

**CHEMUNG COUNTY EXECUTIVE'S
AMERICA RESCUE PLAN PROPOSAL**

August 2021



Submitted by Chemung County Executive Christopher J. Moss

As municipalities throughout Chemung County prepare spending plans for the \$50 million municipalities throughout the county received, the following plan being submitted to the Chemung County Legislature utilizes Chemung County's funds (Approximately \$16 million) for a variety of initiatives. First and foremost, as the County Executive, I believe the funds should be leveraged to recoup revenue losses due to the pandemic. U.S. Treasury rules pertaining to the expenditure of these funds do allow for all the expenditures in the following plan. It should be noted that Chemung County has an exhaustive list of capital project needs in the coming years whereupon these funds could assist as some projects has been postponed or delayed due to the pandemic. The utilization of these funds will also give us the opportunity to assist not-for-profit agencies, private business, agricultural, tourism and the Chemung County Nursing Facility. The plan will also allow us to partner with local municipalities who are interested in continuing their broadband buildout.

Multiple meetings and conversations have been held with officials from the City of Elmira, County Legislative representatives, business leaders and others prior to the submission of this plan to the county legislature. While there is further work to conduct on the logistical implementation of this plan I believe its content meets the overall goal of the American Rescue Plan which is to not only replace lost revenue, but also to stimulate the local economy by creating a variety of projects and initiatives to address the negative impacts of the pandemic.

What can the funds be used for?

Support public health expenditures

Address negative economic impacts caused by the public health emergency

Replace lost public sector revenue

(Chemung County lost revenue calculated at approximately \$15 million plus.)

Provide premium pay for essential workers

Invest in water, sewer and broadband infrastructure

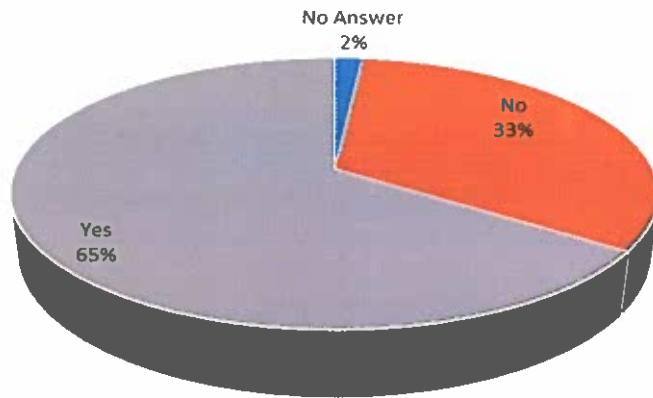
Survey Data

From June 28, 2021 thru July 16, 2021 the county hosted a survey on its web-page whereupon multiple questions pertaining to the expenditure of American Rescue Plan funds were posted. While the survey wasn't scientific in nature, a review of the 933 results did indicate strong opinions in multiple areas of where the priorities of the funding should be earmarked. The survey data has been collected and graphed for review.

Survey Data

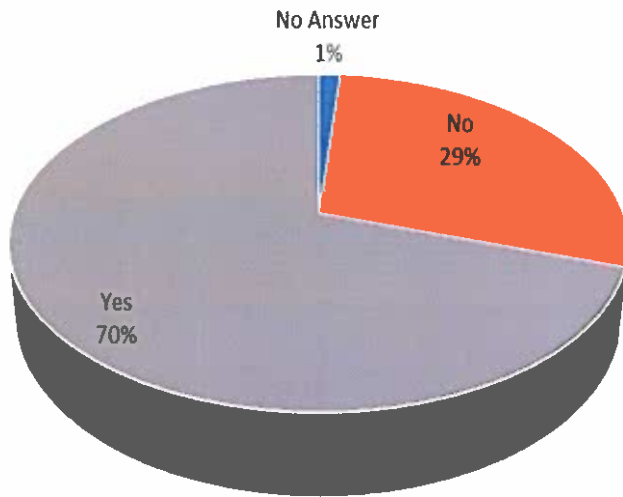
Responses

Should Chemung County consider utilizing ARP funds for barbers/hairdressers, fitness centers/gyms and personal care services who were located in the orange zone during the pandemic?



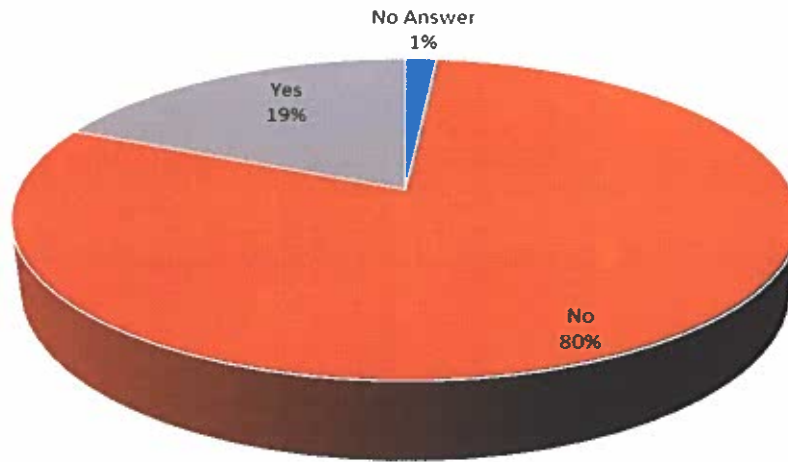
Responses

Should public employees that were deemed essential workers during the pandemic receive premium paid bonuses?



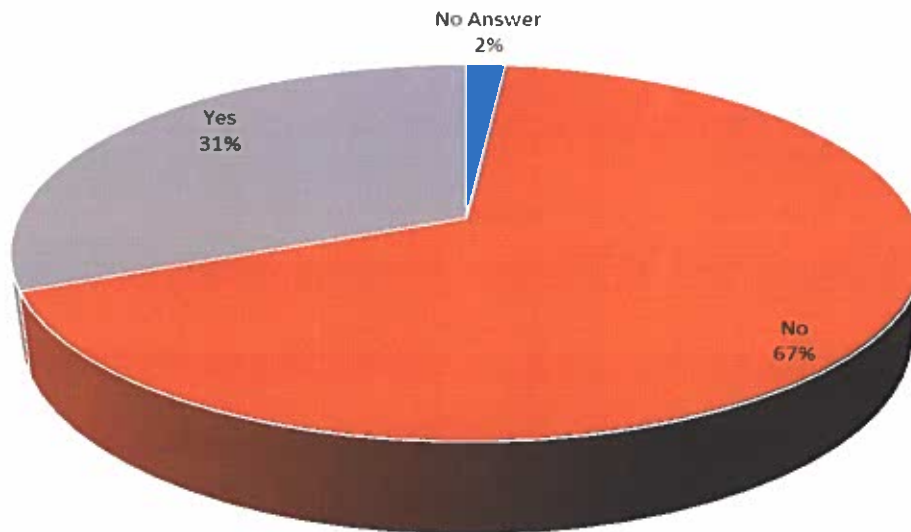
Responses

Should Chemung County consider utilizing ARP funds on capital improvements for the First Arena?



Response

Should Chemung County consider utilizing ARP funds on capital improvements for Dunn Field?



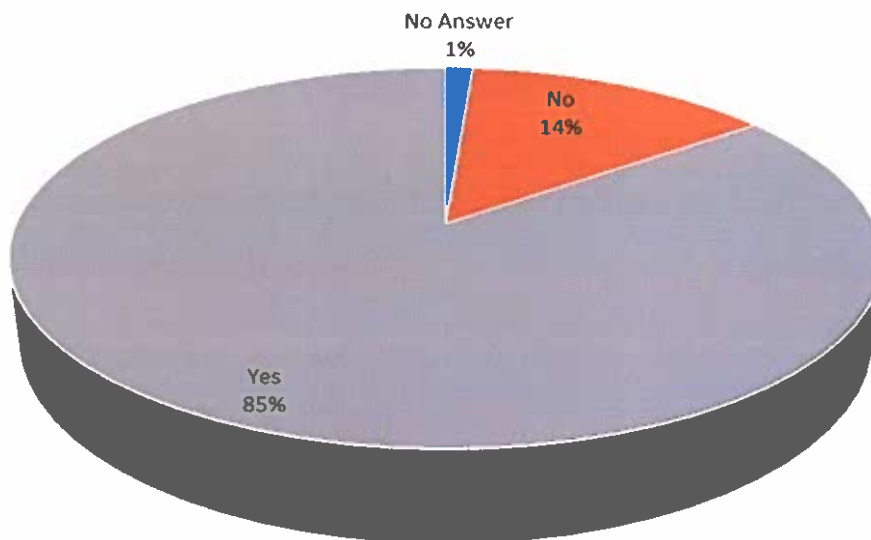
Responses

Should Chemung County utilize ARP funds to construct a building at the Fairgrounds that can be utilized for a year-round farmers market and banquet hall?



Responses

Should Chemung County consider supplying grants to farmers who were adversely affected financially during the pandemic?



MAINTENANCE OF INFRASTRUCTURE

"Replace Lost Public Sector Revenue"

Chemung County Capital Needs Assessment Local Share requirement w/o Sewer District:

2022	2023	2024
\$10,753,806	\$10,668,806	\$17,400,306

See Appendix #1

Total: \$9,000,000

GRANT MANAGEMENT

"Address Negative Impacts Caused by Public Health Emergency"

New Hire: Deputy Director of Budget and Research

The position of Deputy Director of Budget and Research will be specifically assigned to all projects and recordkeeping duties to the federal and state government pertaining to Chemung County's portion of state funding being received through the American Rescue Plan Act. New York State Association of Counties is advising that the U.S. Department of Treasury will be requesting various quarterly reports filed on all expenditures where the utilization of state funds has occurred. These duties and responsibilities are going to be above and beyond what the Executive Branch can assume at this time with only one person being assigned to the Budget Office. See Resolution #21-354 approving this position. It should be noted that the annual salary for the position is budgeted for \$80,979 for 36 months (08/2021 – 08/2024).

