Strobel

**Steuben County Industrial Development Agency  
Board of Director's Meeting Minutes  
June 26, 2025**

- I. **Call To Order:** The Regular Meeting of the Steuben County Industrial Development Agency (IDA) was called to order at 12:03 pm by Chair Strobel, who confirmed that there was a quorum present.

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

- II. **Secretary's Report:** A motion to approve May 14, 2025, meeting minutes as presented in the board packet was made by Fitzpatrick and seconded by Alger. All voted in favor and the motion passed.

III. **Treasurer's Report:**

- a) **Treasurer's Report** – Johnson reviewed the April/May Financials, noting that administrative income is running behind due to timing of project activity. Johnson reviewed several projects in progress set to close in 2025 which would meet budgeted income levels for the year. On the expense side, most budget items remain within or under budget. Johnson did however review expenses that were over budget for this point in the year or had any major changes during the month. This included maintenance expenses for the office, technology upgrades, and conference expenses. All these categories are expected to be within budgeted amounts by the end of the year.

IV. **New Business:**

No New Business

V. **Old Business:**

- a) **BelGioioso Final Resolution/Approval** – Johnson presented the BelGioioso Sales Tax Abatement Final Resolution as presented in the Board Packet. Ed Valenta was present to answer any questions. Johnson outlined the final approval for BelGioioso's \$10.4 million modernization project, which will create

four new jobs, many outside agriculture jobs, and yield significant sales tax savings. Alger motioned to accept the resolution to make the SEQRA determination and approve the project and Davidson seconded the motion. All voted in favor and the motion passed.

- b) Steuben County Loan Fund** – Johnson presented the information as included in the board packet. The transformation of a COVID relief fund into the Steuben County Redevelopment Loan Program was highlighted, with successful loan approvals for various businesses and discussions about potential additional funding from the IDA and county. Five loans have been approved for various projects throughout the County. Additional projects are being considered for projects in Atlanta/Cohocton, Arkport and Prattsburgh which would use up the remaining funding.
- c) Hornell Wastewater** – Johnson discussed the challenges facing the Hornell wastewater system serving the Village of North Hornell and Hornellsville. The system, originally built 50 years ago to serve HP Hood, requires \$16.7 million because of the age of the infrastructure. Labella has represented the city in this process and recently submitted a proposal to continue to manage the project and apply for grants. The cost for this work would be \$107,000. Because of the impact this project will have on HP Hood and other businesses along the line Johnson proposed that IDA contribute to the cost with the Hornell IDA and the three impacted municipalities. The IDA would contribute \$21,400 toward the project- \$12,316.27 in 2025 and \$9,083.73 in 2026. A motion to contribute to the cost of Labella's fees was made by Alger and seconded by Fitzpatrick. All voted in favor and the motion passed.

## **VI. Project/Policy Updates:**

- a) Small Business Round Table** - Staats reported on the Small Business Round Table that took place on June 18. Nine businesses participated and other partner organizations attended. The first meeting focused on workforce challenges and service offerings. Plans for future roundtables are in discussions.
- b) FEMA Funding and Bridge Replacement Options-** Johnson outlined the challenges faced with FEMA concerning the funding for a bridge washed away by storm Debbie. He suggested that instead of pursuing a costly rail bridge replacement of \$2.5 million for a freight bridge, the board should consider working with FEMA on a small lump sum request to construct a pedestrian bridge as the likelihood of future rail service is minimal/nonexistent. No motion needed but the board agreed to move forward seeking funding for the pedestrian bridge replacement.
- c) Curtiss School** – Johnson reported on the progress of the Curtiss School project in Hammondsport, which has secured a \$1 million Restore New York grant and an \$800,000 New York Forward grant. The redevelopment will create 24 residential units. This project is moving forward and has an aggressive construction schedule.

- d) **Dana Lyon** – Johnson reported on the Dana Lyon housing project. The historic rehabilitation and repurpose of the Old Dana Lyon School to 49 apartment units is going very well. Providence is pleased with the progress and cooperation they are receiving from the community which has the project on-time with an anticipated completion of early June 2026. A tour of the project will be held on July 9 at 10:30 am for those that wish to attend.
- e) **Wayland Main Street** - Johnson highlighted the Wayland Main Street project to rebuild three buildings destroyed by fire in 2022. The project ran into some unexpected structural damage but is on track to be completed by next summer.
- f) **Alstom CRISI** – Johnson provided an update on Alstom's freight engine project, noting that the company has reduced its offshore component usage and only requires two Buy America waivers. The waivers are set to be approved by Alstom leadership by July 11, 2025, so they can be submitted for review.
- g) **Prattsburgh Wind** - Johnson reported on the progress of wind project in Prattsburgh. The public hearings are set for July and tree clearing is scheduled for this fall with the majority of construction taking place in 2026
- h) **Canisteo Wind** – Johnson reports that this project is also moving forward, with plans to start clearing trees in the fall.
- i) **Park Grove Housing** – Johnson reported that staff have been working with the State to submit final paperwork confirming financing is in place for the project. Assuming the State awards the project funding for public infrastructure, work will start in October.
- j) **IDA Academy** – Johnson presented information on the upcoming NYSEDC IDA Academy taking place in Ithaca on July 29th, highlighting the opportunity for board members to engage and earn training credits. He encouraged attendance and told board members to reach out if they are interested in attending.

**VII. July 24th board meeting:** Johnson announced the July board meeting will be held at Weis Vineyard, 3:00 pm – 5:00 pm to give board members an opportunity to see the investment recently made by the business.

**VIII. Adjournment:** Fitzpatrick made a motion to adjourn the meeting at 1:05 pm, which was seconded by Caulfield. All voted in favor and the motion passed.

