



Tioga County Industrial Development Agency
June 2, 2021 – 4:30 pm
Ronald E Dougherty County Office Building
56 Main Street, Owego, NY 13827
ED&P Conference Room, 2nd Floor
Agenda

Call to Order and Introductions

Attendance

IDA Board Members

Roll Call: J. Ceccherelli, K. Gillette, A. Gowan, T. Monell, M. Sauerbrey, J. Ward, E. Knolles

Absent:

Excused:

Guests: C. Curtis, M. Griffiths, J. Meagher, L. Tinney

Privilege of the Floor:

Approval of Minutes

- A. [May 5, 2021 Regular Meeting Minutes](#)

Financials

- A. Balance Sheet
- B. Profit & Loss
- C. Transaction Detail

ED&P Update: L. Tinney

- A. Education Workforce Coordinator
 1. [Job description draft](#)
 2. [Consulting Services draft](#)
 3. [Talent Supply Initiating the Tioga Region Talent Supply Table - Final Report](#)

Project Updates: L. Tinney & C. Curtis

- A. Owego Gardens II
 1. [Updated Project Cost Spreadsheet](#)

New Business: C. Curtis

- A. PILOT Application – West Bay Star, LLC
 1. Public hearing was cancelled
- B. PILOT Application – Ithaca Neighborhood Housing Services, Inc.; Temple and Liberty, LLC (to be formed)
 1. Resolution
 2. Public Hearing – June 23 – 5 pm
 3. Agency Fee
- C. PILOT Application anticipated – SUNEAST VALLEY SOLAR, LLC
- D. PILOT Application anticipated – Global Environmental Energy, Inc.
- E. [Solar Policy Update](#)



Committee Reports: C. Curtis

A. Public Authority Accountability Act (PAAA)

1. Audit Committee Report: A. Gowan, E. Knolles, J. Ward
 - a. No report
2. Governance Committee: J. Ceccherelli, A. Gowan, E. Knolles
 - a. No report
3. Finance Committee: J. Ceccherelli, A. Gowan, J. Ward
 - a. No report
4. Loan Committee: S. Thomas, A. Gowan, R. Kelsey, K. Dougherty, D. Barton, J. Ward, E. Knolles
 - a. Affirm email vote – IRP Loan – At Your Door Mobile Dog Grooming
5. Railroad Committee: M. Sauerbrey, K. Gillette, T. Monell
 - a. [Northern Tioga Chamber – Duck Race Request](#)
 - b. RJ Corman approves

PILOT Updates: C. Curtis

A. Sales Tax Exemptions Update:

1. Owego Gardens II - \$12,791.75/Authorized \$524,194

Grant Updates: C. Curtis

A. Ag Value Chain

B. Monkey Run FEMA Application – Approved – Total Project Cost \$28,316.26; Awarded Federal Share \$21,237.20; TCIDA Match \$7,079.06

C. New York State Division of Homeland Security and Emergency Services (DHSES) DR-4567 Planning Grant – Richford Railroad

1. [RJ Corman match commitment](#)
2. Motion to approve submitting application

Motion to move into Executive Session pursuant to Public Officers Law Section 105

Next Meeting: Wednesday July 7, 2021

Adjournment



Tioga County Industrial Development Agency
May 5, 2021 – 4:30 pm
Ronald E Dougherty County Office Building
56 Main Street, Owego, NY 13827
ED&P Conference Room, 2nd Floor

DRAFT

Regular Board Meeting Minutes Via Zoom

- I. Call to Order and Introductions- Ms. Ceccherelli called the meeting to order at 4:32 pm
II. Attendance
IDA Board Members
Roll Call: J. Ceccherelli, K. Gillette, A. Gowan, T. Monell, M. Sauerbrey, J. Ward, E. Knolles
Absent:
Excused:
Guests: C. Curtis, M. Griffiths, J. Meagher, L. Tinney, M. Freeze
III. Privilege of the Floor: None
IV. Approval of Minutes
A. April 7, 2021 Regular Meeting Minutes
Motion to approve April 7, 2021 Regular Board Meeting Minutes via Zoom, as written. (K. Gillette, A. Gowan)
Aye-7 Abstain-0
No-0 Carried
V. Financials
A. Balance Sheet
B. Profit & Loss
C. Transaction Detail
Motion to acknowledge financials, as presented. (J. Ward, M. Sauerbrey)
Aye-7 Abstain-0
No-0 Carried
VI. ED&P Update: L. Tinney
A. DRI Administration
Ms. Tinney reported that she may be reworking the numbers for the administration fee split between the IDA and ED&P. She will update the board when the numbers have been reworked. Other than this item, there is nothing new to report.
B. Workforce Development Coordinator
Ms. Tinney reported that J. Meagher has advised to move forward with hiring the Workforce Development Coordinator as a contract employee, rather than a W2 employee. Ms. Curtis will prepare a letter to the Hooker Foundation to advise them that the IDA is agreeable to moving forward with housing this employee as a contract employee. Ms. Tinney noted that Mr. Dixson from the Hooker Foundation would like to see some other funding sources support this project as well, so ED&P will be working on submitting an ARC application to fund a portion of this position. Ms. Tinney said



that she would work with E. Knolles to determine an appropriate budget and salary for this position. Ms. Ceccherelli suggested researching the Community Foundation of South Central NY as a potential additional funding source. Ms. Tinney noted all funding possibilities will be explored.

VII. Project Updates: L. Tinney & C. Curtis

A. Owego Gardens II

1. [Updated Project Cost Spreadsheet](#)

- Ms. Curtis reported that the spreadsheet has been updated to show the Suez inspection fees in the amount of \$72,000. She is expecting the first Robinson payment request in the coming days, which Fagan Engineers is currently reviewing.

2. Developer Agreements

- a. [Tank & Booster](#)
- b. [Water Main](#)
- c. [Rider](#)

- Ms. Curtis noted that the board had previously motioned to allow any officer of the board to sign the developer agreements upon J. Meagher's approval. Mr. Meagher has approved the three agreements; Ms. Curtis will have them signed and returned to Suez.

VIII. New Business: C. Curtis

A. PILOT Application – West Bay Star, LLC

1. [Resolution-](#)

2. Public Hearing – Monday May 24th 5PM – Zoom

- Ms. Curtis reported that this resolution allows the board to accept the PILOT application from West Bay Star, LLC and set the public hearing. Ms. Sauerbrey asked if they pay an application fee, and Ms. Curtis confirmed that they pay a \$2,500 application fee. Ms. Ceccherelli confirmed that they are seeking a 20 year PILOT. C. Curtis reported that there are three PILOT payment schedule options for West Bay Star, LLC. The first option, Option A, was put forth by West Bay Star, LLC. C. Curtis and L. Tinney then developed a revised payment schedule, Option B, and presented it to West Bay Star, LLC. Option B is included in the Cost Benefit Analysis. C. Curtis and L. Tinney have also created a third option, Option C, for their consideration. L. Tinney reported that West Bay Star, LLC is seeking a PILOT to develop a 2 story medical building at the old Trabuco site on Taylor Rd in Owego. The building will then be leased to Lourdes. Option C has not yet been presented to West Bay Star, LLC. For this option, the company would pay set amounts. Ms. Tinney reported that the current tax bill on the property is \$8,300 per year. The PILOT payments will start with what is being paid now, and increase from there. Ms. Tinney added the reason for the move is that Lourdes has outgrown their current facility located in Owego. This new building will allow for increased services, and add approximately 12 jobs. Ms. Tinney reported that if the company were to sell the building to Lourdes, there would be provision in the PILOT agreement. Mr. Meagher explained that this provision would state that if the building were to transfer to a not for profit entity, such as Lourdes, West Bay Star, LLC would have to pay back a certain amount based on a workable percent. The board agreed that they would present Option C to West Bay Star, LLC and continue negotiations from there.



Motion to approve resolution accepting PILOT application from West Bay Star, LLC. (A. Gowan, E. Knolles)

Aye-7 **Abstain-0**
No-0 **Carried**

IX. Committee Reports: C. Curtis

- A. Public Authority Accountability Act (PAAA)
 - 1. Audit Committee Report: A. Gowan, E. Knolles, J. Ward
 - a. No report
 - 2. Governance Committee: J. Ceccherelli, A. Gowan, E. Knolles
 - a. No report
 - 3. Finance Committee: J. Ceccherelli, A. Gowan, J. Ward
 - a. No report
 - 4. Loan Committee: S. Thomas, A. Gowan, R. Kelsey, K. Dougherty, D. Barton, J. Ward, E. Knolles
 - a. Ye Olde Country Florist – loan closing completed-E. Mozgawa is now owner of Ye Olde Country Florist.
 - 5. Railroad Committee: M. Sauerbrey, K. Gillette, T. Monell
 - a. No report

X. PILOT Updates: C. Curtis

- A. Sales Tax Exemptions Update:
 - 1. Owego Gardens II - \$5,474.13/Authorized \$524,194

XI. Grant Updates: C. Curtis

- A. Ag Value Chain – [Memo](#)
- B. Monkey Run FEMA Application – Pending
 - Before moving into Executive Session, Mr. Gowan asked for an update on Owego Gardens II. Ms. Tinney reported that the project is moving along. Gorick Construction is done moving excess soil to the site. Robinson is currently not on site, as they have finished the stream relocation work. The box culverts are on site and are awaiting installation. The first part of the tank road has been graded. Robinson will be back on site in the coming weeks. The tank work also start within the next few weeks.