Total: \$242,937

TOURISM

Chemung County has multiple locations that are visited by tourists on an annual basis. Some of these locations include the County Fairgrounds, Harris Hill, Park Station, as well as the National Soaring Museum. These properties are all owned by the county and are in need of maintenance in multiple areas, as indicated below. America Rescue Plan funds will be utilized to assist the county in updating and modernizing these facilities for specific projects. See below.

Chemung County Fairgrounds Capital Improvements:

- WIFI Capability
- Grandstand Maintenance – See Photo Log
- Farmers’ Market Building Proposal – See Photo Log
- Fairgrounds Stage – See Photo Log

\$ 500,000

Capital Improvements – Harris Hill:

- Structural improvements to pavilion and out buildings – See Photo Log
- Pylon replacements – See Photo Log
- Rebuild bathrooms and replace windows and kitchen for Youth Camp

\$ 250,000

National Soaring Museum:

- The two runways at the National Soaring Museum are due for blacktopping. Estimate attached. See Photo Log

\$ 250,000

Park Station Capital Improvements:

- Installation of camera system
- Campsite wireless connectivity

\$ 75,000

Total: \$ 1,075,000

NOT-FOR-PROFIT AGENCIES

Due to the pandemic, multiple not-for-profit agencies received a reduction in contributions that were previously allocated in the county budget. The County Executive’s Office is recommending that these not-for-profit agencies be funded at their 2020 levels for 2021-2024.

Reinstatement of organizational funding 2021 - 2024

In 2021 organizational funding was reduced across the board by 25% (\$248,612).

<u>Organization</u>	<u>2021 Reduction (25%)</u>
Chemung County Historical Society	\$ 1,250.00
STCRPDB	21,412.00
Soil & Water	56,250.00
Storm Water	41,850.00
Cooperative Extension	61,985.00
SPCA – Human Services	6,240.00
City of Elmira – Dog Control	6,250.00
CareFirst	875.00
* CCIDA	50,000.00
REDEC	<u>2,500.00</u>
TOTAL:	\$248,612.00

Total \$894,448

It is the recommendation of the County Executive’s Office that we restore the entire \$248,612.00 and continue to fund at this amount thru 2024.

(*CCIDA will not be requesting organizational funding in 2022 & 2023)

ROOM TAX DISTRIBUTION:

Reinstatement of hotel/motel distribution for calendar year 2020.

In 2020 \$656,500 was allocated for room tax. Due to the pandemic Chemung County collected a total of \$294,839.45.

Due to mandatory obligations:

- First Arena - \$103,000.00
 - Clemens Center - 100,000.00
 - County Administration Fee - 14,741.97
- Total: \$217,741.97

That left a total of \$77,097.48 to be divided on a percentage basis to the approved organizations. Due to the pandemic there was a budget shortfall directly affiliated to room tax allocations of approximately \$376,403.00.

The County Executive's Office is recommending that stimulus funding be utilized in the aforementioned amount and be distributed to the organizations who were to receive Chemung County room tax funding via Resolution #19-582.

Total \$ 376,403

COMMUNITY INVESTMENT:

Additionally, America Rescue Plan funds will be utilized for other community investments as outlined below. Specific guidelines pertaining to the availability of these funds are currently being drafted. These guidelines will dictate the rules involved in applying for the funds.

Agricultural Subsidy:

- \$5,000 grants for Chemung County Farms adversely effected by the Public Health Emergency
(*Definition of farm based on NYS Farm Bureau Association*)

\$250,000

Orange Zone Stimulus:

- Restaurants, personal care services, gyms and fitness centers

The aforementioned businesses that were located within the orange zone will be eligible to apply for one-time \$5,000 grants. All businesses will have to have filed safety plans with New York State in order to be eligible for the funding. The grants will be allocated in \$5,000 awards.

\$450,000

Incubator Works:

- \$200,000 County and additional \$200,000 from City (See Appendix #2 "Incubator Works" concept paper provided by Chemung Co. Legislature)

\$ 200,000

Land Bank:

Chemung County Executive is proposing that approximately \$250,000 in ARP funds be utilized to facilitate Land Bank purchases in census tracts 1, 2, 3, 4, 5, 6, 7, 9, 10 and 11, all located within the City of Elmira. Chemung County Property Development Corp. will be advised of the parameters surrounding the utilization of recommended funding.

\$ 250,000

Total: \$ 1,150,000

Chemung County Nursing Facility:

“Support Public Health Expenditures/Replace Lost Public Sector Revenue”

On a recurring basis Chemung County Nursing Facility has not generated enough revenue to meet its expenditures and the pandemic has only intensified that existing trend. The facility finished 2020 with a \$3.1 million-dollar deficit and similar results are expected in 2021, which will completely exhaust the fund balance. Without an infusion of American Rescue Plan funds, a subsidy from General Fund will be necessary in 2021 and or 2022.

Total \$ 2.5 Million

INFRASTRUCTURE

“Invest in Water, Sewer and Broadband Infrastructure”

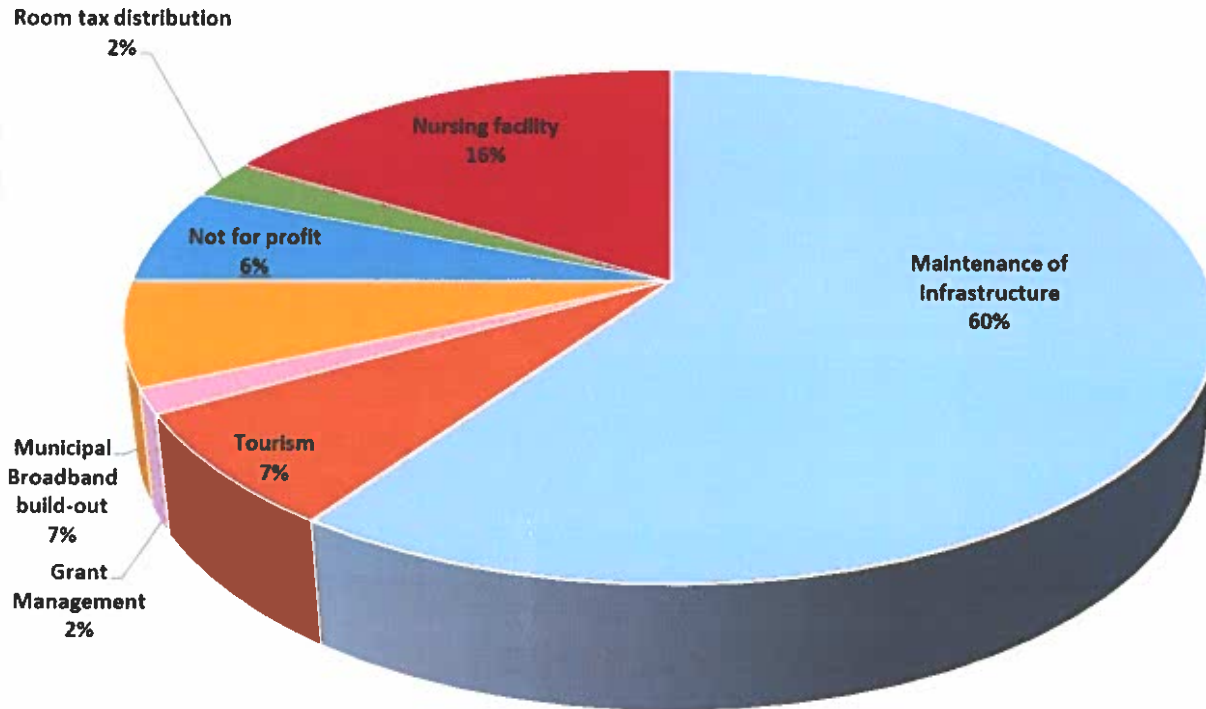
Municipal Broadband Build-Out:

Over the past 18 months multiple providers, to include Spectrum, Haeefe Connect and Empire have done an extraordinary job in bringing broadband to outlying areas. The County Executive recommends a grant program for local municipalities who still have some areas of their respective jurisdictions that are unserved or underserved. A matching grant program whereby the county would march up to \$100,000 per municipality for costs directly affiliated with providing broadband coverage to unserved and underserved areas. It should be noted that the priority for these funds are specifically for unserved or underserved communities, funding for enhanced capability (*faster speeds*) should be a secondary focus.