Respectfully submitted,  
Mike Davidson  
Secretary

**Statement of Financial Position by Fund with Comparison to Prior Year End**  
**Steuben County Industrial Development Agency**  
**For 6/30/2025**

Run: 7/14/2025 at 12:53 PM

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SCIDA

	This Year	Last Year	Change
<b>Assets</b>			
<b>Current Assets</b>			
10.0200.020.00 SCIDA Checking xx3375 - Five Star Bank	464,476.61	680,259.75	(215,783.14)
10.0205.020.00 SCIDA Escrow Acct xx9305	52,241.96	9,359.45	42,882.51
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	998,342.00	987,902.05	10,439.95
10.0221.020.00 SCIDA Five Star CD xx5244	643,251.81	643,251.81	0.00
10.0222.020.00 SCIDA Chemung CD	516,857.38	511,582.88	5,274.50
10.0223.020.00 SCIDA Five Star CD xx4101	1,630,304.88	1,556,570.36	73,734.52
10.0224.020.00 SCIDA Five Star CD xx0785	1,200,000.00	1,200,000.00	0.00
10.0240.020.00 Prepaid Expenses	11,091.73	12,901.73	(1,810.00)
Total Current Assets	5,528,982.53	5,614,244.19	(85,261.66)
<b>Non-Current Assets</b>			
10.0199.030.00 Deferred Outflows of Resources	180,597.00	180,597.00	0.00
Total Non-Current Assets	180,597.00	180,597.00	0.00
<b>Fixed Assets</b>			
<b>Land</b>			
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
<b>Buildings</b>			
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	56,476.02	56,476.02	0.00
10.0126.010.00 B&H Railroad	922,522.80	922,522.80	0.00
Total Buildings	1,520,792.82	1,520,792.82	0.00
<b>Equipment</b>			
10.0140.010.00 B&H Railroad Equipment	14,250.00	14,250.00	0.00
10.0145.010.00 Office Equipment	36,632.16	36,632.16	0.00
Total Equipment	50,882.16	50,882.16	0.00
<b>Goodwill</b>			
10.0175.010.00 Website Design	30,000.00	30,000.00	0.00
Total Goodwill	30,000.00	30,000.00	0.00
<b>Depreciation</b>			
10.0180.010.00 Accumulated Depreciation	(1,057,354.64)	(1,057,354.64)	0.00
10.0185.010.00 Accumulated Amortization	(30,000.00)	(30,000.00)	0.00
Total Depreciation	(1,087,354.64)	(1,087,354.64)	0.00
<b>Total Assets</b>	<b>7,073,517.63</b>	<b>7,158,779.29</b>	<b>(85,261.66)</b>
<b>Liabilities and Fund Balance</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
10.0600.060.00 Accounts Payable	100.00	100.00	0.00
10.0601.060.00 Payroll Liabilities - Accrued Payroll	0.00	14,088.11	(14,088.11)
10.0610.060.00 Payroll Liabilities - PR Taxes	2.10	1,059.69	(1,057.59)
10.0611.060.00 Payroll Liabilities - Retirement	1,341.56	3.35	1,338.21
10.0613.060.00 Payroll Liabilities - United Way	763.60	299.60	464.00
10.0630.060.00 Escrow Funds Payable	8,457.98	8,457.98	0.00
10.0687.000.00 Compensated Absences - Accrued	7,286.23	7,286.23	0.00
10.0688.060.00 Escrow Funds Payable - Projects	41,000.00	0.00	41,000.00
Total Current Liabilities	58,951.47	31,294.96	27,656.51
<b>Non-Current Liabilities</b>			
10.0680.070.00 Net Pension Liability	177,682.00	177,682.00	0.00
10.0685.070.00 Deferred Inflows of Resources	107,946.00	107,946.00	0.00
Total Non-Current Liabilities	285,628.00	285,628.00	0.00
Total Liabilities	344,579.47	316,922.96	27,656.51

**Statement of Financial Position by Fund with Comparison to Prior Year End**  
**Steuben County Industrial Development Agency**  
**For 6/30/2025**

Run: 7/14/2025 at 12:53 PM

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SCIDA

	This Year	Last Year	Change
Fund Equity			
NonSpendable Fund Balance			
Fund Balance			
10.0910.090.00 Temp Restricted - Infrastructure	12,316.27	12,316.27	0.00
10.0915.090.00 Fund Balance	<u>6,829,540.06</u>	<u>5,958,947.29</u>	<u>870,592.77</u>
Total Fund Balance	6,841,856.33	5,971,263.56	870,592.77
Current Year Change in Fund Balance	<u>(112,918.17)</u>	<u>870,592.77</u>	<u>(983,510.94)</u>
Total Fund Equity	<u>6,728,938.16</u>	<u>6,841,856.33</u>	<u>(112,918.17)</u>
Total Liabilities and Fund Balance	<u><u>7,073,517.63</u></u>	<u><u>7,158,779.29</u></u>	<u><u>(85,261.66)</u></u>