XII. Motion to move into Executive Session pursuant to Public Officers Law Section 105 at 5:05 pm to discuss financial matters, property acquisitions, and personal matters. (A. Gowan, J. Ward)

Motion to adjourn Executive Session at 5:34 pm (K. Gillette)

XIII. Next Meeting: Wednesday June 2, 2021

XIV. Adjournment-Ms. Sauerbrey motioned to adjourn the meeting at 5:36 pm.

Tioga County Industrial Development Agency
Balance Sheet
As of May 31, 2021

	May 31, 21	May 31, 20	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
Restricted Cash Accounts			
COVID-19	313,749.68	390,000.00	-76,250.32
Community- Facade Improvement	170,361.19	122,470.92	47,890.27
CCTC- Industrial Park	9,706.03	11,995.37	-2,289.34
USDA Funds			
CCTC- Loan Loss Reserve	40,471.29	40,453.33	17.96
TSB- IRP 2016 (Formerly IRP 4)	82,885.75	110,505.77	-27,620.02
TSB- RBEG	144,244.26	124,474.66	19,769.60
TSB- marketing	1,115.80	1,478.07	-362.27
Total USDA Funds	268,717.10	276,911.83	-8,194.73
Total Restricted Cash Accounts	762,534.00	801,378.12	-38,844.12
CCTC- CDs			
Site Development			
Site Development 2441	100,000.00	0.00	100,000.00
Site Development 2440	100,000.00	0.00	100,000.00
Site Development 2439	100,000.00	0.00	100,000.00
Total Site Development	300,000.00	0.00	300,000.00
Land Acquisition (879)	545,414.33	540,715.81	4,698.52
Capital Improvement (284)	318,847.13	318,847.13	0.00
Total CCTC- CDs	1,164,261.46	859,562.94	304,698.52
Temporarily Restricted Cash Acc			
TSB-Owego Gardens	116,562.35	112,712.35	3,850.00
TSB-Crown Cork and Seal	300,105.67	300,105.67	0.00
Community- BestBuy PILOT Acct.	570,369.98	570,319.70	50.28
Total Temporarily Restricted Cash Acc	987,038.00	983,137.72	3,900.28
Unrestricted Cash Accounts			
TSB ICS	1,564,398.43	1,861,576.58	-297,178.15
TSB- checking	310,512.57	35,547.61	274,964.96
TSB- general fund	125,704.95	125,661.24	43.71
Total Unrestricted Cash Accounts	2,000,615.95	2,022,785.43	-22,169.48
Total Checking/Savings	4,914,449.41	4,666,864.21	247,585.20
Other Current Assets			
COVID-19 ERLP			
C-7-A	22,898.71	0.00	22,898.71
C-5-A	8,328.00	10,000.00	-1,672.00
C-4-A	8,113.81	10,000.00	-1,886.19
C-3-A	0.00	25,000.00	-25,000.00
C-2-A	11,863.99	15,000.00	-3,136.01
C-1-A	20,885.06	25,000.00	-4,114.94
Total COVID-19 ERLP	72,089.57	85,000.00	-12,910.43
Accounts Receivable 1300.01	168,453.05	395,041.19	-226,588.14
Allowance for Doubtful Accounts	-35,000.00	-35,000.00	0.00
Commercial Facade Loan Program			
Loan Rec - 2017-01-C	23,750.00	31,250.00	-7,500.00
Loan Rec - 2018-03-C	12,187.50	15,625.00	-3,437.50
Loan Rec - 2018-02-C	0.00	403.50	-403.50
Loan Rec - 2018-01-C	4,020.02	5,670.02	-1,650.00
Loan Rec - 2017-03-C	0.00	5,820.00	-5,820.00
Loan Rec - 2017-02-C	16,762.85	22,710.88	-5,948.03
Loan Rec - 2016-03-C	4,922.28	8,204.04	-3,281.76
Loan Rec - 2016-02-C	9,722.48	17,361.32	-7,638.84
Loan Rec - 2016-01-C	0.00	3,515.92	-3,515.92
Loan Rec - 2015-06-C	4,024.40	8,048.86	-4,024.46
Loan Rec - 2014-01-C	0.00	508.42	-508.42
Loan Rec - 2015-05-C	2,998.26	6,290.67	-3,292.41
Total Commercial Facade Loan Program	78,387.79	125,408.63	-47,020.84
RBEG			
RBEG Loan Rec 2020-01	0.00	10,000.00	-10,000.00
Loan Rec - RBEG 2019 -06	67,033.37	73,921.31	-6,887.94
Total RBEG	67,033.37	83,921.31	-16,887.94
IRP 4			
Loan Rec 2021-01-A	80,000.00	0.00	80,000.00
Loan Rec 2019-07-A	38,352.22	40,000.00	-1,647.78
Loan Rec - 2019 - 06A	83,794.02	92,403.96	-8,609.94
Loan Rec 2018-02-A	6,233.19	7,654.00	-1,420.81
Loan Rec 2018-01-A	61,019.97	64,676.51	-3,656.54
Loan Rec 2017-05-A	5,474.38	10,330.52	-4,856.14
Loan Rec 2017-04-A	32,309.39	34,421.50	-2,112.11
Loan Rec 2017-03-A	0.00	14,836.66	-14,836.66
Loan Rec 2017-02-A	35,041.87	51,901.82	-16,859.95
Loan Rec 2017-01-A	15,950.30	18,196.59	-2,246.29

Tioga County Industrial Development Agency

Balance Sheet

As of May 31, 2021

06/02/21

Accrual Basis

	May 31, 21	May 31, 20	\$ Change
Loan Rec 2016-01-A	814.69	9,592.60	-8,777.91
Loan Rec 2009-02-A	49,451.58	50,651.58	-1,200.00
IRP 4 - Other	0.00	-306.00	306.00
Total IRP 4	408,441.61	394,359.74	14,081.87
IRP 3			
Loan Rec 2007-08-A	11,827.89	18,942.90	-7,115.01
Total IRP 3	11,827.89	18,942.90	-7,115.01
IRP 2			
Loan Rec 2011-03-A	10,643.35	21,851.07	-11,207.72
Total IRP 2	10,643.35	21,851.07	-11,207.72
Total Other Current Assets	781,876.63	1,089,524.84	-307,648.21
Total Current Assets	5,696,326.04	5,756,389.05	-60,063.01
Fixed Assets			
Land- Mitchell	0.00	58,453.51	-58,453.51
Equipment			
2012 computer upgrade	0.00	1,436.88	-1,436.88
Equipment - Other	0.00	264.00	-264.00
Total Equipment	0.00	1,700.88	-1,700.88
Land- Cavataio	2,500.00	2,500.00	0.00
Land-general	601,257.05	601,257.05	0.00
Land-Louns			
Lopke	8,993.03	8,993.03	0.00
Town of Nichols	20,000.00	20,000.00	0.00
Berry	2,452.20	2,202.31	249.89
Hess	259,561.43	259,561.43	0.00
Land-Louns - Other	139,612.53	139,612.53	0.00
Total Land-Louns	430,619.19	430,369.30	249.89
Land 434	376,800.36	376,800.36	0.00
Railroad Improvements	1,979,330.50	1,979,330.50	0.00
Z Accumulated Depreciation	-1,216,347.46	-1,197,077.10	-19,270.36
Total Fixed Assets	2,174,159.64	2,253,334.50	-79,174.86
TOTAL ASSETS	7,870,485.68	8,009,723.55	-139,237.87
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Other Current Liabilities			
Accrued Expenses	0.00	453.05	-453.05
PILOT Payments			
Spencer-Tioga Solar			
School	-45,284.51	0.00	-45,284.51
County	-26,526.09	0.00	-26,526.09
Town	-17,789.40	0.00	-17,789.40
Spencer-Tioga Solar - Other	180,992.00	89,600.00	91,392.00
Total Spencer-Tioga Solar	91,392.00	89,600.00	1,792.00
Gateway Owego, LLC			
Village	-505.41	0.00	-505.41
County	-323.33	0.00	-323.33
School	-744.23	0.00	-744.23
Town	-27.72	0.00	-27.72
Gateway Owego, LLC - Other	3,200.69	1,600.00	1,600.69
Total Gateway Owego, LLC	1,600.00	1,600.00	0.00
Crown Cork and Seal			
School	-193,696.44	0.00	-193,696.44
County & Recycle	-89,725.36	0.00	-89,725.36
Town	-16,578.20	0.00	-16,578.20
Crown Cork and Seal - Other	600,000.00	300,000.00	300,000.00
Total Crown Cork and Seal	300,000.00	300,000.00	0.00
Owego Gardens			
County & Recycle	-1,293.37	0.00	-1,293.37
Town	-110.90	0.00	-110.90
Village	-2,021.72	0.00	-2,021.72
School	-2,977.01	0.00	-2,977.01
Owego Gardens - Other	29,942.00	23,078.00	6,864.00
Total Owego Gardens	23,539.00	23,078.00	461.00
Best Buy PP	570,000.00	570,000.00	0.00
Total PILOT Payments	986,531.00	984,278.00	2,253.00
Total Other Current Liabilities	986,531.00	984,731.05	1,799.95

Tioga County Industrial Development Agency

Balance Sheet

As of May 31, 2021

	May 31, 21	May 31, 20	\$ Change
Total Current Liabilities	986,531.00	984,731.05	1,799.95
Long Term Liabilities			
Tioga County COVID-19 ERLP	385,110.10	475,000.00	-89,889.90
Loan Pay- IRP 4	201,984.41	222,620.13	-20,635.72
Loan Pay- IRP 3	181,608.37	181,608.37	0.00
Loan Pay- IRP 2	101,111.91	112,327.63	-11,215.72
Loan Pay- IRP 1	46,180.14	53,900.28	-7,720.14
Total Long Term Liabilities	915,994.93	1,045,456.41	-129,461.48
Total Liabilities	1,902,525.93	2,030,187.46	-127,661.53
Equity			
Board Designated Funds	1,406,302.63	1,406,302.63	0.00
1110 - Retained Earnings	4,724,944.51	4,740,191.06	-15,246.55
Net Income	-163,287.39	-166,957.60	3,670.21
Total Equity	5,967,959.75	5,979,536.09	-11,576.34
TOTAL LIABILITIES & EQUITY	7,870,485.68	8,009,723.55	-139,237.87

Tioga County Industrial Development Agency

Profit & Loss

06/02/21

January through May 2021

Accrual Basis

	Jan - May 21	Jan - May 20	\$ Change
Ordinary Income/Expense			
Income			
Bank Service Charge Refund	0.00	47.50	-47.50
Gain/Loss on Sale of Asset	-58,453.51	0.00	-58,453.51
Loan Interest Income			
COVID-19 C-7-A	152.06	0.00	152.06
COVID-19 C-5-A	95.78	0.00	95.78
COVID-19 C-1-A	188.75	0.00	188.75
COVID-19 C-2-A	136.37	0.00	136.37
COVID-19 C-4-A	92.97	0.00	92.97
IRP 4 - 2019 - 06A	1,432.95	1,575.02	-142.07
RBEG 2019 -06	1,146.36	1,258.14	-111.78
IRP 2			
2011-03-A	286.40	297.92	-11.52
Total IRP 2	286.40	297.92	-11.52
IRP 3			
2007-08-A	280.80	207.10	73.70
Total IRP 3	280.80	207.10	73.70
IRP 4			
2019-07-A	848.94	0.00	848.94
2018-02-A	110.43	52.30	58.13
2018-01-A	1,231.37	515.61	715.76
2017-04-A	493.43	260.14	233.29
2017-03-A	0.00	94.69	-94.69
2017-05-A	70.98	70.28	0.70
2017-01-A	172.58	116.25	56.33
2017-02-A	409.31	583.84	-174.53
2016-01-A	63.49	244.10	-180.61
Total IRP 4	3,400.53	1,937.21	1,463.32
Total Loan Interest Income	7,212.97	5,275.39	1,937.58
Loan Program Fee			
COVID-19 ERLP	50.00	350.00	-300.00
Facade	0.00	100.00	-100.00
IRP 4	1,261.25	0.00	1,261.25
Total Loan Program Fee	1,311.25	450.00	861.25
Loan Late Fee			
COVID-19 C-7-A	21.65	0.00	21.65
COVID-19 C-1-A	86.60	0.00	86.60
2016-02-C	62.49	62.49	0.00
RBEG 2019-16	0.00	24.30	-24.30
IRP 4 2019-06-A	0.00	30.37	-30.37
2018-02-A	5.00	0.00	5.00
2018-01-C	5.00	5.00	0.00
Loan Late Fee - Other	0.00	5.00	-5.00
Total Loan Late Fee	180.74	127.16	53.58
Loan Administrative Fee	499.71	164.18	335.53
4110 - Grants			
Broadband Study	65,397.00	0.00	65,397.00
Ag Value Chain	20,000.00	0.00	20,000.00
4110 - Grants - Other	6,671.53	232,500.00	-225,828.47
Total 4110 - Grants	92,068.53	232,500.00	-140,431.47
Interest Income-			
Interest Income- TSB ICS	775.80	5,709.52	-4,933.72
Community- Facade Improvement	5.25	17.47	-12.22
CCTC Loan Loss Reserve Account	5.99	8.31	-2.32