Total: \$1,000,000

GRAND TOTAL: \$ 16,238,788

Proposed ARP Distribution (Detail)



American Rescue Plan Money	\$	16,238,788
		Proposed ARP Distribution (Detail)
Maintenance of Infrastructure	\$	9,000,000 55%
Tourism	\$	1,075,000 7%
Grant Management	\$	242,937 1%
Municipal Broadband build-out	\$	1,000,000 6%
Not for profit	\$	894,448 6%
Room tax distribution	\$	376,403 2%
Nursing facility	\$	2,500,000 15%
Community Investment	\$	1,150,000 7%
Total	\$	16,238,788

Chemung County
Capital Needs Assessment
Local Share Requirement

<u>Page</u>		<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
1	Building & Grounds	\$496,500	\$2,780,700	\$1,006,000	\$395,000	\$537,500
2	Public Works	7,777,456	7,503,106	9,357,806	16,445,306	9,447,806
3	Airport	494,929	215,000	0	0	50,000
4	Transit	617,000	30,000	30,000	60,000	150,000
5	EMO	1,250,000				
6	Sewer Districts	5,539,000	3,278,000	102,006,000	1,036,000	1,067,000
7	Nursing Facility	225,000	225,000	275,000	500,000	400,000
		<u>\$16,399,885</u>	<u>\$14,031,806</u>	<u>\$112,674,806</u>	<u>\$18,436,306</u>	<u>\$11,652,306</u>

Chemung County
Capital Plan
Needs Assessment
2021 to 2025

BUILDING AND GROUNDS		Est Project	Federal	State	Other	Local	Local	Local	Local	Local	
Priority	Dept	Project I	Cost				2021	2022	2023	2024	2025
Medium	1620 BG	Update 1 heat pump at HRC Building	30,000			30,000	30,000				
Medium	1620 BG	B&G - Drainage and Paving	130,000			130,000	130,000				
High	1620 BG	Mohawk Renovation 2nd floor	Open			Open					
Low	1620 BG	Park Station Engineering for increase camping	Open			Open					
High	1620 BG	Harris Hill Playground Drainage	80,000			80,000	80,000				
High	1620 BG	Tree/Stump Removal	30,000			30,000	30,000				
High	1620 BG	Youth Camp Roof	12,000			12,000	12,000				
High	1620 BG	Crack Filling/Sealing of Parking Lots	30,000			30,000	30,000				
High	1620 BG	Park Station Concrete	30,000			30,000	30,000				
Medium	1620 BG	Justice Building LED Upgrade	20,000			20,000	20,000				
Medium	1620 BG	Fairgrounds Retro fit LED Upgrade	7,500			7,500	7,500				
High	1620 BG	HRC LED lighting Upgrade Phase 1	42,000			42,000	42,000				
Medium	1620 BG	Board of Elections Paving	30,000			30,000	30,000				
High	1620 BG	Rebuild Cooling Towers CCNS	25,000			25,000	25,000				
Medium	1620 BG	Jail - Update Control Room A/C to Mitsubishi	30,000			30,000	30,000				
Medium	1620 BG	Elevator Hazlett	1,800,000			1,800,000	1,800,000				
High	1620 BG	HRC LED Lighting Upgrade Phase 2	45,000			45,000	45,000				
Low	1620 BG	Install Central Exhaust Fan Systems in 2 bathrooms at Harris Hill	15,000			15,000	15,000				
Low	1620 BG	Clerks Building LED Retrofit	8,200			8,200	8,200				
Low	1620 BG	DA Building Lighting LED Replacement	7,500			7,500	7,500				
High	1620 BG	Chiller Upgrade Chalk	250,000			250,000	250,000				
Medium	1620 BG	Paving at Park Station	150,000			150,000	150,000				
Medium	1620 BG	Fairgrounds - Paving	100,000			100,000	100,000				
Medium	1620 BG	Replace windows at HRC Building - Phase 3	375,000			375,000	375,000				
Medium	1620 BG	Update 1 heat pump at HRC Building	30,000			30,000	30,000				
Medium	1620 BG	Update 1 heat pump at HRC Building	30,000			30,000			30,000		
Medium	1620 BG	HRC - Brick work	150,000			150,000			150,000		
Medium	1620 BG	Replace Boiler at Harris Hill Shop	12,000			12,000			12,000		
Medium	1620 BG	Replace windows at HRC Building - Phase 4	500,000			500,000			500,000		
High	1620 BG	HRC LED Lighting Upgrade Phase 3	46,000			46,000			46,000		
Medium	1620 BG	Relocate Roof Condensing Unit at Hill	200,000			200,000			200,000		
Medium	1620 BG	Fairgrounds - Replace Furnace	4,000			4,000			4,000		
Medium	1620 BG	Fairgrounds - Caretaker's House Replace Furnace	4,000			4,000			4,000		
Low	1620 BG	Harris Hill - Playground Upper Picnic Area	60,000			60,000			60,000		
Medium	1620 BG	Update 1 heat pump at HRC Building	30,000			30,000				30,000	
Low	1620 BG	Rebuild Bathroom, replace windows and kitchen at Youth Camp	100,000			100,000				100,000	
Low	1620 BG	Flooring Upgrades at NSM	90,000			90,000				90,000	
Low	1620 BG	Replace elevator in Historical Society	175,000			175,000				175,000	
Medium	1620 BG	Historical Society/Parklight	120,000			120,000					120,000
Low	1620 BG	Add restroom at Harris Hill	137,500			137,500					137,500
Low	1620 BG	Fairgrounds - Stage	250,000			250,000					250,000
Medium	1620 BG	Update 1 heat pump at HRC Building	30,000			30,000					30,000
			5,215,700			5,215,700	496,500	2,780,700	1,006,000	395,000	537,500

Transit Five Year Capital Plan 2021-2026
 Updated 6/3/2020

Item	Project Begins	Project Completed	Cost Estimate	Federal	State	Local	Priority Ranking
Passenger Information System	2021	2021	\$260,000		\$0	\$266,000	medium, efficiency and improved customer service
Bus Shelters	2021	2021	\$230,000		\$0	\$230,000	\$0 high-safety, reduce maint.
Garage Renovations and Updates	2021	2021	\$127,000		\$0	\$127,000	\$0 high-safety, reduce maint.
Two <30' LF Buses	2022	2022	\$300,000		\$240,000	\$30,000	\$30,000 high-safety, reduce maint.
Two <30' LF Buses	2023	2023	\$300,000		\$240,000	\$30,000	\$30,000 high-safety, reduce maint.
Two >30' LF Buses	2024	2024	\$600,000		\$480,000	\$60,000	\$60,000 high-safety, reduce maint.
Four >30' LF Buses	2025	2025	\$1,500,000		\$1,200,000	\$150,000	\$150,000 high-safety, reduce maint.
Three > 30' Buses	2026	2026	\$1,125,000		\$900,000	\$112,500	\$112,500 high-safety, reduce maint.

Chemung County
Needs Assessment
2021 to 2025

EMO Priority*	Dept	Project Title	Project Description/Justification	Est Project Cost 2021	Federal Share 2021	State Share 2021	Other Share 2021	Local Share 2021	Local 2022	Local 2023	Local 2024	Local 2025
Med High	EMO	Records Manager Tower	Replace current records system Replace current comm. Tower	1,250,000	unknown			1,250,000	1,000,000			
				2,250,000	-	-	-	1,250,000	1,000,000			

* Low, Medium, or High

SEWER DISTRICT NO. 1

Priority	Dept	District	Project Description/Justification	Est Project Cost	Federal Share	State Share	Other Share	Local Share	Local	Local	Local	Local	Local	Local
H 8/21	22	SD#1	Secondary Clarifier Vitr. Replacement	50,000				50,000	2021	50,000				
H 8/21	22	SD#1	Pump Station Project (Tricking, Level & Low Influent Pump)	80,000				80,000	2021	80,000				
H 8/21	22	SD#1	Collection System Repair	610,000				610,000	2021	610,000				
H 8/21	22	SD#1	Collection System Repair	484,000				484,000	2022	484,000				
H 8/21	22	SD#1	Collection System Repair	498,000				498,000	2023	498,000				
H 8/21	22	SD#1	Collection System Repair	513,000				513,000	2024	513,000				
H 8/21	22	SD#1	Collection System Repair	528,500				528,500	2025	528,500				
				2,763,500				2,763,500	740,000	484,000	498,000	513,000	528,500	

ELMIRA SEWER DISTRICT

Priority	Dept	District	Project Description/Justification	Est Project Cost	Federal Share	State Share	Other Share	Local Share	Local	Local	Local	Local	Local	Local
H 8/21	23	ESD	Motion Street Road Replacement, C&E Road	300,000				300,000	2021	300,000				
H 8/21	23	ESD	Motion Street Generator	250,000				250,000	2021	250,000				
H 8/21	23	ESD	Mower Replacement	20,000				20,000	2021	20,000				
H 8/21	23	ESD	Lab Equipment Upgrades	50,000				50,000	2021	50,000				
H 8/21	23	ESD	Collection System Repair	419,000				419,000	2021	419,000				
H 8/21	23	ESD	Collection System Repair	584,000				584,000	2022	584,000				
H 8/21	23	ESD	Collection System Repair	498,000				498,000	2023	498,000				
H 8/21	23	ESD	Collection System Repair	513,000				513,000	2024	513,000				
H 8/21	23	ESD	Collection System Repair	528,500				528,500	2025	528,500				
				3,162,500				3,162,500	999,000	594,000	509,000	523,000	528,500	

COMBINED SEWER DISTRICTS

Priority	Dept	District	Project Description/Justification	Est Project Cost	Federal Share	State Share*	Other Share	Local Share	Local	Local	Local	Local	Local	Local
H 8/21	22/23	SD1/ESD	WWTP Construction Project - Engineering, Finance Admin	21,000,000	150,000	26,120,000		20,850,000	2021	3,800,000	6,500,000	6,000,000	6,000,000	4,550,000
H 8/21	22/23	SD1/ESD	WWTP Construction Project - Construction	130,600,000	450,000	26,120,000		124,880,000	2021	3,800,000	6,500,000	59,030,000	40,000,000	5,000,000
				157,526,000	600,000	26,120,000		130,806,000	5,339,000	7,578,000	66,036,000	47,036,000	10,617,000	

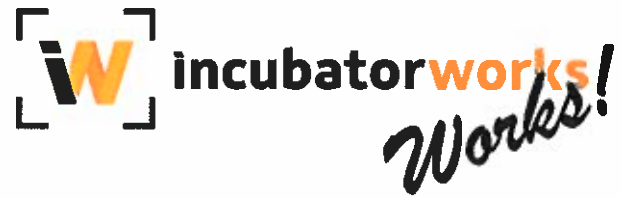
** Federal Funds shown are ARC potential grants
* State funding amount is only an estimate.