# Statement of Activity - MTD and YTD by Department Steuben County Industrial Development Agency

For 6/30/2025

SCIDA

Income	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
<b>Administrative Income</b>				
10.2140.100.00 Administrative Income	0.00	20,218.15	1,300,000.00	(1,279,781.85)
10.2141.100.00 Administrative Income - Other Projects	0.00	9,000.00	0.00	9,000.00
<b>Total Administrative Income</b>	0.00	29,218.15	1,300,000.00	(1,270,781.85)
<b>Business Development Income</b>				
10.2710.100.00 Business Development Support Income	0.00	130,000.00	130,000.00	0.00
<b>Total Business Development Income</b>	0.00	130,000.00	130,000.00	0.00
<b>Other Income</b>				
10.2815.100.00 Grant Income Site Development	0.00	0.00	75,000.00	(75,000.00)
10.2870.100.00 Miscellaneous Income	0.00	4,019.00	2,000.00	2,019.00
10.2891.100.00 Interest Income	1,759.60	90,322.84	80,000.00	10,322.84
<b>Total Other Income</b>	1,759.60	94,341.84	157,000.00	(62,658.16)
<b>Total Income</b>	<b>1,759.60</b>	<b>253,559.99</b>	<b>1,587,000.00</b>	<b>(1,333,440.01)</b>
<b>Expenses</b>				
<b>Office Expenses</b>				
10.6125.400.00 Continuing Education Expense	0.00	166.79	5,000.00	4,833.21
10.6130.400.00 Dues & Subscriptions Expense	317.88	4,379.92	10,000.00	5,620.08
10.6140.400.00 Miscellaneous Office Expense	0.00	0.00	2,200.00	2,200.00
10.6150.400.00 Postage & Delivery Expense	0.00	809.80	2,000.00	1,190.20
10.6155.400.00 Cleaning Expense	230.00	1,380.00	2,850.00	1,470.00
10.6160.400.00 Copier Expense	426.14	1,764.29	2,750.00	985.71
10.6165.400.00 Office Supplies Expense	0.00	926.53	3,000.00	2,073.47
10.6170.400.00 Payroll Fees Expense	0.00	0.00	1,900.00	1,900.00
<b>Total Office Expenses</b>	974.02	9,427.33	29,700.00	20,272.67
<b>Professional Services Expense</b>				
10.6200.400.00 Legal Services Expense	0.00	0.00	5,500.00	5,500.00
10.6205.400.00 Maintenance Expense	512.96	11,087.45	50,000.00	38,912.55
10.6210.400.00 Accounting Expense	2,748.38	27,985.28	43,431.00	15,445.72
10.6220.400.00 Consulting Expense	0.00	4,278.75	10,000.00	5,721.25
<b>Total Professional Services Expenses</b>	3,261.34	43,351.48	108,931.00	65,579.52
<b>Salaries &amp; Wages Expense</b>				
10.6560.400.00 Payroll Expenses	31,807.98	188,674.27	411,899.00	223,224.73
10.6561.400.00 Payroll Taxes Expense	2,463.35	14,649.47	31,510.00	16,860.53
10.6599.400.00 Retirement (ERS) Expense	0.00	0.00	42,877.00	42,877.00
<b>Total Salaries &amp; Wages Expenses</b>	34,271.33	203,323.74	486,286.00	282,962.26
<b>Administrative Expenses</b>				
10.6625.400.00 Technology Upgrades Expense	298.00	5,974.00	7,000.00	1,026.00
10.6645.400.00 Marketing Expense	56.00	7,207.61	25,000.00	17,792.39
<b>Total Administrative Expenses</b>	354.00	13,181.61	32,000.00	18,818.39



**Statement of Activity - MTD and YTD by Department  
Steuben County Industrial Development Agency  
For 6/30/2025**

SCIDA

	M-T-D Actual	Y-T-D Actual	Y-T-D Budget	Variance
<b>Utility Expenses</b>				
10.6650.400.00 Internet Access Expense	60.00	240.00	800.00	560.00
10.6655.400.00 Telephone Expense	487.33	2,803.38	3,830.00	1,026.62
10.6660.400.00 Utilities Expense	274.73	2,302.00	4,635.00	2,333.00
10.6665.400.00 Refuse Expense	35.00	175.00	375.00	200.00
<b>Total Utility Expenses</b>	<b>857.06</b>	<b>5,520.38</b>	<b>9,640.00</b>	<b>4,119.62</b>
<b>Travel Expenses</b>				
10.6700.400.00 Travel & Entertainment Expense	613.18	1,760.26	8,000.00	6,239.74
10.6705.400.00 Community Engagement	115.02	836.74	6,500.00	5,663.26
10.6710.400.00 Conferences Expense	351.00	4,280.51	8,500.00	4,219.49
<b>Total Travel Expenses</b>	<b>1,079.20</b>	<b>6,877.51</b>	<b>23,000.00</b>	<b>16,122.49</b>
<b>Insurance Expense</b>				
10.6810.400.00 Health Insurance Expense	5,422.47	40,931.09	70,465.00	29,533.91
10.6815.400.00 Dental Insurance Expense	712.47	1,424.94	5,312.00	3,887.06
10.6820.400.00 Vehicle Allowance Expense	929.04	6,038.76	12,077.00	6,038.24
10.6825.400.00 Liability Insurance Expense	6,366.61	9,669.86	15,330.00	5,660.14
10.6830.400.00 Disability Insurance Expense	507.75	1,194.46	2,310.00	1,115.54
10.6835.400.00 Life Insurance Expense	0.00	1,254.99	1,460.00	205.01
10.6840.400.00 Workers' Compensation Insurance Expense	233.04	2,173.76	3,203.00	1,029.24
<b>Total Insurance Expense</b>	<b>14,171.38</b>	<b>62,687.86</b>	<b>110,157.00</b>	<b>47,469.14</b>
<b>Infrastructure Expense</b>				
10.6905.400.00 Project Costs Expense	1,094.52	1,743.28	25,000.00	23,256.72
10.6906.400.00 Project Cost Expense - Other Projects	0.00	10,000.00	0.00	(10,000.00)
10.6915.400.00 Site Development Expense	0.00	10,364.97	150,000.00	139,635.03
<b>Total Infrastructure Expense</b>	<b>1,094.52</b>	<b>22,108.25</b>	<b>175,000.00</b>	<b>152,891.75</b>
<b>Other Expenses</b>				
<b>Total Expenses</b>	<b>56,062.85</b>	<b>366,478.16</b>	<b>974,714.00</b>	<b>608,235.84</b>
<b>Excess Revenue Over (Under) Expenses</b>	<b>(54,303.25)</b>	<b>(112,918.17)</b>	<b>612,286.00</b>	<b>(725,204.17)</b>

## Admin

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**From:** Ryan P Kustyn <RPKustyn@five-starbank.com>  
**Sent:** Wednesday, July 9, 2025 9:03 AM  
**To:** Jamie Johnson  
**Cc:** Jill Staats; Admin; Kevin Groff  
**Subject:** RE: CD Maturity

Jamie,

Thank you for the update. I will renew both for 9-months on 7/18. You will receive the updated certificates in the mail shortly after.