Tioga County Industrial Development Agency

Profit & Loss

06/02/21

January through May 2021

Accrual Basis

	Jan - May 21	Jan - May 20	\$ Change
Community- Lounsberry	0.00	49.16	-49.16
TSB- checking	56.99	124.88	-67.89
TSB-general fund	11.21	41.86	-30.65
TSB- IRP 4	11.41	19.76	-8.35
TSB- RBEG	9.34	16.00	-6.66
TSB- marketing	0.07	0.19	-0.12
Total Interest Income-	876.06	5,987.15	-5,111.09
Leases/Licenses	7,165.56	6,828.92	336.64
OHRy			
freight	78,860.46	31,017.05	47,843.41
Total OHRy	78,860.46	31,017.05	47,843.41
4170 · PILOT Program Fees			
Tioga Downs	0.00	0.00	0.00
Total 4170 · PILOT Program Fees	0.00	0.00	0.00
Sale of Property	3,800.00	0.00	3,800.00
Total Income	133,521.77	282,397.35	-148,875.58
Expense			
Grant Expense			
Ag Value Chain	20,000.00	0.00	20,000.00
Grant Expense - Other	0.00	334,954.71	-334,954.71
Total Grant Expense	20,000.00	334,954.71	-314,954.71
Marketing	463.50	0.00	463.50
Loan Admin Fee			
IRP 4	499.71	860.07	-360.36
Total Loan Admin Fee	499.71	860.07	-360.36
Loan Program Expense			
COVID-19 ERLP	0.00	137.30	-137.30
Marketing	112.50	0.00	112.50
Loan Program Expense - Other	88.70	128.05	-39.35
Total Loan Program Expense	201.20	265.35	-64.15
6120 · Bank Service Charges			
Check order			
TSB IRP 4	0.00	15.00	-15.00
TSB RBEG	0.00	25.00	-25.00
Total Check order	0.00	40.00	-40.00
6120 · Bank Service Charges - Other	35.00	68.50	-33.50
Total 6120 · Bank Service Charges	35.00	108.50	-73.50
6160 · Dues and Subscriptions	1,060.00	1,060.00	0.00
Employee benefit			
IRA Company Match	594.00	571.12	22.88
Total Employee benefit	594.00	571.12	22.88
6180 · Insurance			
WC (Utica)	-239.00	0.00	-239.00
Travel/Accident (Hartford)	750.00	750.00	0.00
D & O (Philadelphia Ins. Co)	4,201.00	4,203.00	-2.00
6190 · Disability (First Rehab Life)	357.83	243.27	114.56
Employee Health (SSA)	2,347.35	2,285.51	61.84
6185 · Property & Liability (Dryden)	10,947.28	10,678.20	269.08
RR Liability (Steadfast)	26,648.14	25,529.80	1,118.34

Tioga County Industrial Development Agency

Profit & Loss

06/02/21

January through May 2021

Accrual Basis

	Jan - May 21	Jan - May 20	\$ Change
Total 6180 · Insurance	45,012.60	43,689.78	1,322.82
6200 · Interest Expense			
6205 · Loan Int Exp Covid	350.19	0.00	350.19
6200 · Interest Expense - Other	3,478.36	3,770.03	-291.67
Total 6200 · Interest Expense	3,828.55	3,770.03	58.52
6560 · Payroll Expenses			
Payroll Expenses - HSA	1,500.00	750.00	750.00
6560 · Payroll Expenses - Other	19,902.95	20,902.00	-999.05
Total 6560 · Payroll Expenses	21,402.95	21,652.00	-249.05
6250 · Postage and Delivery	0.00	27.45	-27.45
6270 · Professional Fees			
Bizilife LLC	750.00	0.00	750.00
Ag Ec Dev Specialist Position	5,000.00	5,000.00	0.00
Administrative Services			
Tinney, M	0.00	1,200.00	-1,200.00
Haskell	0.00	3,875.00	-3,875.00
Tinney	10,625.00	12,750.00	-2,125.00
Total Administrative Services	10,625.00	17,825.00	-7,200.00
6650 · Accounting			
Jan Nolis	510.00	1,885.00	-1,375.00
6650 · Accounting - Other	7,300.00	7,000.00	300.00
Total 6650 · Accounting	7,810.00	8,885.00	-1,075.00
6280 · Legal Fees			
Loan Program Fees	83.89	0.00	83.89
6280 · Legal Fees - Other	17,886.02	7,601.45	10,284.57
Total 6280 · Legal Fees	17,969.91	7,601.45	10,368.46
Total 6270 · Professional Fees	42,154.91	39,311.45	2,843.46
6670 · Program Expense			
Water Tower	159,944.30	504.00	159,440.30
Total 6670 · Program Expense	159,944.30	504.00	159,440.30
Property Taxes			
Stanton Hill 9.64A Town Lot	226.20	234.97	-8.77
96 · Smith Creek Rd	27.96	256.00	-228.04
540 · Stanton Hill	171.19	177.83	-6.64
Spring St	0.26	0.26	0.00
Berry Road (47)	144.26	149.85	-5.59
Carmichael Road	4.47	4.43	0.04
Smith Creek Road	23.97	24.90	-0.93
Glenmary Drive	10.74	10.49	0.25
Metro Road	8.95	8.74	0.21
Total Property Taxes	618.00	867.47	-249.47
Recording fees	385.50	0.00	385.50
6770 · Supplies	481.41	321.50	159.91
6350 · Travel & Ent			
6380 · Travel	109.45	0.00	109.45
6350 · Travel & Ent - Other	0.00	1,391.52	-1,391.52
Total 6350 · Travel & Ent	109.45	1,391.52	-1,282.07
Total Expense	296,791.08	449,354.95	-152,563.87
Net Ordinary Income	-163,269.31	-166,957.60	3,688.29
Other Income/Expense			

9:35 AM

Tioga County Industrial Development Agency

Profit & Loss

06/02/21

January through May 2021

Accrual Basis

	<u>Jan - May 21</u>	<u>Jan - May 20</u>	<u>\$ Change</u>
Other Income			
Interest Income - TSB COVID19	-18.08	0.00	-18.08
Total Other Income	-18.08	0.00	-18.08
Net Other Income	-18.08	0.00	-18.08
Net Income	<u><u>-163,287.39</u></u>	<u><u>-166,957.60</u></u>	<u><u>3,670.21</u></u>

**Tioga County Industrial Development Agency
Transaction Detail**

May 2021

Type	Date	Num	Name	Memo	Amount
Restricted Cash Accounts					
COVID-19					
Deposit	05/04/2021			Loan pmt	800.00
Deposit	05/10/2021			Loan pmts	1,388.61
Total COVID-19					2,188.61
Community- Facade Improvement					
Deposit	05/04/2021			Loan pmt	305.00
Deposit	05/04/2021			Loan Pmt	625.00
Deposit	05/10/2021			Loan pmts	540.73
Deposit	05/13/2021			Loan pmt	273.48
Total Community- Facade Improvement					1,744.21
USDA Funds					
TSB- IRP 2016 (Formerly IRP 4)					
Check	05/05/2021	X	USDA	2021 Annual USDA Payment - IRP 2	-12,339.00
Deposit	05/06/2021			Loan Pmt	321.55
Deposit	05/10/2021			Loan pmts	2,761.33
Deposit	05/10/2021			Loan Pmt	559.08
Check	05/13/2021	X	USDA	2021 Annual USDA Payment - IRP 1	-8,259.14
Total TSB- IRP 2016 (Formerly IRP 4)					-16,956.18
TSB- RBEG					
Deposit	05/10/2021			Loan pmt	809.96
Total TSB- RBEG					809.96
Total USDA Funds					-16,146.22
Total Restricted Cash Accounts					-12,213.40
Unrestricted Cash Accounts					
TSB- checking					
Deposit	05/04/2021			Lease pmt	250.00
Check	05/04/2021	6674	BiziLife LLC	April social media	-500.00
Check	05/04/2021	6675	LeeAnn Tinney	May 2021 Professional Services	-2,125.00
Check	05/07/2021	X	NYS Division of the Treasury	Apr 2021 State Tax Deposit	-143.90
Check	05/10/2021	6676	RB Robinson	Owego Water & Tank - Pay App #1252-01	-86,045.59
Check	05/10/2021	6677	Thomas, Collison & Meagher	Services April 2021	-2,467.50
Deposit	05/10/2021			RJ Corman	62,068.51
Check	05/12/2021	6678	Christine E Curtis	Pay Period: 4/25/21-5/8/21	-1,362.20
Deposit	05/12/2021			COVID Loan App Fee	50.00
Check	05/13/2021	6679	Tioga County	April Verizon IT invoice 3839	-37.99
Check	05/13/2021	6680	Christine Curtis	Mileage 12-31-20 to 5-11-21	-109.45
Check	05/13/2021	6681	Suez Water New York	Testing Disinfection & Inspection and Easement Review - OGII Water Tank	-38,875.00
Check	05/13/2021	6682	Suez Water New York	Rider Fees - OGII Water Tank	-1,000.00
Check	05/13/2021	6683	Suez Water New York	Testing Disinfection & Inspection - OGII Water Tank	-33,875.00
Check	05/17/2021	X	EFTPS 941 Tax Payment	Apr 2021 Federal Tax Deposit	-817.14
Check	05/24/2021	6684	Christine E Curtis	Pay Period: 5/9/21-5/22/21	-1,362.20
Check	05/24/2021	6685	Franklin Templeton	May 2021 Simple IRA - C. Curtis	-216.00
Check	05/24/2021	6686	Factual Data	Inv 2096260 Customer No 837909996	-18.05
Check	05/24/2021	6687	Tioga County ED&P	Ad - split cost	-110.00
Check	05/24/2021	6688	Excelsius Health Plan	June 2021 Inv 28337388	-471.35
Check	05/28/2021	6689	Tioga Downs	2021 Agency Fee Installment - Refund Overpayment	-18,658.80
Check	05/28/2021	6690	Thomas, Collison & Meagher	Services March 2021	-4,190.50
Check	05/28/2021	6691	Tioga County ED&P	Ad - split cost	-237.50
Deposit	05/28/2021			Loan Commitment Fee	161.25
Check	05/28/2021	6692	Christine Curtis	HSA May 2021	-300.00
Total TSB- checking					-130,393.41
Total Unrestricted Cash Accounts					-130,393.41
TOTAL					-142,606.81

EDUCATION WORKFORCE COORDINATOR

Agency: Tioga County Industrial Development Agency
SALARY GRADE: Contract range is \$65,000 - \$75,000.
Contract is commensurate with experience.