Chemung County
Needs Assessment
2021 to 2025

NURSING FACILITY Priority*	Dept	Project Title	Project Description/Justification	Est Project Cost		Federal Share	State Share	Other Share	Local Share	Local	Local	Local	Local
				2021	2021	2021	2021	2021	2022	2023	2024	2025	
High	6017	Laundry AHU	Laundry Air Handler Unit replacement and upgrade	225,000					225,000				
Medium	6017	Paving**	Pavement/sidewalk is in need of repair (Crane driveway/sidewalk)						225,000				
Low/Medium	6017	1st floor roof**	1st floor roof - entire building							275,000			
Low	6017	Co-Gan Units**	Cogeneration updates **								500,000		
Low	6017	Interior Updates	Interior upgrades- flooring/walls - Interior is outdated (floors 1-3)									500,000	
Low	6017	Interior-Updates	Interior-upgrades- flooring/walk- handicap-assisted (floors 4-5)										400,000
* Low, Medium, High				225,000					225,000	225,000	275,000	500,000	400,000

** Cogens - may possibly need to be upgraded or replaces in the next several years. Still chasing prices

** Roof and paving costs to be split with HD



Presents:

ELMIRA *Works!*

Concept paper for an incubator in Chemung County

Prepared by IncubatorWorks

July 7, 2021

Executive Summary

IncubatorWorks has prepared this concept paper, at the request of several members of the Chemung County Legislature, for the opening of a business incubator in Chemung. Using the Business Model Canvas as the outline for this proposal— which is a tool we teach entrepreneurs to use when developing their business ideas—we outline the benefits of an incubator for the County, operated and managed under contract with IncubatorWorks.

Entrepreneurs in Chemung County do not have a place to gather, to work together, to find support, resources and education on how to start a business. The solution to this problem is the creation of a business incubator. Ideally in downtown Elmira, this incubator could provide a welcoming open co-working space and conference rooms to build a startup community, within walking distance for many local residents, and easily accessible by bus. While space is important, even more important is the programming, training and mentoring that would be available at the incubator for entrepreneurs. Part of this training would be the IncubatorWorks flagship offering, Co.Starters, a 10-week business training program. Since launching this program in 2019, IncubatorWorks has had 42 graduates, 21 of which were from Chemung County. The graduates include 22% minorities, and 53% women. Additionally, IncubatorWorks has also provided assistance in filing for the NYS MWBE certification, which is a challenging process. Since 2017, we have helped 13 MWBEs file for their certification, 8 have been approved to date. We have also assisted 3 Veteran-owned businesses to get their NYS SDVOSB certifications.

Collaborations will be key to the success of this incubator, including organizations like Elmira College, and their Entrepreneurial Club, LECOM, and the Corning Community College Entrepreneurial Club, the City of Elmira and Elmira Downtown Development. Other stakeholders critical to the incubator's success include STEG and the Chemung Chamber of Commerce.

Incubators increase the success rate for business startups, with a success rate of 92% for startups graduating from incubators, as compared to a success rate of 8% of businesses starting on their own. Data supporting this statistic is included in the concept paper.

Entrepreneurs from Chemung County cannot currently access this support in Chemung County. They must either connect to other incubators, travel to the Small Business Development Center, or to the Entrepreneurial Assistance Center outreach office in Waverly. This is one reason why we have some many Chemung County residents enroll in our Co.Starters program.

An overview of the alternatives demonstrates the advantages of having support services close to home, and to improve the success rate of startups in the County. In addition, contracting with IncubatorWorks provides Chemung County entrepreneurs quicker and easier access to the experience and network of resources that IncubatorWorks has developed, especially in the last 4 years

Startup Costs: Estimated at \$250,000 for renovations of a 2,500 sq ft facility, and \$175,000 for furnishings.

Operating costs: Estimated at \$200,000 annually for one dedicated program staff person, facility operating costs, and training and outreach efforts.

This Concept Paper, prepared at your request, outlines the reasons to open a business incubator in Chemung County. We have used the business model canvas approach to the opportunity—the same model we teach our entrepreneurs, to give you an example of our methods for teaching entrepreneurs to determine the strength of their startup ideas.

Problem: Chemung County has no place for entrepreneurs to gather, to work together, to find support, resources and education on how to start a business.

Solution: Open a business incubator focused on building a startup community—a place for people to go to learn how to start a business, grow a business, and sometimes to rethink their ideas. This incubator, located in Downtown Elmira, would have a welcoming open co-working space and conference room space available to incubator members. It would offer internet, computers, and a place to gather. The incubator would provide entrepreneurs with training, mentoring, networking, and connections to resources throughout its existing support system. Located in downtown, it would be in walking distance or easily accessible by bus.

A key offering at the new incubator would be a 10-week business training program called Co.Starters, which we have customized to meet the needs of our regional entrepreneurs. It is a very interactive, facilitated cohort-based program, generally with 8 people in each cohort. Using the business model canvas, participants learn how to evaluate their business ideas, test it with potential customers, develop their financials and finally, at the end to present their idea in a pitch presentation to an outside judge. Since we started our 10-week training program for Co.Starters in 2019, we have had 45 people start, 42 people complete. Of that number 22% were minorities, 53% were women. Chemung County residents were 50% of our participants. During Pandemic restrictions, we successfully transitioned to virtual program delivery. We are pleased that our next cohort, cohort # 6, will be held in person in Fall 2021, at the CCC campus in downtown Elmira.

In our first years of community outreach, pre-Pandemic, we also organized programming for our Elmira Entrepreneurs and Veteran Entrepreneurs of the Southern Tier. We would plan on re-starting these groups, with a home base at the new incubator.

Collaborations would be key in attracting a wide range of entrepreneurs. For example, the very active Entrepreneurial Club at Elmira College could use this new incubator—and along the way—the students could mentor community entrepreneurs. (IncubatorWorks has a good working relationship with Professor Alison Wolfe, Associate Professor of Marketing, Business and Economics Chair, Corning Inc. Foundation Chair in Business at EC, and the advisor to this Entrepreneurial Club.) It would be important to work with LECOM to attract students to this incubator. IncubatorWorks staff is already advising the Corning Community College Entrepreneurial Club, and activities could be planned for the new incubator space. Since 2016, we have held several events at EOP—and we would continue to work closely with them to connect the people they serve to the resources of the new incubator. Support and participation by the City of Elmira through its economic development efforts is critical to the success of this incubator. Other key collaborators in this startup would be the Chemung Chamber, Elmira Downtown Development, and STEG.

These collaborations would also be key in attracting volunteer mentors to the incubator—mentorship is a key component in new business success. Mentors could range from experienced business owners to college students working with entrepreneurs to develop solid and viable business plans.

Customers: An incubator in Chemung County would have two major customer groups.

The first group would be area residents interested in starting their own business. Entrepreneurs come from all demographics, from high school students to retirees. While many incubators focus on university students, graduates and professors, they are only 26% of business startups in the last few years.

At IncubatorWorks, we have dedicated our outreach since 2017 to minorities, women and veterans. The results demonstrate that this outreach is working. As noted above, our Co.Starters statistics show our diversified outreach, with minority participation of 22% and 53% are women.

Minority, women and veteran business owners also have had no place to go in Chemung County to get help in the NYS certification process. We have been providing that help-- and since we started in 2017, we have assisted 13 businesses in their MWBE filings, and 8 have been approved. We have assisted 3 businesses in their Veteran certification, and all 3 have been approved.

The second customer group for this incubator would be Chemung County and the City of Elmira, and their interest in long-term, sustainable economic development. Customers in this group would also include other organizations dedicated to small business and economic growth, such as STEG, and the Chemung Chamber of Commerce.

Benefit: Incubators increase the success rate for business startups, with a success rate of 92% for startups graduating from incubators, as compared to a success rate of 8% of businesses starting on their own.

"This figure is still widely cited today. A U.K. study from 2014 had similar results: The average survival rate for businesses that went through incubation programs was 92%. Business incubators can be competitive, but the most competitive ones typically have the highest success rates." (Forbes, 6/27/2019)

The startup community, created and supported by the mission of the incubator, becomes the "go to" place for people wanting to start a new business. They don't have to create this support on their own, one entrepreneur at a time. Getting support from the beginning increases the likelihood that they will succeed.