Best Regards,

**Ryan P. Kustyn**

Vice President, Senior Municipal Business Officer



**O** 315.787.3107  
**C** 315.246.1063  
**E** RPKustyn@Five-StarBank.com

Auburn Branch  
345 Genesee Street  
Auburn, NY 13021  
[Five-StarBank.com](https://www.fivestarbank.com)

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**From:** Jamie Johnson <jjohnson@steubencountyida.com>  
**Sent:** Wednesday, July 9, 2025 8:00 AM  
**To:** Ryan P Kustyn <RPKustyn@five-starbank.com>  
**Cc:** Jill Staats <jstaats@steubencountyida.com>; Admin <admin@steubencountyida.com>; Kevin Groff <kgroff@localgovsupport.com>  
**Subject:** [EXTERNAL] RE: CD Maturity

### This Message Is From an External Sender

This message came from outside the Five Star network. Be cautious and ensure it's an expected email.

[Report Suspicious](#)

Ryan,

The board has agreed to renew both of the CD's and the interest into 9-month investments. Please proceed with this.

Thanks

Jamie

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**From:** Ryan P Kustyn <[RPKustyn@five-starbank.com](mailto:RPKustyn@five-starbank.com)>

**Sent:** Tuesday, July 8, 2025 12:48 PM

**To:** Jamie Johnson <[jjohnson@steubencountyida.com](mailto:jjohnson@steubencountyida.com)>

**Cc:** Jill Staats <[jstaats@steubencountyida.com](mailto:jstaats@steubencountyida.com)>; Admin <[admin@steubencountyida.com](mailto:admin@steubencountyida.com)>; Kevin Groff <[kgroff@localgovsupport.com](mailto:kgroff@localgovsupport.com)>

**Subject:** RE: CD Maturity

Thank you for that information. I can offer the following rates. Please let me know if you have any questions.

**Steuben County IDA:**

CD PUBLIC >250M Primary	\$643,251.81 Active	Matures: 7/18/25
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**Steuben Area Economic Development:**

CD PUBLIC <250M Primary	\$104,349.15 Active	Matures: 7/18/25
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**Renewal Rates:**

6-Month CD: 3.75%APY

9-Month CD: 3.75%APY

12-Month CD: 3.50%APY

18-Month CD: 3.50%APY

24-Month CD: 3.25%APY

Best Regards,

**Ryan P. Kustyn**

Vice President, Senior Municipal Business Officer



**O** 315.787.3107

**C** 315.246.1063

**E** [RPKustyn@Five-StarBank.com](mailto:RPKustyn@Five-StarBank.com)

Auburn Branch



345 Genesee Street  
Auburn, NY 13021  
[Five-StarBank.com](http://Five-StarBank.com)

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**From:** Jamie Johnson <[jjohnson@steubencountyida.com](mailto:jjohnson@steubencountyida.com)>  
**Sent:** Tuesday, July 8, 2025 9:35 AM  
**To:** Ryan P Kustyn <[RPKustyn@five-starbank.com](mailto:RPKustyn@five-starbank.com)>  
**Cc:** Jill Staats <[jstaats@steubencountyida.com](mailto:jstaats@steubencountyida.com)>; Admin <[admin@steubencountyida.com](mailto:admin@steubencountyida.com)>; Kevin Groff <[kgroff@localgovsupport.com](mailto:kgroff@localgovsupport.com)>  
**Subject:** [EXTERNAL] RE: CD Maturity

**Message Is From an Unknown Sender**

[Report Suspicious](#)

You have not previously corresponded with this sender.

I would like to see options up to 18 months please

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**From:** Ryan P Kustyn <[RPKustyn@five-starbank.com](mailto:RPKustyn@five-starbank.com)>  
**Sent:** Tuesday, July 8, 2025 9:31 AM  
**To:** Jamie Johnson <[jjohnson@steubencountyida.com](mailto:jjohnson@steubencountyida.com)>  
**Cc:** Jill Staats <[jstaats@steubencountyida.com](mailto:jstaats@steubencountyida.com)>; Admin <[admin@steubencountyida.com](mailto:admin@steubencountyida.com)>; Kevin Groff <[kgroff@localgovsupport.com](mailto:kgroff@localgovsupport.com)>  
**Subject:** RE: CD Maturity

Hi, Jamie-

Which terms would you like rate for?

Best Regards,

**Ryan P. Kustyn**

Vice President, Senior Municipal Business Officer



**O** 315.787.3107  
**C** 315.246.1063  
**E** [RPKustyn@Five-StarBank.com](mailto:RPKustyn@Five-StarBank.com)

Auburn Branch  
345 Genesee Street  
Auburn, NY 13021  
[Five-StarBank.com](http://Five-StarBank.com)



**From:** Jamie Johnson <[jjohnson@steubencountyida.com](mailto:jjohnson@steubencountyida.com)>  
**Sent:** Tuesday, July 8, 2025 9:24 AM  
**To:** Ryan P Kustyn <[RPKustyn@five-starbank.com](mailto:RPKustyn@five-starbank.com)>  
**Cc:** Jill Staats <[jstaats@steubencountyida.com](mailto:jstaats@steubencountyida.com)>; Admin <[admin@steubencountyida.com](mailto:admin@steubencountyida.com)>; Kevin Groff <[kgroff@localgovsupport.com](mailto:kgroff@localgovsupport.com)>  
**Subject:** [EXTERNAL] CD Maturity

**Message Is From an Unknown Sender**

[Report Suspicious](#)

You have not previously corresponded with this sender.

Ryan,

I just received notification that we have two CD's maturing on the 18<sup>th</sup> of this month and I would like to get information on renewals for each of them. The specific CD's in question include:

Steuben Area Economic Development ending in 3085  
Steuben County Industrial Development Agency ending in 3077

Can you please send me the current terms and rates for renewing these?