ADOPTED:

DISTINGUISHING FEATURES OF THE CLASS: The work involves high level administrative responsibility for assisting the TCIDA Board of Directors and/or their Designee in a diverse range of economic and workforce development program functions. The position will be responsible for creating, facilitating and supporting an employer-led, industry-sector-focused education workforce coordination initiative that results in the attraction of talent, and informs worker training needs to meet the demand from current and prospective employers. This will be accomplished by developing relationships with local businesses and organizations, local school districts and post-secondary institutions, and community partners to identify and raise awareness of career opportunities in critical occupations, improving the basic skills and employability of workers, providing skills/career training in targeted fields, and increasing collaboration and coordination of workforce development efforts. The work is performed under general supervision of the TCIDA Board of Directors and/or their Designee, with considerable leeway allowed in the exercise of independent judgment. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

- Implement the 2020-2025 Tioga County Workforce Development Strategy;
- Act as a shared coordinator among Tioga County local schools districts and Board of Cooperative Educational Services (BOCES) to assist in the creation of on-the-job learning opportunities (apprenticeships, cooperative learning, internships) programs for students driven by industry workforce needs;
- Act as a liaison between Tioga County school districts, post-secondary institutions and local and regional industry leaders to assist in successfully building career pathways for students that link directly to local businesses;
- Facilitate the creation and management of a Talent Supply Table to enable knowledge exchange and dialogue to explore how the industry and education sectors may work more collaboratively, share resources and support talent development
- Understand the extensive workforce opportunities in surrounding counties by identifying commonalities and developing new programs that build on existing strengths in order to eliminate the gap between education and workforce on a regional scale;
- Identify, develop and maintain workforce development partnerships and network with other program coordinators;
- Prepare Federal and/or state grant applications and administer grants received in compliance with grant terms and conditions;
- Administer and monitor economic and workforce development related grants awarded to the County to ensure compliance with applicable laws, rules and regulations;
- Develop effective working relationships with local and regional workforce agencies and employers, and maintain regular contact in order to monitor employment satisfaction;
- Assess the staffing needs of businesses and track employment placement and retention outcomes for program participants;
- Assist in developing program marketing materials including brochures and other methods to advertise program services;
- Market all programs to businesses and community-based organizations;
- Prepare materials for and support completion of monthly reports and budgets as requested;
- Gather, analyze and process program data;
- Organize, plan, and execute workforce development events as necessary for various assigned projects;

- Participate in professional development through appropriate conferences, workshops, seminars, or webinars;
- Provide input to TCIDA Board of Directors and/or their Designee and make recommendations for improvements to workforce programs;
- Perform other related duties as assigned by TCIDA Board of Directors and/or their Designee.

FULL PERFORMANCE KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS:

Strong business background and experience in finding and securing student-based internships. Additional complementary skills include: sales, industry, marketing, knowledge of the local and broader region, and knowledge of the local and BOCES school systems. Basic knowledge of economics, familiarity with program management and communications; proficient in the use of personal computer equipment; including graphics and spreadsheet ability; working knowledge of financial management; working knowledge of workforce development principals; working knowledge of public relation methods and techniques; working knowledge of the geography of the County; ability to prepare and present moderately complex reports effectively; ability to express oneself clearly and concisely, both orally and in writing; ability to understand complex oral and written directions; ability to establish and maintain effective working relationships with civic leaders, prospects, public officials, the general public and work associates; ability to perform grant application activities, including research, analysis and writing of grants; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS (Either):

- a. Graduation from a regionally accredited or New York State registered college or university with a Bachelor's degree in business, finance, economics, education, education administration, planning, public administration, or a closely related field; **OR**
- b. Graduation from a regionally accredited or New York State registered college or university with an Associate's degree in business, finance, economics, education, education administration, planning, public administration, or a closely related field **AND** two (2) years of full-time professional experience or its part-time equivalent in business management, education, education administration, public administration, planning, finance, marketing, or similar field; **OR**
- c. An equivalent combination of training and experience as defined by the limits of (a) and (b) above.

PERFERRED SKILLS:

- Previous experience, training or knowledge in workforce development, K-12/BOCES school systems, and project management;
- Ability to work independently, prioritize, organize, problem solve and exercise good judgment with minimal supervision;
- Skilled coordinating a variety of projects simultaneously;
- Ability to demonstrate flexibility and creativity;
- Must possess an extensive understanding of effective job posting strategies and resources;
- Working knowledge of MS Office Suite (Word, Excel, PowerPoint) and basic Internet research techniques;
- Great follow-up skills;
- Strong organizational and interpersonal skills are required;
- Able to work effectively under time pressure and/or deadlines;
- Excellent verbal and written communication skills;
- Willingness to work flexible, varying hours, including evenings and weekends as needed.

CONSULTING SERVICES AGREEMENT

THIS CONSULTING SERVICES AGREEMENT (the “Agreement”) dated as March ____, 2021 is by and between the TIOGA COUNTY INDUSTRIAL DEVELOPMENT AGENCY (the “Agency”) and [INSERT NAME] (“INSERT NAME”), collectively, the “Parties”.

W I T N E S S E T H :

WHEREAS, the Agency is a public benefit corporation organized under the laws of the State of New York

WHEREAS, the Agency is charged with the responsibility for directing economic development in and for the County of Tioga; and

WHEREAS, [INSERT NAME] has considerable experience in the field of consulting on education administration and workforce development matters; and

WHEREAS, the Agency wishes to retain the services of [INSERT NAME] on a contractual basis to assist the Agency its efforts to enhance their workforce development efforts;

NOW, THEREFORE, IN CONSIDERATION of the mutual promises and covenants hereinafter set forth, the Parties do hereby agree as follows:

1. [INSERT NAME] agrees to provide professional consulting services to the Agency from the period of [INSERT DATE] through [INSERT DATE], including, but not limited to the following: See Exhibit “A” attached hereto.

2. The above services, including telephone/zoom conferences and e-mail correspondence, shall be rendered by [INSERT NAME] at such times and places as, in his/her best professional judgment, shall be convenient and productive to the efforts of the Agency.

3. [INSERT NAME] shall be compensated for services rendered under this

Agreement at the rate of [INSERT AMOUNT AND PAYMENT TERMS].

4. [INSERT NAME] shall be deemed to be an independent contractor, not an employee of the Agency, and shall receive an IRS Form 1099 for the purpose of reporting income under this Agreement. [INSERT NAME] shall be responsible for payment of all New York State and Federal income taxes, FICA, and Medicare taxes based upon payments made to him/her by the Agency under this Agreement.

5. Either Party may terminate this Agreement upon not less than seven (7) days' written notice to the other by first class mail. In the event of such termination, [INSERT NAME] shall be compensated for services rendered pro-rata until, and including, the date of termination. All notices hereunder shall be provided at the following addresses:

To the Agency: Tioga County Industrial Development Agency
56 Main Street
Owego, New York 13827

To [NAME]: [INSERT NAME]
[INSERT ADDRESS]

6. All information, correspondence, contracts, and documents of the Agency shall be deemed confidential and shall not be disclosed by [INSERT NAME] to any other person or entity, except in the performance of his/her duties under the terms of this Agreement.

7. This Agreement may not be assigned by either Party.

IN WITNESS WHEREOF, the undersigned have hereunto set their hands and seals the day first above written

[INSERT NAME]

[INSERT NAME]

TIOGA COUNTY INDUSTRIAL
DEVELOPMENT AGENCY

Jenny Ceccherelli, Chair



The 2020-2025 Tioga County Workforce Development Strategy Implementation

Initiating the Tioga Regional Talent Supply Table

March 2021



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About this Report

Initiating the Tioga Regional Talent Supply Table is the background document to the Terms of Reference for the Talent Supply Table (TST). It provides the reader with an understanding of the research and consultation undertaken to provide Tioga County with the regional Talent Supply Table model. The report includes the following sections:

- Section 1 provides a background of the work, including the purpose and expected outcomes and methodology undertaken to develop the Talent Supply Table (TST).
- Section 2 highlights the current collaboration within Tioga County and the regional economy through the program map and discussions with school districts and Boards of Cooperative Educational Services (BOCES).
- Section 3 visions the Talent Supply Table (TST) and the need for education sector collaboration and Collective Impact to ensure success.
- Section 4 provides the Talent Supply Table (TST) framework, including the proposed vision, mandate, guiding principles, reporting relationship, structure, and administration.
- Section 5 highlights the next steps, including facilitating the Talent Supply Table (TST) launch meeting and creating the implementation report card.



1. Background and Purpose

Tioga County is a diverse economy within the Southern Tier Region with industry strengths in advanced manufacturing, health care services, professional services, hospitality, and agriculture. The County enjoys a robust education system, served by three Board of Cooperative Educational Services (BOCES) and six school districts. Post-secondary institutions such as SUNY Broome, Corning Community College, Tompkins Cortland Community College, Binghamton University and Cornell University in the region also bolster the County's workforce development competitiveness.

In recognizing the importance of workforce development to industries' continued viability and economic growth, the County commissioned the 2020-2025 Tioga County Workforce Development Strategy. The Strategy, which was completed in Mid-2020, was action-oriented and implementation driven to connect school districts, higher learning institutions, local employers, and major employers across the region to enable a highly qualified and skilled workforce pipeline.

Upon Strategy completion, TEAM Tioga retained MDB Insight to implement select strategy recommendations and actions. The Workforce Development Strategy Implementation Support was launched in July 2020 to understand current collaboration efforts among school districts and develop a model that would foster a strongly connected educator system with increased partnerships among all school districts and education partners. The model was envisioned to have a regional focus. All six school districts and BOCES collaborate to share best practices, programs, and services, support talent development and employer engagement across the region.

This implementation support focuses specifically on the 'Connect' recommendation of the 2020-2025 Tioga County Workforce Development Strategy, which calls for 'Enhancing Partnerships and Collaboration between and among Stakeholders.'

The Tioga County Rural Economic Area Partnership LDC (REAP) supported this initiative by assisting TEAM Tioga in accessing funding via the Tioga Downs Regional Community Foundation to develop this Implementation Support document.