For the larger economic development interests of Chemung County, an incubator will provide a means of grassroots business growth. An offshoot of the Pandemic has been a stronger interest in entrepreneurship. Here's some data to back that up:

"... researchers at the Peterson Institute for International Economics found that Americans started 4.4 million businesses last year, a 24 percent increase from the year before. It is by far the biggest increase on record." (New York Times, Feb 2021)

"Applications for the employer identification numbers that entrepreneurs need to start a business have passed 3.2 million so far this year, compared with 2.7 million at the same point in 2019, according to the

U.S. Census Bureau. That group includes gig-economy workers and other independent contractors who may have struck out on their own after being laid off.” (WSJ, Sept 2020)

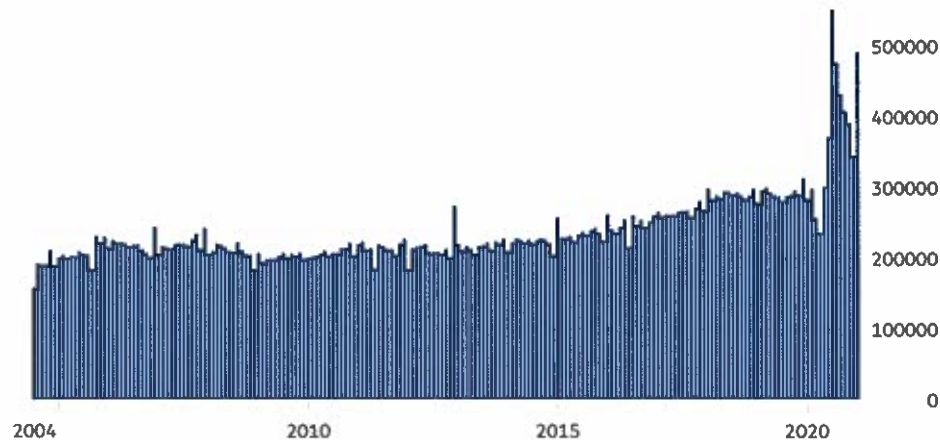
“About 4.3 million new business applications were filed in 2020, almost 1 million more than in 2019, according to figures from the U.S. Census Bureau . . . The new businesses were overwhelmingly created by women and people of color, the firm’s latest survey found. In 2020, 11% of new business owners were Black or African American, compared with 3% in recent years, and 49% were women, compared with 27% in recent years, according to Gusto. It surveyed 1,568 new business owners, who started up in the pandemic, from April 4 to 16.

“This is not a coincidence,” said Pardue, who pointed out that 51% of owners started their business out of an economic need and one-third said they did it because they lost their jobs.

“Women and people of color were those who bore the brunt of the recession last year,” he added. “They were resilient and turned obstacles into opportunities.” (CNBC, May 2021)

The surge in new businesses in the US has continued into 2021

Monthly new business formations



Seasonally adjusted
Source: US Census Bureau
© FT

(Financial Times, March 2021)

Alternatives: Chemung County entrepreneurs are now traveling to receive services offered by regional incubators (if they look for incubator support at all). Seeing this, IncubatorWorks has been offering its programming in Elmira since 2016, with support from EOP, the Chamber of Commerce, and local businesses. By its very nature, this support has limitations.

Other resources for entrepreneurs include the Small Business Development Center (funded by the SBA) and the Entrepreneurial Assistance Centers (funded by NYS ESD). The SBDC is housed at the IW Corning incubator, and the only EAC support offered to Chemung County is from one person, located in Waverly, who is an employee of the Ibero American Support League headquartered in Rochester. (This is an opportunity for Chemung County to file for funding for its own EAC.)

The Chemung County Chamber was also able to provide training for entrepreneurs—in specified census tracts- for 2018 and 2019 through the ESPRI funding.

Advantages: An overview of the alternatives demonstrates the advantages of having support services for business startups close to home. If people need to travel for support, it increases the likelihood that they will try to do it on their own. It also decreases the likelihood that they will access the resources that are available to help them to succeed.

Along with proximity, contracting with IncubatorWorks to operate this incubator gives Chemung County entrepreneurs access to the experience and network of resources that IW has developed over the years, especially in the last 5 years of its outreach to entrepreneurs across the region. With a funding stream from NYS beginning in 2016, IW now provides support to entrepreneurs who are not resident in the incubator. That was a big change, as previously, only those renting space in the incubator could access IW support.

IncubatorWorks is experienced in collaboration, and has developed working relationships with key partners, including:

Alternatives Federal Credit Union—based in Ithaca, Alternatives is a CDFI (Community Development Financial Institution). They have funding dedicated to underserved populations, and extend that support through providing accounting, marketing, legal and other supports directly to these entrepreneurs. They are currently working to expand their services to Chemung County.

Southern Tier Startup Alliance— this is a NYS “Innovation Hot Spot”—providing IW entrepreneurs with support through our partners, Cornell and Binghamton universities. For example, in our earlier Elmira Entrepreneurs programs, we brought Entrepreneurs in Residence to meetings we held at EOP.

Startup costs—Assuming that the incubator begins with good co-working space, with supporting conference rooms in a downtown location, these costs have been estimated based upon roughly 2,500 sq ft. The total costs to prepare the space would be dependent upon the condition of the space, but assuming that there are no abatement costs related to health issues, using a cost of \$100/sq ft, we are projecting a \$250,000 cost to prepare the space. (See pictures of incubator in Ithaca, REV, for an idea of the inside finish.) The furnishing costs are estimated at \$175,000.

Operating costs—An incubator is not just space. The services are a key component to the success of the entrepreneurs. The expectation is that it will require one dedicated Programming/Outreach person to provide the key support services, with additional support to open, close and monitor the facility. IW staff would be privileged to manage this program, and to provide training support and programming at the Chemung County incubator. Based upon our experience, estimated operating costs (contracted with outside nonprofit, such as IW) would include:

Personnel	\$ 85,000
Facility (including rent for 2,500 sf at \$12/sf)	\$ 50,000
Programming, outreach, training and related costs	\$ 40,000
Program support & management—IW	\$ 25,000
Total annual program operating costs	\$200,000

Opportunities:

Obtaining designation as an Entrepreneurial Assistance Center, funded by NYS ESD, would provide funding for an additional person, as well as other operating support.

Startups are high-risk, and typically banks cannot extend credit to new small businesses. They need access to grants and micro-loans. Once such funding source is the NYS CDBG Microenterprise Grant, which provides grants of up to \$35,000 to small businesses. In addition, establishing a micro-loan program available to incubator graduates would help entrepreneurs get that first working capital needed to get started.

IncubatorWorks can assist in opening the doors to these opportunities.

For more information, contact:

Nancy Kirby, Executive Director

nkirby@incworks.org

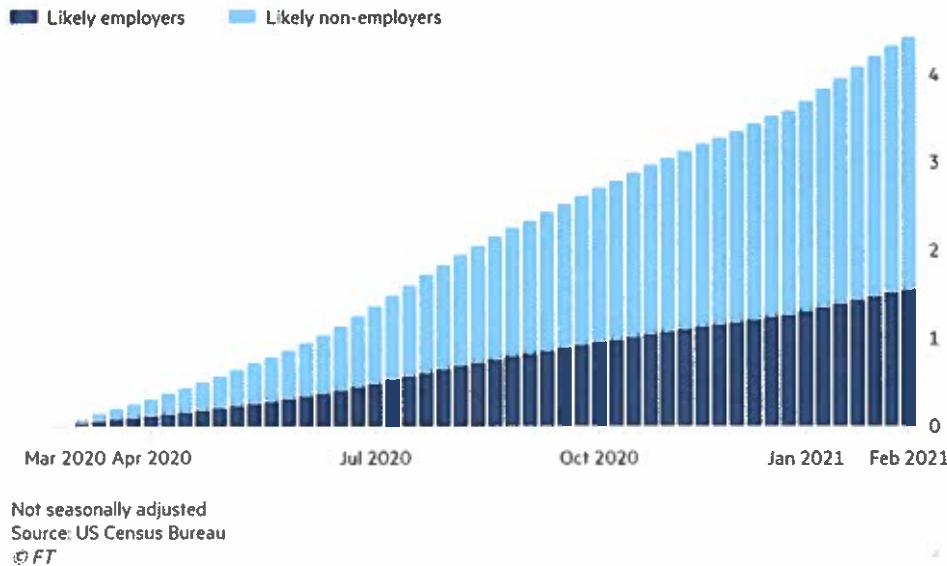
607-738-4716

www.incubatorworks.org

APPENDIX

Today's new businesses could be tomorrow's new employers

Cumulative weekly new business formations since March 8 2020 (m)



(Financial Times, March 2021)

"But then, about six weeks into the pandemic, the numbers started rising. At first, he says, they had to double-check that the data were correct: "We were, like, what's going on here?"

And then the new business applications just kept rising. "The third quarter of 2020 is the highest quarter of applications we've ever seen," Haltiwanger says (their quarterly data go back to 2004).

Most of these new businesses are seizing opportunities created by the weird coronavirus economy — an economy where people don't really want to do stuff face-to-face anymore. The largest area for new business creation is online retail. Of course, at the same time, we've seen a massacre for brick-and-mortar retail — and we don't know yet whether these new businesses will fill the job void. Moreover, many of the new businesses are just people who were laid off and were forced to strike out on their own. But with these important asterisks, it may be good news that new businesses are growing out of the ashes of old businesses.