Thanks

Jamie



James C. Johnson  
Executive Director  
Steuben County IDA  
[7234 Route 54](#)  
[PO Box 393](#)  
[Bath, NY 14810](#)  
Phone [607-776-3316](tel:607-776-3316)  
Fax [607-776-5039](tel:607-776-5039)  
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**MEMO**

To: Jamie Johnson

From: Matthew Bull

Date: 7/15/2025

Re: Emergency Tree Removal – B&H Railroad property adjacent to 19 Davis Ave., Hammondsport

On Monday, July 7, Dave Hill, a resident at 19 Davis Avenue, Hammondsport called to report that a large oak tree on IDA property (former B&H railroad) had fallen behind his house. Upon inspection, staff verified that a portion of the tree within the B&H railroad property had fallen into the right of way with some debris also falling on adjacent property owned by Dave Drum and Craig Wilson.

Staff consulted with vendors Sean Stopka and Beers Tree Service for estimates. Both recommended removal of the fallen limbs first, and due to the poor condition of the remaining standing portion of the tree, complete removal down to grade level. The following proposals were submitted:

- Beers - \$5,500
- Stopka - \$5,800

In addition to submitting the lowest cost proposal, Beers' will use a 75' bucket truck to access the remaining standing portion and maintains insurance including a \$3MM umbrella meeting agency requirements. Staff notified Beers of the award and he will begin work within the next 7-10 days, providing staff with notice of a specific date so that neighbors can also be notified in advance.

Staff remain in regular contact with and are providing status updates to neighbors Dave Hill, Dave Drum and Craig Wilson, as well as the Town Supervisor, Dave Durepo and will continue to do so.



**MEMO**

To: Jamie Johnson  
From: Matthew Bull  
Date: 7/17/2025  
Re: Hornell Wastewater

- The Steuben County IDA, City of Hornell IDA, and all three participating municipalities (Village of North Hornell, Town of Hornellsville, and the City of Hornell) have agreed to share equally in the cost of LaBella's services for grant preparation and environmental review work. The first grant to be submitted is the Pro Housing Supply Fund (NYS Empire State Development), due 7/31/2025.
- The Pro Housing Supply Fund (along with several other state discretionary grant programs) require that municipal applicants are Pro Housing certified OR have submitted a complete application to become certified by 7/31/2025. While the City of Hornell is already certified and is the lead applicant for this application, we are working with the Village and Town on their respective Pro Housing certifications in an effort to strengthen this and future funding applications. We will certainly meet the end of month application deadline, but I'm hopeful by submitting their application materials in advance, that certifications will also be approved by then.
- Town of Hornellsville. The Town Board unanimously approved their Pro Housing resolution on 7/8/2025. We have confirmed that Town staff have access to state's portal and are uploading necessary documentation to complete the certification process. I will continue to monitor and assist as needed and confirm the uploads are complete with NYS Pro Housing staff.
- Village of North Hornell. The Village Board unanimously approved their Pro Housing resolution on 7/14/2025. We have confirmed that the Village Clerk has access to state's portal and she is uploading necessary documentation to complete the certification process. I will continue to monitor and assist as needed and confirm the uploads are complete with NYS Pro Housing staff.
- I remain in regular contact with NYS Pro Housing staff and have made them aware of the intermunicipal Hornell area infrastructure project and pending grant applications, and that we're working with the Town and Village to obtain their certifications ASAP.

## **New York Southern Tier Cleantech Strategy Launch Roadmap**

***Proposal for Consulting Services to Develop and Facilitate Execution of a Launch Roadmap to Include  
Leadership Vision, Strategic Priorities, Performance Measures, Organizational Structure,  
Budget and Financing, and Detailed Action Plan to Execute the Launch of the Southern Tier Cleantech Strategy***

### **Consultant Scope of Work and Deliverables**

***Overall Consultant Task: Develop and Facilitate the Execution of a Roadmap Leading to Implementation of the Recommendations in the Newmark Report Determined to Lead to Tangible Results and the Greatest Return on Investment.***

#### **A. Vision, Goals, Strategic Priorities and Performance Measures**

1. Facilitate the process for the Southern Tier EDO leadership to set a tangible and outcome-based Vision, Overall Goals to be Achieved, and the Overall Strategic Priorities for the next 3 years to position the region as the Cleantech leader in research and a premier destination for clean energy manufacturing and clean energy generation industry growth in both New York State and the nation.
2. Recommend and work with the EDO leadership to agree on and adopt tangible Performance Measures for decision-making and also to embed in the deliverables of an administrative entity.

#### **B. Organizational Structure for Regional Leadership Structure and Day-to-Day Operations**

1. Define roles of an overarching leadership entity, the EDO's, and the various regional partners (i.e., universities, major manufacturing companies, etc.).
2. Draft organizational structure options for both the overarching Southern Tier Region EDO Leadership and an entity to administer day-to-day operations (could include creation of new organization structure or re-purposing of an existing entity).



3. Facilitate process for the Southern Tier EDO leaders to adopt a leadership structure and an administrative organizational structure (could be in the form of reconstituting an existing entity, creating a new entity, or contracting with an existing entity for administrative services), and develop a detailed scope of work and process to engage/create the administrative entity.
4. Develop sample operating budgets for leadership and operations.
5. Prepare sample financing strategies and work with leadership to adopt a model.
6. Develop samples of scope of work and details of the organizational structure to deliver administrative services and day-to-day operations.
7. Develop a step-by-step process to create the preferred organizational structures to achieve a cohesive and results-oriented approach to executing the recommendations in the Newmark Report.