Figure 1: Recommendations of the 2020-2025 Tioga County Workforce Development Strategy





The action and sub-action under this recommendation that were a core focus of this implementation support are listed below:

<i>Recommendation #2: Connect → Enhance Partnerships and Collaboration between and among Stakeholders</i>	
Action 1	Improve Collaboration across Academia by Employing a Regional Lens
	Sub-action #1: Building on the existing collaboration among school districts, facilitate opportunities to create a centralized collaborative model that engages other school districts and education partners to share best practices, programs, and services. The model may be piloted in select districts for evaluation and fit for the County.

To establish a platform for such collaboration, the Talent Supply Table was introduced. The TST is a collaborative model that ensures workforce development efforts are well aligned and maximized for the greatest return on investment. It stipulates the need for enhanced partnerships between and among school districts and academia and with the business community and other intermediary groups that support workforce development and labor market planning.

1.1 Key Outcomes

The key outcomes of the Workforce Development Strategy Implementation Support included:

- Engaging with representatives of existing school districts and Boards of Cooperative Educational Services (BOCES) to determine interest and commitment for a collaborative Talent Supply Table
- Facilitate knowledge exchange and dialogue to explore how the education sector may work more collaboratively, share resources, support talent development.
- Formation of the Talent Supply Table (TST) and facilitate the launch meeting of the TST
- Ongoing support and creation of the TST implementation Report Card.

1.2 Implementation Process

The Workforce Development Strategy Implementation Support project began in July 2020 and followed three phases as follows:

- **Phase I - Stakeholder Interviews & Program Map:** The project's starting phase included one-on-one interviews with representatives of local school districts and Boards of Cooperative Educational Services (BOCES). A program map was also developed, identifying the various Career and technical programming offered in each school district and BOCES. The program map was shared with stakeholders for review and input.
- **Phase II - Educator's Knowledge Exchange:** Building on the insights from the individual interviews, the school district and BOCES representatives were brought together in a facilitated round table discussion to provide input and help model the TST.
- **Phase III - Talent Supply Table and Reporting:** The final phase includes reporting and launching the TST and ongoing support to gauge outcomes and impact.



Figure 2: Workforce Development Strategy Implementation Support Process



1.3 School Districts and BOCES Stakeholders

Stakeholders consulted as part of the implementation support are listed in the table below.

Figure 3: School Districts and BOCES Stakeholders

School District & BOCES	Representative
Candor Central School District	Superintendent
Newark Valley School District	Superintendent
Owego Apalachin Central School District	Assistant Superintendent, OFA Principal, and Technology Teacher
Spencer-Van Etten Central School District	Superintendent & Assistant Principal
Tioga Central School District	High School Principal
Waverly Central School District	Superintendent, Director of Curriculum & Assistant Principal for Career and Technical Education
Broome-Tioga BOCES	Principal
GST BOCES	Principal
TST BOCES	Executive Director of Career Education



2. Current State of Collaboration

Building on the stakeholder consultations conducted as part of the 2020-2025 Tioga County Workforce Development Strategy, this implementation support undertook a deep dive of the education sector within Tioga County and the region, focusing on the role of local school districts in workforce development. BOCES adds an essential layer to workforce development as they provide shared educational programs and services to school districts within the State. The scope of the implementation support includes the programs and perspectives of the BOCES.

Desktop research was conducted to understand the various Career and technical education programming provided by school districts and the BOCES. Interviews were also conducted with the representatives of the school districts and BOCES to gain input on the following themes:

- the current state and future directions of education and training
- the applicability of a collaborative TST model to enable knowledge exchange, share resources, and support talent development
- the role of an Education Workforce Coordinator to maximize and formalize employer outreach and engagement

The key results of the program map research and insights from the one-on-one interviews are detailed in the sections below:

2.1 Program Map and Current Level of Collaboration

Figure 4 lists the career pathways and technical education programs provided by each of the school districts and BOCES. The programs listed in 'green' are programs that are delivered in collaboration between partners.

The BOCES provides career and technical education (CTE) for high school students to learn job skills through instruction and hands-on experience. Students gain experience and are fully prepared to enter the workforce, earn a technical degree, and advance to college with credits earned through articulation agreements. CTE programs are grouped into five categories: introductory, intermediate, advanced placement, competitive enrollment, and youth apprenticeship.

Programs offered in collaboration between two partners include the Drone Program, Agricultural Mechanics, and Dual Credit Courses.

The Remote Pilot Aerial Systems (Drone Program)¹ is a two-year program at the Waverly High School Satellite Location in collaboration with the Greater Southern Tier BOCES. The program allows both juniors and seniors to earn a CTE certificate with hands-on experience in CADD, GIS, and FAA weather notifications. Skills learned include design, navigations and alert interpretations, aerial imagery, and FAA part 107 exam preparation. Tioga County school districts offer dual credit courses through Tompkins Cortland Community College. Courses include English, social studies, math, science, and art/music, among others.

¹ <https://www.gstboces.org/gst-images/CTE/CTE-Catalog-2020-21.pdf>.



Figure 4: School Districts & BOCES Program Map

School District/BOCES	Name	Program
School District	Candor	<ul style="list-style-type: none"> Early Career Program Entrepreneurship Club
	Newark Valley	<ul style="list-style-type: none"> Digital Cafe Entrepreneurship Program Newark Valley Agriculture Program Newark Valley Blended Learning Program Partnership with Federal Credit Union
	Waverly	<ul style="list-style-type: none"> Partnership with Federal Credit Union 'Code Red' Student Helpdesk Drone Program (GST-BOCES) Greater Valley Regional Job Fair Reach Summer Camp Wolverine Den Concessions Work-Based Learning (WBL)
	Owego Apalachin	<ul style="list-style-type: none"> Building and Construction System 1 and 2 Heavy Machinery and Equipment Lockheed Martin Co-Op Steam 21
	Spencer-Van Etten	<ul style="list-style-type: none"> Spencer Van-Etten Agricultural Program
	Tioga Central	<ul style="list-style-type: none"> Building And Trades Construction Program Dual Credit Course (Tompkins Cortland Community College) Tiger Farm Welding Program
BOCES	BT	<ul style="list-style-type: none"> Adult Education Career Development Center Construction New Visions P-TECH program Summer STEAM Academy Youth Apprenticeship Program
	GST	<ul style="list-style-type: none"> Building Construction Classes Career & Technical Education (CTE) STEM Academy
	TST	<ul style="list-style-type: none"> Adult Education Career & Technical Education (CTE) P-Tech Academy

Opportunities exist to collaborate, build on, or replicate these current partnerships. Programs such as the entrepreneurship club can be replicated on a regional level. Opportunities exist for Newark Valley, Tioga Central and Spencer-Van Etten school districts to collaborate and share best practices in their agriculture programs, identify common gaps, and brainstorm solutions. The STEAM academy model could be replicated in other school districts, or the program could be modeled on a regional level with collaboration between and among school districts and BOCES. As funding is a crucial determinant for



developing and implementing programs, pooling resources and applying for joint funding may be central to success.

2.2 One-on-One Interview Stakeholder Insights

Current State and Opportunities for Greater Collaboration

The region has a well-established workforce development ecosystem at the secondary level with multiple student pathways. Over the past several years, schools have made substantial progress in developing programming focused on various sectors (e.g., manufacturing, technology, food services, health, and agriculture). COVID-19 was noted to have severely impacted the viability for many of these programs to be run, and if still in operation, see limited student participation due to the ongoing threat of the pandemic.

Working in 'silos' is a sentiment echoed by many of the stakeholders. Both BOCES and school districts often provide similar programming and are unaware of each other's efforts, resulting in a duplication of efforts. Opportunities thus exist to collaborate in program delivery to increase program efficiency and reduce replication. Given that technology and innovation are a focus across the region, educators could collaborate in these areas to benefit the region. Educators are keen on collaborating on program design and delivery that provides students with hands-on training and industry experience.

Consultations also highlighted the gaps between school districts in offering programming. Some school districts have access to more funding (due to higher enrollment) and can design and launch programs. A regional focus would allow school districts with lower access to funding to collaborate with other school districts and BOCES to address current programming gaps. Stakeholders stress that while the current relationship with BOCES is good, this should not be viewed as a consistent long-term piece. Leadership changes could reduce support, highlighting the importance of establishing strong partnerships amongst school districts.

Stronger collaboration was seen as essential to overcoming local challenges such as transportation and cost-effective programming. As part of this ongoing discussion, stakeholders stressed a consistent brand and messaging must occur. Current efforts are disjointed and not unified, which is confusing for local businesses and community partners to get involved.

Overall, stakeholders were extremely supportive of a push towards greater collaboration; however, they felt that it must be managed effectively to not impact students negatively.

Talent Supply Table Opportunities and Challenges

Stakeholders agreed that the talent supply table's overall role needs to be building trust between the school districts, employers, and post-secondary. Key insights associated with the Talent Supply Table include:

- Leverage past models in the design of the TST. This includes County Coalition for Better Schools, County High School Principal's group, Tioga County Superintendents Coalition.
- The model needs to be built from work-based learning and target sector perspective.
- Previous models of collaboration failed due to school systems' complexity (Tioga County is served by 3 BOCES), lack of commitment, and not learning from past failures. The State also mandates that education should focus more on academic standards rather than career and technical education.



- Opportunities exist to share work-based learning coordinators/liaison as not all schools have a similar position. The model could fail due to a lack of commitment. The program needs to ensure commitment from all the school districts and breakdown silo programming to be aware of what each other is offering and learn from them.
- School districts cannot develop a successful talent supply table program alone, so BOCES collaboration is essential. BOCES can offer funding, protect the programming, and provide training sites as needed.
- Stakeholders identified that the TST could be modeled as a two-tier structure. Day to day programming could be managed by staff, including teachers, work-based learning coordinators, or Teacher on Special Assignment (TOSA). Superintendents would be responsible for the administration of the table. The table also needs TEAM Tioga, IDA, Tioga Career Center and major employers to meet all stakeholder groups' interests. Community colleges could also potentially be involved.

Role of the Education Workforce Coordinator

Stakeholders unanimously agreed that a full-time Education Workforce Coordinator would be critical to advancing workforce development opportunities across the region. Key highlights include:

- Workforce coordination should have a regional focus, and as a result, the Coordinator should work with school districts across the region and proactively seek out workforce development opportunities.
- The Coordinator must tap into the extensive workforce opportunities in all surrounding counties. By finding commonalities and developing new programs that build on existing strengths, the Coordinator should help eliminate the gap between education and workforce on a regional scale.
- The Coordinator may also help reduce competition between school districts, which has historically prevented open lines of communication.
- The Coordinator must have a strong business background and experience in finding and securing student-based internships. Additional complementary skills included: sales, industry, marketing, knowledge of the local and broader region, and education background and knowledge of the school system.