*Economists have a term for this. They call it "creative destruction." Harvard University economist Joseph Schumpeter developed the idea in his 1943 book *Capitalism, Socialism and Democracy*. He described it as a process of "industrial mutation ... that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one." He placed it at the center of capitalism, arguing that it was a force that made capitalism much more innovative than socialism. The U.S., with a more hands-off approach to the economy than Europe, has long been a shining beacon of creative destruction. It's why, many economists argue, America has a dynamic economy that gives the world all sorts of new inventions, products and technologies. The U.S. is now ahead of other rich countries in new business creation during the pandemic." (NPR, Nov 2020)*

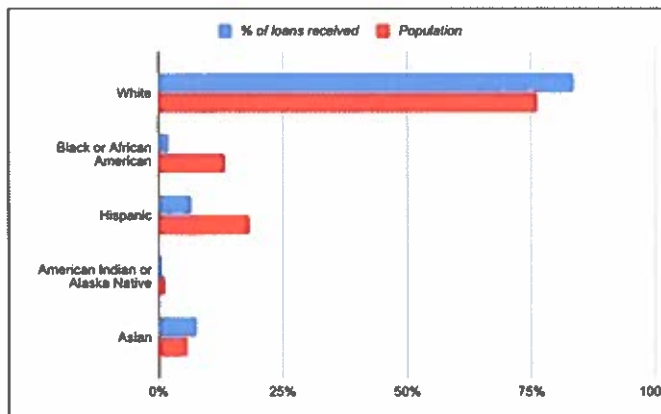
*“30% of entrepreneurs only have a high school degree.”
(Guidant Financial) (Small Business Genius, May 2021)*

Most small business owners don't have a college degree. A degree is not a requirement to start your own business. In fact, most business owners either never went to college or dropped out before they could obtain a degree. According to a CNBC/Survey Monkey survey, only 26% of small business owners said they had a bachelor's degree. Only 17% went to college, 20% graduated high school but did not go to college, and 5% didn't graduate high school.” (Fit Small Business, March 2019)

“More than 50% of companies started in a garage or basement. If you're starting a business out of your home and not in an office, don't get discouraged. World-renowned companies like Google, Apple, Amazon, Microsoft, and Disney all started in a garage or basement. Currently, 51.6% of companies are started in someone's garage or basement. [<http://sbecouncil.org/about-us/facts-and-data>]. According to the SBA, 60.1% of firms without paid employees are home-based.” (Fit Small Business, March 2019)

“The entrepreneurial spirit in America is alive and well. As they prepare to enter the workforce, seven in ten (70 percent) young adult job seekers say the freedom of being their own boss is worth more than the benefit of job security working for someone else. Additionally, more than half (53 percent) said they are likely to start their own business in the future.” ...“Ambitious young entrepreneurs are not alone. Each month, approximately 540,000 people become new business owners. Contrary to the commonly-held belief that most businesses fail to gain any traction, according to the Small Business Administration (SBA), roughly 80 percent survive the first year. However, the success rate of small businesses begins to fall sharply as time goes on. Only about half survive past the five-year mark, and beyond that, only about one in three get to the 10-year mark.” (CPApracticeadvisor.com, Aug 2019)

Consider the disparities brought to light by the recent release of PPP loan data; Black entrepreneurs received just 2% of loans, according to SBA data [visualized by Thinknum](#). Meanwhile, just 7% of recipients were Hispanic, and just 16% were female.



The new age of entrepreneurship must level the playing field for all entrepreneurs; otherwise, stagnant rates of new business creation will persist to the detriment of the entire American economy.

Troy Innovation Garage, Troy NY



Troy Innovation Garage, Troy NY



REV Ithaca, Ithaca Commons, Ithaca NY – (Part of Southern Tier Startup Alliance)



REV Ithaca, Ithaca Commons, Ithaca NY – (Part of Southern Tier Startup Alliance)

IncubatorWorks Co.Starters Presentation, Nancy Kirby



AMERICAN RESCUE PLAN ACT

PHOTO LOG

Chemung County Fairgrounds:

Grandstand:

Photos: #27, #28, #29, #30, #32, #42, #58

Farmers Market Building (empty lot):

Photo: #94

Stage:

Photos: #86, #87, #89, #92, #93

Capital Improvements – Harris Hill:

Structural Improvements to Pavilion & Out Buildings:

Photos: #142, #143, #146, #150, #168, #184, #205, #206, #208, #227, #238,
#277, #278, #313, #416, #419, #420, #433

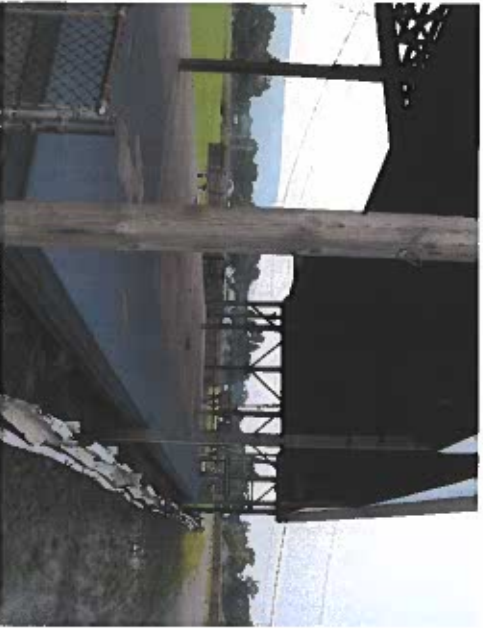
Pylon Replacements:

Photos: #112, #117, #123, #126, #128, #385, #392, #411, #435, #437

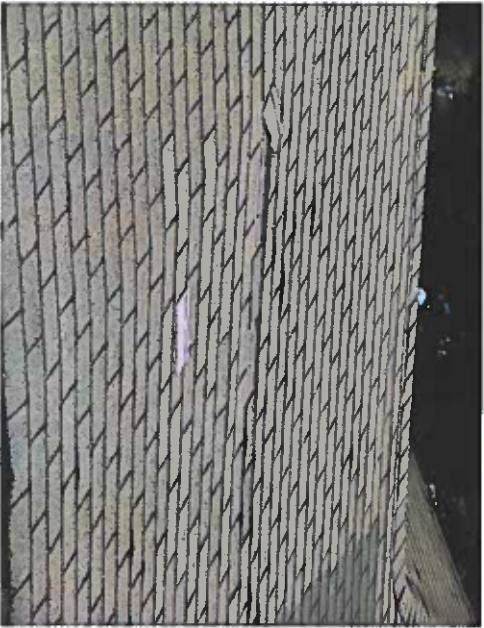
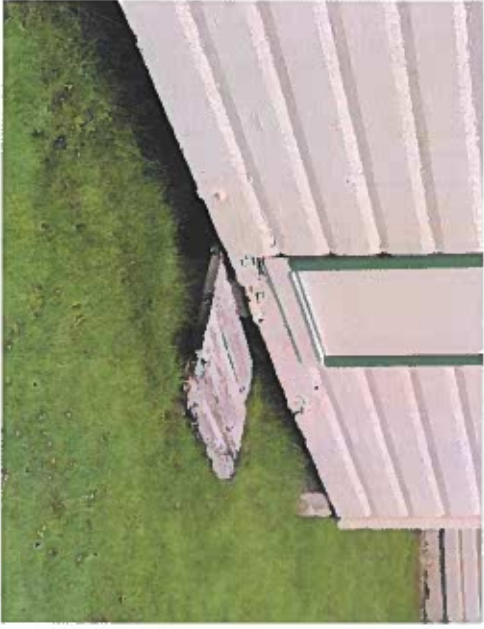
National Soaring Museum:

Two runways due for blacktopping:

Photos: #487, #488, #492, #493, #495, #499











American Rescue Plan -- Suggestions to/from Legislature for Use of Local Recovery Funds

	Recommended Use	Est. \$\$ Involved	Notes
1	Use funds for "reimbursible" expenses -- to make County whole		
2	Replace lost revenue (use on deferred capital improvement)		
3	Fully fund Organizational Funding (restore funding)		
4	Fully fund hotel tax recipients (restore lost revenue)		
5	Additional funding to Land Bank for targeted property rehab / money-focused "Private Activity Bond Program"		C4411 2/28
6	Study single rate salaries		
7	Develop a Federally Qualified Health Center (FQHC) and/or Dental Clinic through and/or with LECOM		
8	Partner with LECOM for medical at CCNF / leverage sale of CCNF		
9	Seed money for incubator projects to assist start-up businesses (funding to Non-Profit, STEG or IDA to accomplish)		
10	Develop Airport District South as shovel-ready area		
11	Improve First Arena to make it more marketable		
12	Training for businesses (funding to organizations such as CCC and BOCES to amplify job-ready pool of employees)		
13	Training for unemployed to assist with becoming employable (funding to organizations to accomplish)		
14	Provide financial stability for CCNF		
15	Fund programs to combat community obesity, or educational opportunities (STC idea)		
16	Expand high speed internet / broadband (Baldwin, Erin & Big Flats requested)		
17	Expand broadband and cell coverage		
18	Support agriculture businesses		
19	Supplemental funding for COVID-related mental health crisis		

American Rescue Plan -- Suggestions to/from Legislature for Use of Local Recovery Funds

Recommended Use

1	Use funds for "reimbursible" expenses -- to make County whole for COVID expenses
2	Replace lost revenue (use on deferred and needed gov't services -- infrastructure, budgeted expenses, etc.)
3	Fully fund Organizational Funding (restore funding)
4	Fully fund hotel tax recipients which lost anticipated funding from County's lower tax collection
5	Additional funding to Land Bank for targeted property rehab / money-focused "Private Activity Bond Program"
6	Study single rate salaries
7	Develop a Federally Qualified Health Center (FQHC) and/or Dental Clinic through and/or with LECOM
8	Partner with LECOM for medical at CCNF / leverage sale of CCNF
9	Seed money for incubator projects to assist start-up businesses (funding to Non-Profit, STEG or IDA to accomplish)
10	Use as seed money on projects, to re-generate and continue to pay off over time
11	Develop Airport District South as shovel-ready area
12	Improve First Arena to make it more marketable
13	Training for businesses (funding to organizations such as CCC and BOCES to amplify job-ready pool of employees)
14	Training for unemployed to assist with becoming employable (funding to organizations to accomplish)
15	Provide financial stability for CCNF
16	Fund programs to combat community obesity, or educational opportunities
17	Expand high speed internet system (requests from Baldwin, Erin, Big Flats)
18	Expand broadband and cell coverage (requests from Baldwin, Erin, Big Flats)
19	Support agriculture businesses
20	Promote Chemung County as tourist destination, to help hotels and restaurants
21	Supplemental funding for COVID-related mental health crisis
22	Funding for Town of Elmira lighting district
23	New police cars and radar/trailer for Town of Elmira
24	New roof for Town of Elmira pool house
25	Paving dirt roads
26	Use funds to return sales tax to towns
27	Water extension to Pine City School (Town of Southport)
28	Remediation of flooding on Christian Hollow Rd (Town of Southport)
29	Improve lighting around Goodwin Park (Town of Southport)
30	Chapel Park tennis court improvements (Town of Southport)
31	Fund sewer district extension projects (Sharr Ave feasibility study, and Phoenix Ave construction costs) (Southport)
32	Provide funding to nursing homes to reimburse for hardships
33	Assist landlords from tenants not paying rent