### C. Facilitate Execution of Select Recommendations in the Newmark Report

1. Work with EDO Leadership to prioritize the recommendations in the Newmark Report in terms of feasibility and return on investment.
  - i. Assess and recommend the action steps that are both impactful and achievable in the first three years.
  - ii. Facilitate a planning session of the EDO Leadership to prioritize the action steps to be pursued in the first three years.
2. Create a detailed three-year action plan process to implement the Priority Action Items.
  - i. Information and promotion strategies to include identifying key elements of both an inter-region and an external communications and marketing strategy such as a centralized website, business recruitment collateral, etc. ***Upon request, the Consultant will create and facilitate RFQ processes to engage professional services for development of the components of the communications strategy to include website content/design, print and electronic marketing collateral, design of collateral materials.***
  - ii. Elements of a regional and comprehensive business attraction strategy and program.
    1. Develop administrative process to include, but not limited to, establishing and maintaining “prospect leads” data bases, site readiness status, responding to and pursuing leads.
    2. Work with Leadership to agree on coordinated strategies for regional and county-based messaging, tools and action plan for proactive recruitment such as trade shows, etc.
  - iii. Site and infrastructure Readiness
    1. Develop processes to collect and maintain a centralized database with an inventory of existing sites with adequate infrastructure and available for immediate occupancy.
    2. Work with EDO’s to identify the gaps in site availability and steps necessary to increase site ready inventory, which will become an action item in the Roadmap.

#### Notes:

- ***It is not clear whether there is a need to develop an inventory of space and power requirements by sector.***
- ***This proposal does not include strategies related to Workforce and Quality of Life elements discussed in the Newmark Report.***

## Detailed Consultant Scope of Work and Timeline

Objective	Tasks and Tangible Outcome/Products	Timeline
<b>Objective #1. Create Roadmap Structure</b>	<b>Consultant Task A. Consultant designs the final framework for the key elements of the Roadmap and secures approval of the EDO Steering Committee members (Johnson, Duncan, Roman)</b>  <b>Deliverable:</b> Roadmap framework	Week 1 (consultant starts work in August)
<b>Objective #2. Prepare for EDO Work Session #1</b>  <b>Desired Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Elements of sample visions and strategic priorities to achieve a cohesive and results-oriented approach to positioning the Southern Tier as a cleantech leader and destination for sector industry growth</li> <li>▪ Sample roles/responsibilities of organizational structure for both governance/leadership and day-to-day operations</li> <li>▪ Sample list of major challenges and barriers to execute recommendations</li> <li>▪ Sample performance measures</li> <li>▪ Preliminary and measurable goals for impact over a 3-year period</li> </ul> Deliverable: Sample documents for discussion at EDO Work Session #1	<b>Consultant Task B: Consultant prepares the following for EDO Work Session #1</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>▪ Sample list of major barriers and challenges to execute Newmark recommendations and prepare for discussion at EDO Leadership work session (see Objective #2)</li> <li>▪ Key elements of a vision statement</li> <li>▪ Preliminary statement of challenges to execution and achieving results</li> <li>▪ Sample strategic priorities</li> <li>▪ Sample roles and responsibilities of EDO's as both a cohesive leadership team and their individual roles to drive the vision, set measurable strategic priorities and action plan, monitor and assess performance against strategic objectives</li> <li>▪ Tasks/scope for day-to-day operations to be performed by an administrative entity</li> <li>▪ Research both existing entities within the Southern Tier and successful structures in other states with similar purpose</li> <li>▪ Develop options of organizational structures for both regional leadership driven by the EDO's and an administrative entity charged with day-to-day operations</li> <li>▪ Draft sample performance measures</li> </ul>	Weeks 1 – 3 (propose mid-August to mid-September)

<p><b>Objective #3. Facilitate On-site Work Session #1 with EDO's of the 8 ST counties to Set Vision, Strategic Priorities, Performance Measures, Roles/Responsibilities, Organizational Structures</b></p> <p><b>Sample Agenda and Desired Outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ Set the Vision</li> <li>▪ Acknowledge major challenges and barriers</li> <li>▪ Agree on Strategic and Measurable Priorities for the next 2-3 years (max 5)</li> <li>▪ Agree on Performance Measures</li> <li>▪ Agree on roles/responsibilities of EDO leadership, partnerships with academic institutions and private sector, other stakeholders, and administrative entity</li> <li>▪ Preliminary discussion of Organizational Structures for both overarching leadership and day-to-day operations.</li> </ul>	<p><b>Consultant Task C. Facilitate the EDO leadership meeting and present sample documents (see Consultant Task A. above)</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Vision statement</li> <li>• Strategic priorities</li> <li>• Performance measures</li> <li>• Roles and responsibilities of leadership and an administrative entity</li> <li>• Relationships among EDO partners and with academic institutions, private sector, government entities, etc.</li> </ul>	<p>Week 4</p> <p>(propose EDO work session take place in mid-September)</p>
<p><b>Objective #4. Design Organizational Structure and Preliminary Budgets</b></p> <p><b>Desired Outcome:</b></p> <ul style="list-style-type: none"> <li>• Organizational structure for both leadership and daily administrative operations</li> <li>• Operating budgets</li> <li>• Financing structure</li> </ul>	<p><b>Consultant Task D. Craft Organizational Structure for Both Leadership and Administrative Entity, and Develop Sample 3-year Operating Budget</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Guide and facilitate process to create Organizational Structure for Leadership and Decision-making</li> <li>• Organizational Structure for Administrative Operations including function, tasks, budget management, etc.</li> <li>• Sample 3-year Operating Budget for Leadership/Partner/Stakeholder Relations, Outreach and Marketing, Administrative Operations</li> <li>• Incorporate organizational structure for decision-making and daily operations</li> </ul>	<p>Weeks 5-6</p>
<p><b>Objective #5. EDO Leadership Agreement on Preliminary Budgets and Financing Strategy</b></p>	<p><b>Consultant Task E. Consultant Creates Preliminary Operating Budgets and Seeks EDO Leadership on Financing Strategy</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Sample Operating Budgets</li> <li>• Details of Financing Strategy</li> </ul>	<p>Week 7</p>