Ongoing Impact and Opportunities of COVID-19

Despite the numerous challenges, the pandemic has enabled many schools to revisit their programming and adapt, focusing on online programming and college-style semester blocks. The TST provides an opportunity for educators to adapt and respond to changes such as these and take advantage of hybrid online learning, which could be leveraged to allow students to participate in internships while simultaneously conducting online learning, thereby overcoming transportation problems.



3. Visioning the Regional Talent Supply Table

The insights that emerged from the one-on-one interviews were tested through the knowledge exchange round table. The exercise helped envision the Talent Supply Table model. Building on the Talent Supply Table opportunities and challenges, stakeholders proposed a structure for the TST. Also, the role of Tioga County Economic Development and Planning in coordination with the Tioga Career Center and the Department of Education were discussed. The educators also identified the short-term priorities (18 months) for the TST.

3.1 Educator's Knowledge Exchange Insights

The key results of the Educator's Knowledge Exchange are discussed below.

Talent Supply Table Structure

Based on the discussion, a two-tier system was proposed. The primary members of the TST would be the school districts, BOCES, and Economic Development. This would be the high-level management – superintendents of schools, Director of CTE (BOCES), and Director of Economic Development & Planning. Representation and buy-in at all governmental levels are essential. Stakeholders also proposed three main sub-committees, including:

- **Program coordinators and/or Guidance Counselors** – focused on day-to-day operations
- **Local businesses and representatives** – including major employers, Tioga Career Center and the local Chamber of Commerce with a focus on designing the layout of the program and informing on business talent needs.
- **Inter-governmental** – Such as the Department of Labor and CTE. Stakeholders agreed that government representatives should be used in an advisory sense. However, the department must understand the importance of the TST and its mandate to be effective.

Other important stakeholders could include:

- **Tioga County Legislature** – provide input on the purpose of the board and buy-in will be needed to pursue regional opportunities.
- **Department of Education** – need to be on board and understand the importance of career and technical education (CTE).

Talent Supply Table Meeting Schedule

Every two months was identified as suitable for the TST. However, select committees may choose to meet more regularly, as needed.

Role of Tioga County Economic Development and Planning

Stakeholders are not aware of economic development and workforce priorities, including target sectors and sub-sectors, current and projected in-demand occupations, labor market, and demographic trends. Therefore, there is an opportunity for TEAM Tioga to connect directly with the school districts and BOCES to make them aware of priorities and current workforce data. Also, TEAM Tioga, in a facilitator role, should continue to engage with the local and regional business community to understand business



and employer needs in coordination with the Tioga Career Center. Unified marketing and business visitation programs should be launched to attract businesses to the community.

Short-Term Priorities for the TST (18 months)

A key exercise in the knowledge exchange agenda was for the educators to identify the top short-term priorities for the TST. Eleven (11) priorities were identified by the stakeholders and were subsequently ranked (Figure 5). The top 4 priorities are detailed below:

- **Increase collaboration between businesses, economic development, and local schools** – there are many career development programs currently in operation across the region. However, businesses and workforce development partners are unaware of the level of programming developed. Therefore, a shared mission needs to be developed in the short term to bring together industry and workforce development partners. The idea is not only promoting industry but creating new industries based on the identified target sectors. A point person who can promote workforce development priorities would be essential in meeting this deliverable.
- **Pool resources and funding** – Stakeholders stressed the advantages of working collaboratively, particularly on funding applications. For example, a joint application to the PERKINS funding program is more likely to succeed if multiple local schools combine resources. This also benefits smaller schools with limited staff and monetary resources. The pandemic also presents opportunities to pool resources and funding to ensure programming remains at the same pre-COVID levels.
- **Improve Tioga County's Relationship with BOCES** – Tioga County is currently served by 3 BOCES. However, the County is often not the main focus of the BOCES' function. This is often because a majority of the students served by the BOCES system reside in school districts located outside of Tioga County. By increasing collaboration efforts, there is more chance to influence an off-site BOCES Campus or satellite campus in addition to creating more collaborative programming that does not overlap.
- **Develop sustainable programming with the long-term regional vision in mind** – Stakeholders also noted the need to develop sustainable programming with a long-term vision. Often programs are developed, resources are put to it, but the program does not come to fruition. This could be because of a lack of resources, programs being developed without the input of businesses, and what the needs of employers are. Stakeholders agreed that programs should be developed based on employer needs, with students who graduate from these programs being hired by the participating business.

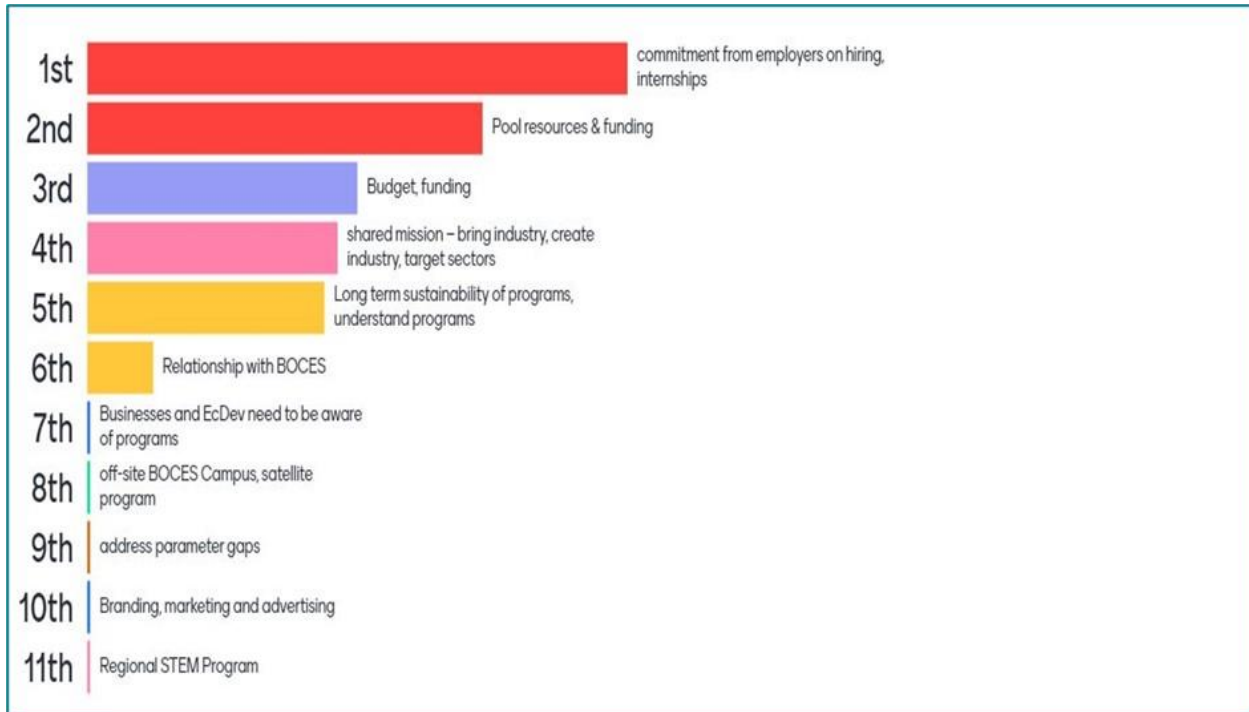
In addition to identifying the top short-term priorities for the TST, stakeholders identified key performance measures to ensure success.

- Stakeholders stressed that the TST needs commitment from decision-makers to be successful. This includes both funding and controlling programming. Local businesses and Economic Development also need to be 100% invested in this initiative
- Increased median income across the County by age groups including recent graduates and young workers (20-29 years)
- Measure the number of existing programming, internships, and graduation rates
 - Increase in the number of new programs



- Increase in the number of collaborative programs
- Increase the number of internships
- Monitor the number of local/regional jobs offered upon graduation

Figure 5: Top 3 Priorities that must be addressed in the next 18 months (n=9)



3.2 Using Collective Impact to Enhance Educator Collaboration

Collaboration is defined as two or more different partners (e.g., individuals, organizations, networks) coming together from various sectors, groups, and/or neighborhoods to work towards common goals. Collaborations are about people and organizations building, nurturing, and maintaining mutually beneficial relationships to achieve shared goals that will benefit all partners.

Within Tioga County, there are many forms of collaborations to address socio-economic and educational priorities. These partnerships include those among educators (i.e. between and among school districts and between school districts and BOCES), between educators and the business community (i.e. Lockheed Martin's Engineers Day and STEAM Academy) and between education and other workforce development partners. The partnerships are focused on Career and Technical Education (CTE), career pathways, and short-term work experiences with the local business community.

Partnerships tend to be funder driven and are often characterized by a single or few organizations trying to make the most impact with the fewest resources. These types of traditional partnerships often result in isolated impact, whereby programs produce little to no measurable results with short term rewards. A more effective approach to collaboration, one that is being used increasingly to address socio-economic issues, is that of collective impact.

Collective Impact is a specific form of collaboration, which serves to bridge the science/practitioner gap.



It is defined as follows: "The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem." Research shows that focusing on Collective Impact will result in continuous and ongoing impact for the community. Collaboration among partners may not always achieve results if the goals are not aligned across the organizations. Collective impact's success, on the other hand, stems from its key characteristics. Research has identified five characteristics of Collective Impact initiatives that lead to successful outcomes. These include:

- **A common agenda** - allows educators to align their interests and their resources in a meaningful and sustainable way. A common agenda is not only a common goal – it is a shared understanding of how to reach that goal and what the problem is.
- **Shared measurement systems** – provides information about whether the initiative is successful. Without a common agenda, it is difficult for collaborators to agree on what needs to be measured to define the success of the venture. This step is complex because no two organizations use the exact same measurements. However, in order to be able to report results and come to reliable conclusions, agreement on when and how the outcomes will be measured is essential.
- **Mutually reinforcing activities** – leverage the unique strength of each partner so that it can own a specific part of the project. However, each organization needs to be acting in tandem with the rest and in alignment with the common agenda.
- **Continuous communication** – to create trusting relationships between Collective Impact participants. Without the investment of a lot of time and conversation, the first two steps would be difficult to achieve.
- **Backbone support organizations** – to fulfill the role of facilitator, project manager, and data manager for the Collective Impact initiative.

The key benefits of a Collective Impact initiative for Tioga County, the school districts, and BOCES include:

- Learn best practices and engage in problem-solving as a regional collective.
- Innovate, prototype, embed change quickly and increase shared outcomes.
- Adopt best practices that have proven results and processes quickly and effectively.
- Gain powerful leverage to increase opportunities for government / public grants.
- Better demonstrate meaningful and effective measures of the organization's mission and vision.