American Rescue Plan -- Suggestions to/from Legislature for Use of Local Recovery Funds

	Recommended Use	If So....How	Notes
1	Use funds for "reimbursible" expenses -- to make County whole	Expressly permitted by regs	Co. Exec. input needed
2	Replace lost revenue (use on any gov't services)	Expressly permitted by regs	Co. Exec. input needed
3	Fully fund Organizational Funding (restore funding)	Transfer to local gov't corp. or non-profit	Strongly
4	Fully fund hotel tax recipients (restore lost revenue)	Aid to impacted industry / Transfer to non-profit	Strongly considering
5	Additional funding to Land Bank for targeted property rehab / money-focused "Private Activity Bond Program" (per STC)	Transfer to non-profit	Strongly considering
6	Study single rate salaries	Gen gov't services	Strongly considering
7	Develop a Federally Qualified Health Center (FQHC) and/or Dental Clinic through and/or with LECOM	Gen gov't services or transfer or impacted industry	Strongly considering
8	Partner with LECOM for medical at CCNF / leverage sale of CCNF	Gen gov't services or transfer or impacted industry	Further discussion needed
9	Seed money for incubator projects to assist start-up businesses (funding to STEG or IDA to accomplish)	Transfer to local government corporation or non-profit	Discuss with IDA/ Strongly
10	Use as seed money on projects, to re-use and re-generate	Aid to "impacted industries" and investment in housing & neighborhoods	Discuss with IDA
11	Develop Airport District South as shovel-ready area	Transfer to gov't sub-department or use on general government services	Discuss with IDA
12	Improve First Arena to make it more marketable	Transfer to gov't sub-department or use on general government services	Discuss with IDA
13	Training for businesses (funding to organizations such as CCC and BOCES to amplify job-ready pool of employees)	Transfer to local government corporation or non-profit	Discuss with IDA
14	Training for unemployed to assist with becoming employable (funding to organizations to accomplish)	Transfer to local government corporation or non-profit	Discuss with IDA
15	Provide financial stability for CCNF	Expressly permitted by regs	Further discussion needed
16	Fund programs to combat community obesity, or educational opportunities (STC idea)	Gen gov't services or transfer or impacted industry	Further discussion needed
17	Expand high speed internet system	Expressly permitted by regs	Further discussion needed
18	Expand broadband and cell coverage	Expressly permitted by regs	Further discussion needed
19	Support agriculture businesses	Aid to "impacted industries"	Further discussion needed
20	Promote Chemung County as tourist destination, to help hotels and restaurants	Expressly permitted by regs	Further discussion needed
21	Supplemental funding for COVID-related mental health crisis	Permitted use... funding to DSS or contract/non-profit agencies	Further discussion needed
22	Funding for Town of Elmira lighting district	Transfer to local government	Local Gov't Project
23	New police cars and radar/trailer for Town of Elmira	Transfer to local government	Local Gov't Project
24	New roof for Town of Elmira pool-house	Transfer to local government	Local Gov't Project
25	Paving dirt roads	Transfer to local government	Local Gov't Project
26	Use funds to return sales tax to towns	Transfer to local government	Local Gov't Project
27	Water extension to Pine City School (Town of Southport)	Water Infrastructure	Local Gov't Project
28	Remediation of flooding on Christian Hollow Rd (Town of Southport)	Gen gov't services or transfer to local government	Local Gov't Project
29	Improve lighting around Goodwin Park (Town of Southport)	Transfer to local government	Local Gov't Project
30	Chapel Park tennis court improvements (Town of Southport)	Transfer to local government	Local Gov't Project
31	Fund sewer district extension projects (Sharr Ave feasibility study, and Phoenix Ave construction costs) for Town of	Sewer Infrastructure	Local Gov't Project
32	Provide funding to nursing homes to reimburse for hardships	Aid to "impacted industries"	State / Fed.-Program
33	Assist landlords from tenants not paying rent	Aid to "impacted industries"	State / Fed.-Program

Moss, Christopher

From: Manchester, David
Sent: Thursday, July 8, 2021 11:00 AM
To: Legislators
Cc: Moss, Christopher
Subject: ARP meeting

To all,

At the Budget Committee Meeting on July 6th, John Burin, Mark Margeson and I gave a report as to where we were at that time regarding ARP funds and our efforts to contribute to the development of a plan for the Legislature to consider. We also said that we were scheduled to have a meeting with the County Exec on July 7th. I am happy to report that when we all met that there was tremendous common ground presented towards a final plan. It appears we have some more exploring and finalizing of details but the Legislature should be seeing something presented well within the timeframe established by the US Treasury regarding these ARP funds.

More to follow as it develops.

Dave

Moss, Christopher

From: Manchester, David
Sent: Tuesday, July 13, 2021 12:24 PM
To: Chemung County Executive; Burin, John; Margeson, Mark
Subject: RE: American Rescue Plan

Chris,

Great questions regarding the 2 ideas that have excited some of the Legislators regarding a county plan to infuse the ARP funds into the community. As we tried to emphasize, our concept is an investment into the County that has long term transformation and lasting economic development. Let me try to address some of your concerns/questions:

This incubator concept is to create an active and visible location in downtown Elmira, geared toward educating, assisting, training and providing information and resources for small businesses to get off the ground (including business plans, education, grant application assistance, etc., etc.). The Big Flats incubator concept at the old Schweizer building was a completely different idea (primarily space for businesses, but not the *information* and *support* they need to get started), and it is my understanding that it never got very far and is not presently operational. The Incubator Works concept paper highlights the 24% surge in new businesses started in 2020 compared to 2019 according the Feb NYT article.

In speaking with Nancy Kirby of Incubator Works, she conceptualized it similar to two other successful incubator education facilities where these services are provided and marketed to small business start-ups (see her concept paper and the websites below).

<https://www.troyinnovationgarage.com/>

<https://www.revithaca.com/>

Our idea and thought here is to tap into a proven system with existing resources (Incubator Works), and help them (as a couple-year pilot to see how it goes) to create a resource center to foster small business growth. There are no other organizations around that provide this unique service. Particularly because it appears that more students and others will be moving downtown, and more small businesses may need to be created to support that population, downtown Elmira would be a great location for this project. I agree that the startup cost projections seem high, and Nancy Kirby acknowledged that her numbers were "conservative" and would need to be firmed up. We would like to approach the City about the idea, and think this would be a great project to go into together...whether a 50/50 split or in proportion to funds received (more like 65/35) is certainly a discussion I would like to be having.

FQHC:

The FQHC concept is so much different than anything we have had in Chemung County in the past, or have at present. I am excited for you to have it presented to you by Mike Pease and Dr. Terry. Unlike the former Dental Clinic, the FQHC is a non-profit, NOT a County facility... and its operations are not funded by the County. They receive Medicaid reimbursement at a MUCH higher rate than hospitals and primary care providers, which relieves from those (non-FQHC) providers of the financial disincentives that are built into our existing health care system. The FQHC takes all insurances, and does not just service Medicaid recipients.

The concept is to have some combination of general medicine, mental health and dental (or all of them). They also are capable of providing patient management, transportation, prescription drug delivery, and more...ALL AT NO ONGOING COST TO THE COUNTY (beyond our share of Medicaid).

The FQHC non-profit would do all of the work in setting up the regulatory and physical FQHC, and hiring physicians and staff, managing patients, grant application and insurance billing, etc., etc. This system works best in areas such as the City of Elmira, where the for-profit providers (like Arnot) get very poor reimbursement for seeing Medicaid patients. That is where Arnot comes into the equation...because care to the indigent population causes a huge deficit to them under our present reimbursement system, where the system is designed to allow an FQHC to be self-sustaining. I am confident that when you hear from Mike Pease and Dr. Terry they will be able to share their expertise and experience as to how this one-time start-up investment could assist to could create many jobs, increase the quality of care to those in our community who need it most, and decrease the incidence and long-term effects of poor healthcare on the underserved population.

We would also like to have the City join the County on this project in some appropriate proportion.

I am encouraged by our meetings, and I look forward to continuing these positive discussions.

Thanks,
Dave

From: Chemung County Executive <chemungexec@chemungcountyny.gov>
Sent: Tuesday, July 13, 2021 7:58 AM
To: Manchester, David <dmanchester@chemungcountyny.gov>; Burin, John <jburin1@chemungcountyny.gov>; Margeson, Mark <mmargeson@chemungcountyny.gov>
Subject: American Rescue Plan

07/13/21, 7:32 AM:

Gentlemen,

Please be advised following our meeting last week I am scheduled to meet with the City of Elmira on today's date to discuss the city's interest in possibly collaborating with the county on the Incubator information that was forwarded to my attention, as well as the possibility of a federally qualified health center. A couple of the questions I want to be ready to answer involving these two initiatives are indicated below. I'm sure they'll come up during the conversation. If we can get them answered today prior to my meeting that's great. If not, I can provide the information to them at a later date.