<p><b>Objective #6. Available Site Database</b></p> <p><b>Desired Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Updated list and creation of database of available sites</li> <li>• Schedule and Process to Routinely Update the Site Database</li> </ul>	<p><b>Consultant Task F. Update (as needed) the site information and building inventory (initially developed for the Newmark Report) and prepare as a functional database for administrative entity and website.</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Updated site database for use by the administrative entity and website content.</li> <li>• Schedule and process for EDO's to routinely provide updates to available sites for database.</li> </ul>	<p>Week 8</p>
<p><b>Objective #7. Site Readiness</b></p> <p><b>Desired Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Discussion of criteria for property infrastructure development to align with business needs and long-term investment</li> <li>• Assessment of gaps and shortage of sites</li> <li>• Discussion of options to address funding for site development</li> <li>• On-going process to assess changes in business demand for site parameters</li> </ul>	<p><b>Consultant Task G. Site Readiness Strategy</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Criteria and priorities for on-going property infrastructure and strategy to fill funding gaps</li> <li>• Identify gaps and shortages of available sites</li> <li>• Detailed information to be included in on-going Road Map: Schedule and process to routinely assess changes in business demand for site parameters</li> </ul>	<p>Week 8</p>
<p><b>Objective #8. Branding and Overall Communications Strategy for Business Recruitment</b></p> <p>Desired Outcome: Branding, messaging and communications strategy</p>	<p><b>Consultant Task H. Branding, Messaging Points, and External Communications Strategy and Tools</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Consultant develops overall process to secure professional services to create branding, messaging and communications strategy</li> </ul>	<p>Weeks 8-9</p>
<p><b>Objective #9. Engagement Strategy targeted at existing businesses interested in engaging with clean energy R&amp;D, business and product opportunities, etc.</b></p> <p><b>Desired Outcome:</b> Communications Strategy and Action Plan to Execute</p>	<p><b>Consultant Task I. Messaging and Communications Strategy for Battery Manufacturing Firms, Businesses that Manufacture Transportation Equipment, Battery Recycling, Semiconductor Packaging Businesses</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Consultant works with EDO to develop strategies to engage existing businesses in clean energy business development opportunities and new products.</li> <li>• Steps to develop and execute the strategy would be included in the final "execution" Roadmap.</li> </ul>	<p>Week 9</p>

<p><b>Objective #10. Messaging points and communications strategies for key stakeholder groups regarding leadership and organizational structure, vision, action items for year 1, roles of each.</b></p> <p><b>Desired Outcome:</b> Communications Strategy for Stakeholder Groups</p>	<p><b>Consultant Optional Task J. Consultant Develops Key Messaging Points and Elements of a communication/messaging Strategy Targeted at Education/ Research, Local Community Leadership, Power Management Firms, and other Stakeholders.</b></p> <p><b>Deliverables:</b> Recommendations for messaging points and elements of a communication strategy targeted at local communities outlining opportunities within battery space, and also site development and business recruitment efforts.</p>	<p>Week 9</p>
<p><b>Objective #11. Strategy and Action Plan to Development Supply Chain and Integrate Manufacturing Firms into the Clean Energy Strategy.</b></p> <p><b>Desired Outcomes:</b> Strategies and action plan to develop supply chain and Integrate Manufacturing Firms into strategy.</p>	<p><b>Consultant Task K.</b> Work with EDO's to draft Strategies and Elements of an Action Plan to integrate manufacturing firms into the clean energy manufacturing supply chain and development of a supply chain.</p> <p><b>Deliverable:</b> Action plan with strategies and steps to be integrate into the ongoing Roadmap document.</p>	<p>Week 10</p>
<p><b>Objective #12: Elements of a Comprehensive Marketing Strategy and Development of Collateral</b></p> <p><b>Desired Outcome:</b></p> <ul style="list-style-type: none"> <li>• Updated inventory of assets, sites, incentives, and case for business development</li> <li>• Selection of firm to create elements of marketing strategy</li> </ul>	<p><b>Consultant Task L. Facilitate Development of a Comprehensive Marketing Strategy: Issue RFQ for Professional Services to Develop a Value Proposition and Create a Comprehensive Marketing Strategy to include Logo Design, Collateral Materials, Website Design and Content, etc.</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Scope of Work for RFQ process</li> <li>• Facilitation of RFQ process to select a firm to create and execute a communications and marketing strategy.</li> </ul>	<p>Week 11</p>
<p><b>Objective #13. Baseline Roadmap Document with Detail Action Items for Year 1 Operations</b></p> <p><b>Desired Outcome:</b></p> <ul style="list-style-type: none"> <li>• Detailed Roadmap for Year 1 Operations</li> <li>• Tracking system</li> </ul>	<p><b>Consultant Task M. Baseline Roadmap Document for Year 1 Operations</b></p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Baseline Roadmap Document to include Products/Outcomes of Objectives 1 – 11 and Execution Strategy for Year 1.</li> <li>• Tracking system.</li> </ul>	<p>Week 12 (December)</p>

## Sample Roadmap Tools

Below are examples of the roadmap tools that will be deliverables from the Consultant at the end of the contracted services.

### Roles and Responsibilities to Execute Year 1 Strategy and Operations

Roadmap Strategy and Tasks	Roles and Responsibilities							
Roadmap Strategy	EDO Leadership Entity (to be formed)	Economic Development Agencies	Private Sector	Academic Institutions	Government Agencies (State & Local)	Resource and Enabling Organizations	Other Entities	Funding Sources