Understanding how Collective Impact aligns with the TST

Tioga County's education ecosystem has gaps due to a lack of collaboration and a clear understanding of what each regional partner is doing on a workforce development front and where overlap exists. With six separate schools and three BOCES within Tioga County, accurately understanding what programming is happening or is under development at any one time is extremely challenging and time-consuming. As identified through the consultation process, previous efforts have failed because of a lack of collective buy-in, limited resources (both financial and time), and stakeholders feeling that their unique needs and voices were not being met.

In understanding these issues, the TST was developed as a Collective Impact model that stresses the importance of a common regional vision and agenda to collaboration in order to be successful. The



model focuses on expanding the network of businesses and programs that students can choose from to gain professional work experience. It will also allow for talent retention in the region, which will, over time, help attract new businesses, thus growing the economy.

Open and consistent collaboration from school groups on redesigning programming and applying for joint funding so that it is open to all students will remain the key barrier affecting change. An Education Workforce Coordinator as a facilitator is essential to bring parties together and establish unilateral buy-in. The Coordinator will also play a role in establishing a shared measurement system for the TST that aligns with stated objectives. Periodic reporting on these performance goals will add a layer of accountability. Furthermore, Collective Impact identifies that each partner must actively contribute to the TST for it to be successful.

EDUCATION SECTOR: COLLABORATION & COLLECTIVE IMPACT

The case for working together

WHY?

The ability to work together is an integral part of the 21st century and is embedded into all aspects of our society. It is one of the core foundations to effective teaching pedagogy and educational institutions should not be exempt - embracing collaboration must be fundamental to the way schools function. Collaboration is an essential element of employability and was identified by LinkedIn in 2019* as **one of the top 5 most important soft skills talent professionals look for when hiring.**



HOW?

To build collaboration **requires mutual trust and respect. Individuals must be courageous and vulnerable** enough to open themselves, their ideas and practice to critique and feedback. However, by focusing on identifying areas of overlap, sharing best practices and being reflective on areas for improvement teachers can embed a new 'collective intelligence' that is sought after by employers.

COLLECTIVE IMPACT (CI)

CI is the commitment of a group of important actors from different sectors to a common agenda for solving a specific problem. **It is based on a foundation of trust that is personal, relational, organizational and societal.** To co-create better futures for students, schools must embed trust into their collaborative efforts. Ignoring the importance of building trust across people, organizations and systems is to their detriment. Building trust requires focusing on relationships and involving all stakeholders in the decision making process.



5 CHARACTERISTICS OF COLLECTIVE IMPACT



Common Goals
Shared Measurement Systems
Mutually Reinforcing Activities
Continuous Communication
Backbone Support organizations



4. Regional Talent Supply Table

4.1 What is TST?

The model, Regional Talent Supply Table (TST), is a Collective Impact model that enables knowledge exchange and dialogue to explore how the education sector may work more collaboratively, share resources, and support talent development.

Educational institutions should not be exempt from embracing collaboration, and it must become a fundamental aspect of how the regional ecosystem functions moving forward. Just as it is not sustainable or effective for individual teachers to assume responsibility for a wide range of tasks and roles with a group of students in an 'isolated' manner, similarly, individual schools cannot continue to operate in isolation, competing for resources, staff, and students. The future of education requires a shift towards collaboration at every level, which the TST will facilitate.

4.2 Vision

A partnership of educators, employers, and regional economic development and workforce providers to improve the talent pipeline.

4.3 Mandate

The Talent Supply Table is a standing committee of Tioga County Economic Development and Planning/TEAM Tioga, tasked with informing and guiding the alignment of talent development with the labor supply needs of the economy within the Southern Tier Region.

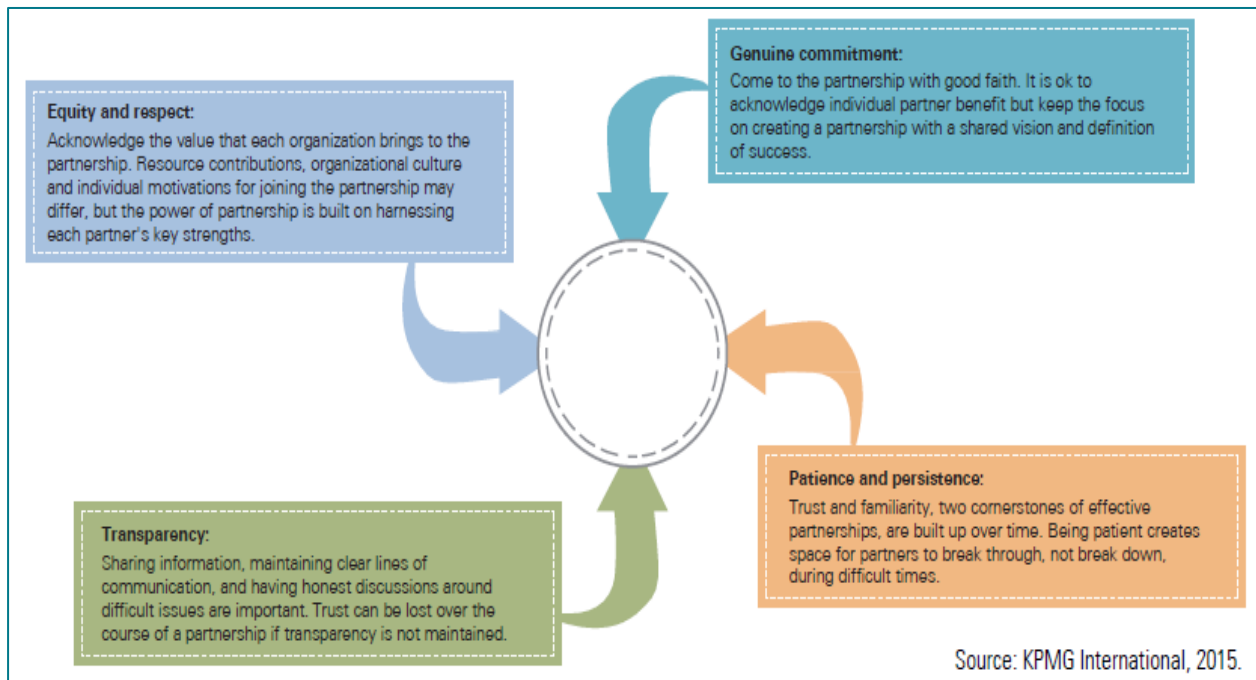
4.4 Guiding Principles

Figure 6 provides an overview of the four guiding principles of the TST.

- **Equity and Respect** – Refers to actively sharing resources (e.g., time and money) to all members and leverage each member's unique strengths.
- **Genuine Commitment** – Details the importance of collective buy-in from all stakeholders.
- **Transparency** – Without trust and open communication channels, progress will be limited. Partners must share best practice information, funding resources, and speak up if they require help.
- **Patience and Persistence** – Impactful change at a regional level takes time, energy, and resources. Without a long term vision and commitment to this vision from all stakeholders, the TST will fail.



Figure 6: Guiding Principles of the TST



4.5 Reporting Relationship

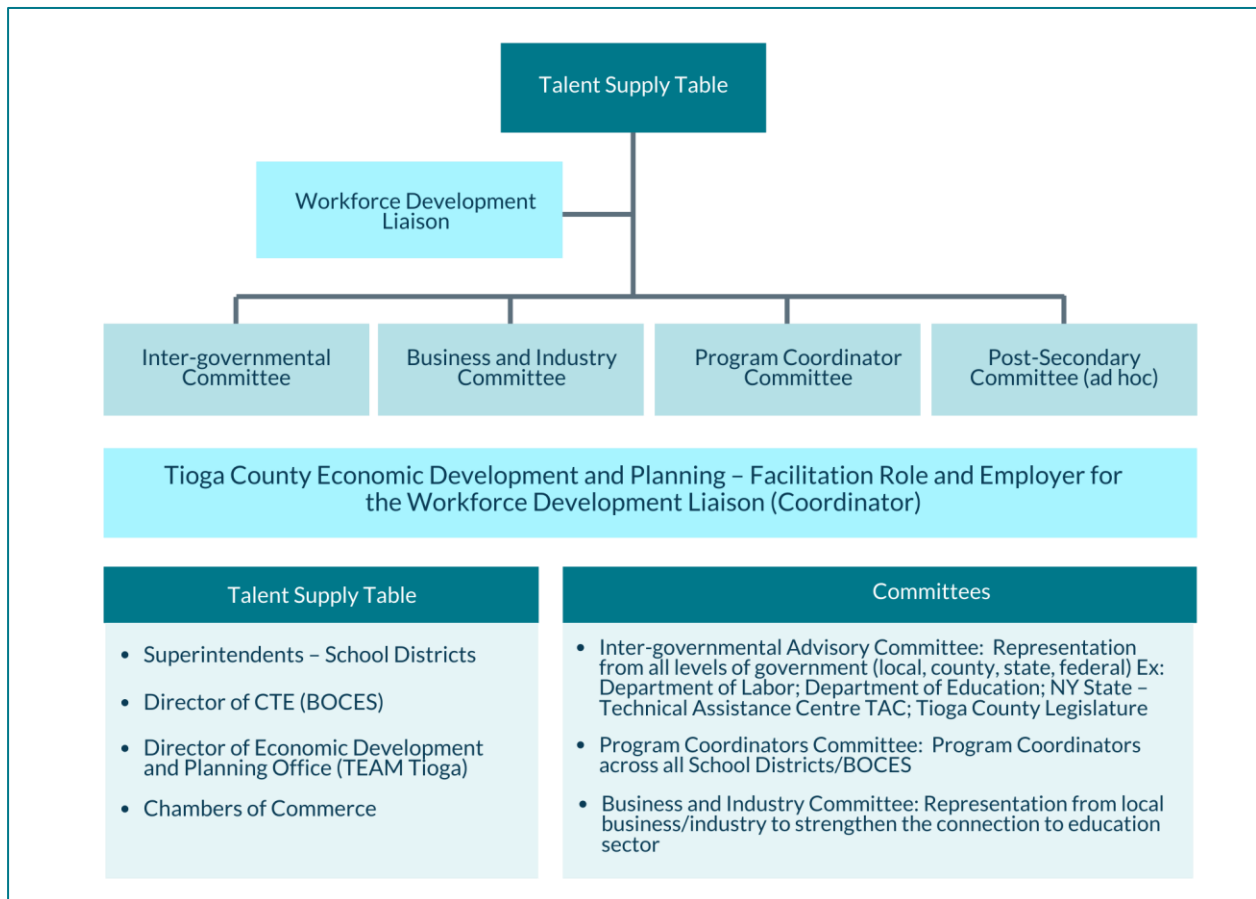
Tioga County Economic Development and Planning/TEAM Tioga would be considered the "home" for the Talent Supply Table.