Job Incubator Questions:

- Is the Legislature looking to provide financial assistance to Nancy Kirby's current incubator program being operated out of the Town of Big Flats and perhaps have an additional location in the city of Elmira, or is this going to be a newly developed stand-alone incubator project, and if so, who will it be operated by?
- Is the idea to conduct a request for proposals to have an independent organization operate the incubator?
- For informational purposes, the cost projections appear to be on the high side for office space and furnishings and that's based on rental cost within the City of Elmira and office furniture costs for the purchases recently made by the county.
- Is this an equal 50/50 split for financial support from ARP funds, County/City?

Federally Qualified Health Center:

- I'm not sure I'm clear after receiving yesterday's email from Dave Manchester pertaining to the federally qualified health center. I was under the impression that this was for dental needs only, not medical. With that being said, why would Arnot Health Center be involved? I cannot in good faith recommend to the legislature that we utilize any ARP funds in conjunction with the Arnot Health Center due to their current financial situation, as well as some of the issues that arose during the pandemic involving testing and vaccination, sharing of information and reports due to the NYS Dept. of Health involving same. I thought this was a project between the county, the city and LECOM. A meeting has been scheduled for tomorrow afternoon involving the Mayor, the Deputy Executive, the county Attorney, Dr. Terry and Bill Peas to discuss the dental FQHC.
- Are you requesting a 50/50 split as far as the financial breakdown goes between the city and the county to support this initiative?

I also want to share with you a couple details regarding Chemung County's experience with our own dental clinic, which was established in 2009 and closed at the end of 2015 due to multiple reasons, to include over a million dollar deficit during that period. There were also issues involving staffing and turnover with dentists and dental hygienists and inability to recruit new personnel. In order for the clinic to break even the office had to have approximately 15-17 patients per day and during the 5 year period were never able to break more than 12 patients per day. Medicaid reimbursement remained stagnant over the period of time the clinic was open, adding to the financial loss. I'm sharing this information with you just to let you know there are multiple hurdles involving an initiative of this type, and a preliminary review involving the start-up of an FQHC appears to involve a ton of ongoing paperwork and quarterly reports after being approved and designated as an official FQHC site. Furthermore, we do not have the staffing at the Health Dept. for the oversight that would be needed, therefore, a medical director will need to be hired and someone will have to be responsible for the entire process of getting this up and off the ground and it's going to be very difficult to establish what the cost of that is going to be. There does appear to be grant money available if we're able to be designated which could offset some of the costs. Obviously these are some of the issues and questions that can be answered by Dr. Terry and Dr. Peas at the meeting scheduled for later this week.

That's where we're at right now. I'll forward an additional update as new information becomes available.

Thanks,

Chris

Christopher J. Moss
Chemung County Executive
203 Lake St.
Elmira, N.Y. 14901

Moss, Christopher

From: Manchester, David
Sent: Monday, July 26, 2021 6:53 PM
To: Moss, Christopher
Subject: RE: ARP funds

Chris,

Thanks for the quick response. Do you have availability later this week/

Dave

From: Moss, Christopher <cmoss@chemungcountyny.gov>
Sent: Monday, July 26, 2021 6:30 PM
To: Manchester, David <dmanchester@chemungcountyny.gov>
Subject: RE: ARP funds

07/26/21

I've amended the original presentations to include additional suggestions from the Legislature and met with the city on multiple occasions since our last meeting. If you'd like an update prior to it being finalized for legislative consideration we can get something scheduled.

cjm/6450

----- Original message -----

From: "Manchester, David" <dmanchester@chemungcountyny.gov>
Date: 7/26/21 18:24 (GMT-05:00)
To: "Moss, Christopher" <cmoss@chemungcountyny.gov>
Cc: "Burin, John" <jburin1@chemungcountyny.gov>, "Margeson, Mark" <mmargeson@chemungcountyny.gov>
Subject: ARP funds

Chris,

We did not nail down a timetable for discussing the proposal for ARP funds that the Legislature will have to initially consider. Do you wish to meet again with John, Mark and me? The better we understand the direction the better we can field questions from the Legislators.

Thanks

Dave

Moss, Christopher

From: Moss, Christopher
Sent: Wednesday, July 28, 2021 1:03 PM
To: Chemung County Executive; Manchester, David; Burin, John; Margeson, Mark
Cc: Capece, Jeanette; 'llambert@chemungcountyny.gov'
Subject: RE: American Rescue Plan (ARP)

07/28/21 1302 hrs:

Sorry, should read August 2, 2021.

From: Chemung County Executive
Sent: Wednesday, July 28, 2021 12:57 PM
To: Manchester, David <dmanchester@chemungcountyny.gov>; Chemung County Executive <chemungexec@chemungcountyny.gov>; Burin, John <jburin1@chemungcountyny.gov>; Margeson, Mark <mmargeson@chemungcountyny.gov>
Cc: Capece, Jeanette <jcapece@chemungcountyny.gov>; 'llambert@chemungcountyny.gov' <llambert@chemungcountyny.gov>
Subject: RE: American Rescue Plan (ARP)

07/28/21 1254 hrs:

Dave, the August 31, 2021 deadline is only if we have expended funds from the grant from March 3, 2021 thru July 31, 2021. Our project and expenditure reports will be due on a quarterly basis as of October 31, 2021. If you'd like a presentation to the Budget committee for the *August 3, 2021* meeting I'd be more than happy to give a presentation. Thanks, Chris

From: Manchester, David <dmanchester@chemungcountyny.gov>
Sent: Wednesday, July 28, 2021 12:15 PM
To: Chemung County Executive <chemungexec@chemungcountyny.gov>; Burin, John <jburin1@chemungcountyny.gov>; Margeson, Mark <mmargeson@chemungcountyny.gov>
Subject: RE: American Rescue Plan (ARP)

Chris,

Thank you for the update.

The funding of several Legislature suggestions is much needed and will be welcomed by the many organizations. This is an exciting benefit to spread throughout the community. I am also pleased that the Land Bank has been recognized with some much needed funds to be directed in a much needed area. It will be very disappointing if the City does not contribute funds to address the conditions within their boundaries either through the Land Bank or some other mechanisms.

Across the State and Country we have seen small businesses startup data reflect a very high increase in numbers. I am excited about helping the wave of startup businesses in our area. By recognizing, funding and establishing a presence in downtown Elmira with the Incubator Works, we can provide the opportunity for these new business to obtain the tools needed for a successful run. I am pleased to see the City recognize the importance and likewise participate in this project.

The choice to pass on the FQHC is extremely disappointing. This project has many merits and benefits that this County and City could utilize and in some cases desperately need. I am encouraged by your indication that it will be reviewed again in the near future. I would very much like John Burin, Mark Margeson and myself to be involved in those meetings.

As you know a report to the US Treasury has to be filed by the end of August. According to my calculations, your proposal should be submitted in time to be on the August 2nd Budget Committee agenda so that it can be considered by the full Legislature on August 9th. If you have a different timetable would you please advise.

Thanks again for the update and cooperation in developing a proposal for the ARP funds.

Dave

From: Chemung County Executive <chemungexec@chemungcountyny.gov>
Sent: Tuesday, July 27, 2021 11:15 AM
To: Manchester, David <dmanchester@chemungcountyny.gov>; Burin, John <jburin1@chemungcountyny.gov>; Margeson, Mark <mmargeson@chemungcountyny.gov>
Subject: American Rescue Plan (ARP)

07/27/21, 11:15 AM:

Gentlemen:

I want to provide you with an update to the Executive Branch's work on the American Rescue Plan (ARP).

Since our meeting held on 07/07/21, I have had the opportunity to meet with the City of Elmira on multiple occasions and discuss the Federal Qualified Health Center (FQHC), Land Bank and Incubator Works. The city will not be utilizing any ARP funds for the FQHC, although they have agreed to explore other possible funding streams and discuss the matter in further detail. It should be noted that I agree with the city regarding the utilization of ARP funds for the FQHC at this time are ill-advised. There are multiple questions to be answered pertaining to exactly how an FQHC would impact other health related services being provided in Chemung County, as well as questions surrounding how this project has been steered towards a specific provider as opposed to a competitive process.

The City of Elmira has agreed to partner on an Incubator Works whereupon the city will utilize \$200,000 to match \$200,000 that is now included in the county's plan. While reviewing the Incubator Works information provided by the Legislature and Nancy Kirby, the start-up costs and operating projections outlined in the executive summary appear to be inflated. The County Executive's Office, as well as the city, believe that an adequate office can be located somewhere within the City of Elmira at a much lower cost. There are also questions pertaining to whether or not certain staffing with neighboring Incubator Works would be feasible. Both parties are also going to be requesting quarterly reports to ascertain the effectiveness of this program. Other than the funding being appropriated, no other city or county resources are currently earmarked to be utilized for this program.

I have allocated \$250,000 for the Land Bank to be specifically utilized in land tracts in the low poverty levels of the City of Elmira. I am not aware of any funds being dedicated for this purpose by the City of Elmira.

After reviewing suggestions from the Legislature for the utilization of local funds, it appears that several of the suggestions will be funded. The following were Legislature suggestions:

- Reimbursable expenditures
- Replace loss revenue

- Restore organizational funding
- Restore room tax lost revenue for the 2020 calendar year
- Funding for a Land Bank
- Seed money for Incubator projects
- Funding for CCNF
- Funding for broadband expansion
- Support for agriculture

A percentage breakdown by category is as follows:

- Maintenance and Infrastructure – 60%
- Nursing Facility – 16%
- Tourism – 7%
- Municipal Broadband Buildout – 7%
- Not-For-Profit – 6%
- Grant Management – 2%
- Room Tax – 2%

Please be advised that the City of Elmira plans on releasing their ARP Plan later today. While our initial release to the news media will involve percentages being spent on specific categories, individuals expenditures will not be released until a special meeting can be convened at a later date.

If you have any questions pertaining to this information, please feel free to advise.

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