### Task Tracking Timeline and Status Update

<input type="checkbox"/>	Activity name	Activity type	Activity status	▼ Activity product value score	Activity reference #	Activity created date	Schedule name	Workspace name	Activity end date	Activity start date	⊕
<input type="checkbox"/>	Example activity 1	New	Not started	📊 0	PROJ-1	Jun 23, 2025	Example schedule 1	Cleantech	Jun 16, 2025	May 26, 2025	
<input type="checkbox"/>	Example activity 2	New	Not started	📊 0	PROJ-2	Jun 23, 2025	Example schedule 1	Cleantech	Jun 30, 2025	Jun 2, 2025	
<input type="checkbox"/>	Example activity 3	New	Not started	📊 0	PROJ-3	Jun 23, 2025	Example schedule 1	Cleantech	Jun 30, 2025	Jun 9, 2025	
<input type="checkbox"/>	Example activity 4	New	Not started	📊 0	PROJ-4	Jun 23, 2025	Example schedule 1	Cleantech	Jul 7, 2025	Jun 23, 2025	
<input type="checkbox"/>	Example activity 5	New	Not started	📊 0	PROJ-5	Jun 23, 2025	Example schedule 2	Cleantech	Jul 21, 2025	Jun 23, 2025	
<input type="checkbox"/>	Example activity 6	New	Not started	📊 0	PROJ-6	Jun 23, 2025	Example schedule 2	Cleantech	Jul 28, 2025	Jul 7, 2025	
<input type="checkbox"/>	Example activity 7	New	Not started	📊 0	PROJ-7	Jun 23, 2025	Example schedule 2	Cleantech	Aug 4, 2025	Jul 21, 2025	

## Fee Proposal

Task	Fee
<b>Task A. Finalize details of framework for the key elements of this Phase 1 Roadmap and secure approval of EDO Steering Committee</b>	\$0
<b>Task B: Preparation for EDO Work Session #1 and Task C. Facilitate the EDO leadership Session #1 and Prepare Deliverables</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Vision statement</li> <li>• Strategic priorities</li> <li>• Performance measures</li> <li>• Statement of roles and responsibilities of leadership and an administrative entity</li> <li>• Statement of relationships among EDO partners and with academic institutions, private sector, government entities, etc.</li> </ul>	\$2,000
<b>Task D. Craft Organizational Structure for Both Leadership and Administrative Entity, and Develop Sample 3-year Operating Budget</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Guide and facilitate process to create Organizational Structure for Leadership and Decision-making</li> <li>• Organizational Structure for Administrative Operations including function, tasks, budget management, etc.</li> <li>• Sample 3-year Operating Budget for Leadership/Partner/Stakeholder Relations, Outreach and Marketing, Administrative Operations</li> <li>• Incorporate organizational structure for decision-making and daily operations</li> </ul>	\$3,500
<b>Task E. Create Preliminary Operating Budgets and Seeks EDO Leadership Input on Financing Strategy</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Preliminary Operating Budgets</li> <li>• Details of Sample Financing Strategy</li> </ul>	\$1,800
<b>Task F. Update (as needed) site information and building inventory. Prepare a functional database for administrative entity and website.</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Update database for use by the administrative entity and the website content</li> </ul>	\$500
<b>Task G. Site Readiness Strategy</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Criteria and priorities for on-going property infrastructure and strategy to fill funding gaps.</li> <li>• Gaps and shortages of available sites.</li> <li>• Information to be included in on-going Road Map: Schedule, process to routinely assess changes in demand for site parameters.</li> <li>• Schedule and process for EDO's to routinely provide updates to available sites for database</li> </ul>	\$1,800

<b>Task H. Branding, Messaging Points, and External Communications Strategy and Tools</b>  <b>Deliverable:</b> <ul style="list-style-type: none"> <li>Overall process to secure professional services to create branding, messaging and communications strategy.</li> </ul>	<b>\$800</b>
<b>Task I. Elements of a Messaging and Communications Strategy for Battery Manufacturing Firms, Businesses that Manufacture Transportation Equipment, Battery Recycling, Semiconductor Packaging Businesses</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>Strategies to engage existing businesses in clean energy business development opportunities and new products.</li> <li>Steps to develop and execute the strategy would be included in the final “execution” Roadmap.</li> </ul>	<b>\$2,000</b>
<b>Task J. Key Messaging Points and Elements of a Communication/messaging Strategy Targeted at Education/ Research, Local Community Leadership, Power Management Firms, and other Stakeholders.</b>  <b>Deliverable:</b> Recommendations for messaging points and elements of a communication strategy.	<b>\$1,500</b>
<b>Task K. Work with EDO’s to draft Strategies and Elements of an Action Plan to integrate manufacturing firms into the clean energy manufacturing supply chain and development of a supply chain.</b>  <b>Deliverable:</b> Action plan with strategies and steps to be integrated into the ongoing Roadmap document.	<b>\$2,500</b>
<b>Task L. Facilitate Development of a Comprehensive Marketing Strategy: Issue RFQ for Professional Services to Develop a Value Proposition and Create a Marketing Strategy to include Logo Design, Collateral Materials, Website Design and Content, etc.</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>Scope of Work for RFQ process.</li> <li>Facilitation of RFQ process to select a firm to create and execute a communications and marketing strategy.</li> </ul>	<b>\$2,500</b>
<b>Consultant Task M. Baseline Roadmap Document for Year 1 Operations</b>  <b>Deliverables:</b> <ul style="list-style-type: none"> <li>Baseline Roadmap Document to include Products/Outcomes of Objectives 1 – 11 and Execution Strategy for Year 1.</li> <li>Tracking system.</li> </ul>	<b>\$2,500</b>
<b>TOTAL</b>	<b>\$21,400</b>



## **Terms and Conditions**

### **Confidentiality**

The Consultant will maintain confidentiality on all aspects of the scope of work and other information about the Southern Tier IDA's and economic development agencies that may become available as a result of this assignment. Any information would be used solely in connection with the scope of work and specific assignments.

### **Professional Liability Insurance**

Upon request, the contracting agency will be named as an additional insured under the Consultant's general liability insurance policy with a limit of \$1,000,000 per occurrence.

### **Assignability**

The Consultant will not subcontract, assign or in any way transfer to any other person, organization, or entity any of their tasks or services except by prior written authorization from the contracting agency.

### **Ownership Of Documents**

All presentation materials and documents produced will remain the property of the contracting agency.