4.6 Structure and Membership

Figure 7 provides an overview of the proposed TST structure. As previously highlighted, the aim of the TST is to create a centralized way to connect the multitude of stakeholders within the Tioga County education system so that there is efficient communication, resource sharing, and joint programming development that reflects collective stakeholder's aims and needs. As such, the TST is comprised of superintendents from local school districts, members of the business community (e.g., the Tioga Career Center, Chamber of Commerce), the Director of CTE (BOCES), and the Director of Economic Development and Planning (Team Tioga). A new Education Workforce Coordinator will be hired and will be the main point of contact for all stakeholders, as well as be responsible for implementing action items. Four additional committees will also feed into the TST, providing important government, local business, front line staff, and post-secondary stakeholders an opportunity for feedback.



Figure 7: Structure of the TST



4.7 Partnership Purpose

The TST will:

- support and advance implementation of relevant recommendations within the Regional Workforce Development Strategy
- influence and inform programming, resource sharing, special initiatives (across School Districts), and a commitment to maximizing the opportunity for all students across the region
- recommend priorities based on significant changes and influences impacting the region
- provide leadership across the Southern Tier Region on related education workforce matters

4.8 Partnership Responsibilities

- Promote TST as a regional table with a mandate to strengthen the region's response to workforce planning and labor market development
- Members will be responsible for their time and travel expenses to attend meetings



- Participate in bi-monthly meetings. Special meetings may be called at the request of the Co-chairs

4.9 Administration

- Agendas will be set by the Co-Chairs
- Meetings will be facilitated by a Co-Chair
- Minutes will be taken and distributed within a week following a meeting
- Agendas and Minutes will be distributed by the Education Workforce Coordinator one week prior to the meeting

4.10 Terms of Reference – At a Glance

Draft: December 15, 2020	
Version 1.1	
VISION	Bring together in partnership educators, employers, and regional economic development and workforce providers to improve the talent pipeline.
MANDATE	The Talent Supply Table is a standing committee of Tioga County Economic Development and Planning/TEAM Tioga, tasked with informing and guiding the alignment of talent development with the labor supply needs of the economy within the Southern Tier Region.
REPORTING RELATIONSHIP	Tioga County Economic Development and Planning/TEAM Tioga
STRUCTURE AND MEMBERSHIP	<p>Members of the TST will develop a Shared Collaboration Agreement that covers key aspects related to roles and responsibilities, operational considerations, resource commitments, expectations, and partnership commitment. Members may require a signed confidentiality agreement to ensure best practices are used when sharing confidential information.</p> <p>The TST will operate with Co-Chairs – School District/Ec.Dev.</p> <p>Decision making will be by consensus.</p> <p>Committees: Formed to ensure the work related to priorities continue to move forward. These Committees should include at least one member of TST.</p>
GUIDING PRINCIPLES	<ul style="list-style-type: none"> ▪ Equity and Respect ▪ Genuine Commitment ▪ Transparency ▪ Patience and Persistence



PARTNERSHIP PURPOSE	<p>The TST will:</p> <ul style="list-style-type: none"> ▪ support and advance implementation of relevant recommendations within the Regional Workforce Development Strategy ▪ influence and inform programming, resource sharing, special initiatives (across School Districts), and a commitment to maximizing the opportunity for all students across the region ▪ recommend priorities based on significant changes and influences impacting the region ▪ provide leadership across the Southern Tier Region on related education workforce matters
PARTNERSHIP RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Promote TST as a regional table with a mandate to strengthen the region's response to workforce planning and labor market development ▪ Members will be responsible for their time and travel expenses to attend meetings ▪ Participate in bi-monthly meetings. Special meetings may be called at the request of the Co-chairs
MEMBERSHIP	<p>Representatives for the TST and Committees will be selected from, but not limited to the following sectors:</p> <ul style="list-style-type: none"> ▪ Industry ▪ Education (school districts/BOCES) ▪ Education Program Coordinators ▪ Independent Business ▪ Chambers of Commerce ▪ Tioga Career Center ▪ Government – all levels ▪ Economic Development ▪ Membership will include 25-35 members. <p>Members may appoint an alternate if required. All members are to remain informed through meeting notes following each meeting.</p>
TERM of SERVICE	Two-year terms that can be renewed for another 2 years
COMMUNICATION FORMAT	<ul style="list-style-type: none"> ▪ Call-in option to participate – available for each scheduled meeting ▪ In-person --bi-monthly meetings



	<ul style="list-style-type: none">▪ Email – ongoing as required
ADMINISTRATION	<ul style="list-style-type: none">▪ Agendas will be set by the Co-Chairs and sent out one week prior to the meeting.▪ Meetings will be facilitated by a Co-Chair.▪ Minutes will be taken and distributed within a week following a meeting.▪ Agendas and Minutes will be distributed by the Education Workforce Coordinator one week prior to the meeting



5. Next Steps

As the Talent Supply Table's success depends on the willingness of key stakeholders, including the local school districts, to actively support and participate in the initiative, TEAM Tioga should continue to build on the existing momentum and the collective desire to move implementation forward.

Based on discussions with TEAM Tioga, the next step for Initiating the Tioga Region Talent Supply Table is to recruit an Education Workforce Coordinator. As of this report's writing, the position is being recruited on a full-time, contract basis. The incumbent will be responsible for implementing the 2020-2025 Tioga County Workforce Development Strategy and facilitating the Tioga Region Talent Supply Table implementation. The position will focus on developing relationships with local businesses and organizations, local school districts and post-secondary institutions, and community partners to raise awareness of career opportunities in critical occupations, improving the basic skills and employability of workers, providing skills/career training in targeted fields, and increasing collaboration and coordination of workforce development efforts.

The Education Workforce Coordinator and TEAM Tioga will facilitate the Talent Supply Table's launch process and initial meetings. The initial meetings will focus on reviewing and finalizing the terms of reference and creating a Report Card. The Report Card will be used to keep stakeholders updated on strategy implementation progress and impact.



Solar Project Policy

This policy is intended to simplify the process for obtaining PILOTs for solar projects. The traditional method used to obtain a solar PILOT is going through each municipality individually. This process can be cumbersome, and in many cases delay or cease the development of the project altogether.

Also, according to NYS General Municipal Law, individual municipalities can only offer PILOTs for up to 15 years. Being that the IDA can negotiate with all involved municipalities, as well as offer PILOTs for terms longer than 15 years, a policy such as this can benefit all parties involved.

This policy is intended to provide incentives for off-site solar development projects that provide renewable energy benefits to residential and commercial customers. Eligible projects commercial scale projects, generally two megawatts or less, as outlined in state law.

Types of eligible projects include:

- Community distributed solar/shared solar
- Off-site generation projects that have a wholesale power purchase agreement with one or more users.

To respect variations in local municipal policy, each project application must include a letter from the host municipality endorsing the proposed payment-in-lieu-of-tax agreement with the IDA.

The following standard incentives will be offered:

Property tax:

Real property taxes on the increased value resulting from improvements are partially abated for a 25 year period. The annual payment-in-lieu-of-tax will range from \$5,500.00 to \$7,000.00 per megawatt; depending on the anticipated output of the system, and the anticipated change in value to the property assessment. The cost per megawatt is subject to a 2% increase each year. The amount will be negotiated to be as close to the actual 100% tax rate as possible, as this policy is intended to serve as an instrument for proper taxation forecasting for companies.



Sales Tax:

Exemption from State and Local sales tax on project costs as outlined in the IDA Project Policy Handbook.

Mortgage Recording Tax:

Exemption from the State share of the mortgage recording tax as outlined in the IDA Project Policy Handbook.

Fees:

The applicant is responsible for the standard \$2,500.00 application fee, which covers all administrative fees for the origination of the project. The applicant is also responsible for a 1% Agency fee due at the time of closing. The 1% fee is based on all machinery, equipment, and construction costs items used in the construction of the solar facility. Soft costs are not included in this calculation.

Other:

Unless specifically outlined in this policy, the applicant will be responsible for complying with all rules and regulations outlined in the Tioga County IDA's project Policy Handbook.

DEVIATION

The IDA reserves the right to deviate from the terms of this policy at the IDA's sole discretion for good cause shown.

Newark Valley Summerfest is a go this year and once again we would like to request use of the railroad tracks for our Summerfest Duck Race on July 31, 2021. We are hoping to be able to “construct” a temporary water raceway between Maple Ave. and Depot Street in Newark Valley. (Length to be determined- probably no more than 100 feet.) We are asking for permission to set up our track one evening prior to the event for a test run (date to be determined.) We will also need to set it up again in the late afternoon on Friday, July 30, for the day of the event.

We plan to construct the track with a long sheet of plastic using hay bales to hold down the edges. We will also use wood, cinder blocks and rocks as obstacles for the ducks. Nothing will be nailed down or attached to the tracks or ties. It will be a quick assembly and quick clean-up process.

Water source will be provided by the Newark Valley Fire Department. Water will be gravity fed from the truck so there will be no pressure or full stream to disrupt the gravel, dirt, etc. inside the track bed. The idea is to keep the water inside the tracks, so the ducks won't fly out.

In the past, this event has taken place in Owego Creek. Unfortunately, safety has been an issue with people slipping on rocks, branches, snakes, etc., --not to mention Mother Nature hasn't always cooperated (with floods or droughts.) The Chamber's insurance will cover any liability for all aspects of this activity.

The Duck Race is one of the Chamber's biggest fundraisers and we would appreciate anything you can do to help this get approved. If you need more specific information, please contact Bill Swagler, 607-222-8554. (Text or call) Bill realizes that we will have to work with the current owner.

Thank you for your consideration.

Bill Swagler
BOD, Northern Tioga Chamber



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(859) 881-7521 • Fax: (859) 885-7804 • www.rjcorman.com

May 25, 2021

Christine Curtis, Executive Administrator
Tioga County Industrial Development Agency
56 Main Street
Owego, NY 13827
(607)687-8259

Dear Ms. Curtis:

Thank you for making RJ Corman aware of the situation regarding the stream crossing located at the south end of Railroad Avenue in the hamlet of Richford. As the new operator of the Tioga County Industrial Development Agency's (IDA) shortline railroad, we appreciate local officials making us aware of these issues as we are just beginning to become familiar with the 26-mile long track.

We understand that the Tioga County Industrial Development Agency will be collaborating with the Town of Richford, Tioga County Department of Economic & Planning, and our local Owego office to write this grant application. We are happy to be a part of this solution to fix the problems occurring at this stream crossing.

We commit to providing the necessary cash match to the FEMA Hazard Mitigation DR-4567 Planning Grant to fund preliminary engineering services to prepare for reconstruction of the stream crossing. We understand that the total project cost is \$50,000 and the grant cap is 75% of total project cost at \$37,500. We will therefore contribute the balance of \$12,500.

Thank you and we are hopeful for a successful grant award.

Sincerely,

Raymond A. Goss
President
R.J. Corman Railroad Company