

ALLEGANY COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Crossroads Center

Belmont, NY

July 9, 2026

10:00a.m.

https://www.youtube.com/channel/UCXJ1KZ_F90Z77-JQxeHzDXQ?

AGENDA

- Call to Order
- Approval of Previous Minutes
 - Board Minutes – June 11, 2026
- Finance Committee Report
 - Balance Sheet
 - Profit & Loss
 - Expense Abstract – Transactions by Vendor
 - CD Bank Statements
 - CD Renewal
 -
- Executive Session - as necessary
- Action Items
 - Approval of Financials as recommended by Finance Committee
 - RBDG – BDO Zone Report
 - Consultant RFP
 - Resolution adding additional agent for Moraine Solar project
- Old Business
 - ARC Power Grant
 - RBDG – BDO Zone Grant
 - Discuss 2nd Annual ACIDA Dinner October 2026
 - EPA Brownfield Grant
 - Gateway Marketplace
 - Microenterprise Grant
 - Allegany County Strategic Plan Economic Development/EDO
 - ABO Board Requirements
- New Business
- Good of the Order
- Adjournment

Allegany County Industrial Development Agency

MEETING

June 11, 2026

Crossroads Conference Center, Belmont, New York 14813

ACIDA.org

OPENING REMARKS

- Steven Mauro, Chairperson called the board meeting to order at 10am.
- Board Members Present: Steven Mauro, Chairperson; Joseph Hart, Vice Chairperson; Terri Ross, Secretary; Douglas Frank, Treasurer; John Ricci; Thomas McElheny; William Meunier
- Absent:
- By Telephone:
- By Teams: Edmund Russell III, Esq. Hodgson Russ LLP
- Others present: Dr. Craig Clark, ACIDA Executive Director; Barb Benjamin, ACIDA Operations Director; Melissa Pingitore, ACIDA Assistant Director; Jason Streb, Miguel Ortiz-Teed and Paul Dudkowski from CPL Architecture Engineering Planning; Bridget Tojek; Charles Bessette, AC Legislator; Oakley Sortore

BOARD MINUTES

- **A motion was made by Terri Ross and seconded by Thomas McElheny to approve the May 14, 2026 minutes. No Discussion. Approved/passed 7-0**

TREASURERS REPORT

- Finance Committee Report – Douglas reported the reports were updated to include previous year's comparison and it was decided that we would provide all the financial reports to the full board for review. The finance committee will recommend the amount of the monthly expenses the full board needs to approve to be paid.
- Finance Committee Review - Banking and Financial Summary
 - Balance Sheet; Profit & Loss; Expense Abstract – Transactions by Vendor; CD Bank Statements - Discussion was that the financial reports look good as they were updated. **A motion was made by William Meunier and seconded by Joseph Hart to approve the Banking and Financial Summary and pay the bills of \$20,002.51 as recommended by the Finance Committee. No further discussion. Approved/passed 7-0**
- Update new business options for bank funds – Melissa reported that all fees will be waived for the premier banking and positive pay. It'll take Barb awhile to get everything set up with the new banking and QuickBooks.

ACTION ITEMS

- Building Committee and CPL Building Presentation – The CPL Team of Jason, Miguel and Paul handed out a packet of the ACIDA Board Presentation for the Allegany Gateway Marketplace and introduced themselves. They went

through the packet explaining the background, design, financials and answered all questions. The CPL team presented it in 2 phases, one with just the office space and the other included both the office and market space. The proposed Marketplace will be located just off County Road 20 behind Quicklee's. The proposed building will be just under 5000 square feet, it will include 3 offices for the IDA and 2 offices to be leased out, a lobby and space for artists and agricultural markets. The training room is for entrepreneurship training which is part of the grant and will be used as a conference room also. They reviewed the floor plan, interior and exterior design, and financials for both geothermal and natural gas. The financials for the building were reviewed and discussed. The marketplace space is more open with less walls and doors for example so it would be less expensive to build. The building committee wanted a warm and welcoming entrance. The building design can be adjusted to meet the needs of the Office and Marketplace space and financials. Both the office space and marketplace space are designed for future expansion as needed. Discussion was held on the expansion aspect, when, where and how would the roof line change. Would it be cheaper to build the shell for the future expansion now etc. If the building is over 5000 square feet, then there are other code requirements that come into play such as solar panels. Discussion on materials to be used, are they energy efficient? Trying to stay as local as possible and haven't gotten too much into the level of detail yet. More discussion on financing. ARC Power Grant, Wilson Foundation, IDA money from the sale of Crossroads and are looking for other grants. The main purpose now is to have a design with financials for the ARC Power Grant Application which is due the beginning of July. If we don't get the grant the marketplace most likely won't happen because we have to have matching funds and that would be the IDA Offices.

- ARC Power Grant – Craig asked for a motion to give him approval to apply for the ARC Power Grant which is due July 8, 2026. The application needs a figure of how much the IDA will fund. The IDA doesn't need to use IDA cash we can use other options and funding such as the Wilson Foundation. We don't have to accept the grant if it gets awarded. Hopefully we would know in October about the ARC Power Grant. We'll continue to work on building a funding stack. This design is in the initial stages for the grant so we're not committed to it until we sign a contract. The more detailed design and financials is more likely to improve our chances for getting the grant over the last application. If we receive the grant, we'll be able to negotiate some function of space to meet the grant requirements. Discussion on what the bottom-line figure should be for the grant. It was stated that the IDA is supposed to be promoting business in the County. The IDA will need to find office space within 2 ½ years if we don't build new offices. The marketplace will be economic development growth in the County. The IDA match requirement is 30%. Craig asked what the bottom-line amount is he can put in the grant for the IDA match requirement. **A motion was made by Joseph Hart and seconded by Thomas McElheny to approve the \$1,452,000 figure for the Executive Director to use in the ARC Power Grant Application as the IDA match requirement. No further discussion. Approved/passed 5-2**
- Approve Committee Charters (TBD) – The Finance Committee reviewed their charter in the committee meeting this morning, the Audit and Governance Committees have not met yet but the board was given the charters previously to review for full board approval. The Finance Committee recommends the full board approves the Finance Committee Charter. **A motion was made by Douglas Frank and seconded by Terri Ross to approve the Finance Committee Charter. No discussion. Approved/passed 7-0.** We can cover the Audit and Governance Committee Charters together since the committees haven't met yet. **A motion was made by William Meunier and seconded by John Ricci to approve the Audit Committee Charter and the Governance Committee Charter. No discussion. Approved/passed 7-0.** Melissa said this will bring us into compliance with ABO requirements.
- Discuss 2nd annual ACIDA dinner October 2026 – Craig reported that we had our first annual dinner since he's been here last fall and feels it was very successful. We would like to continue the annual dinner and want to move it around the county. We've been looking at Moonwinks in Cuba in October. Melissa said last year we spent about \$8000 with about 100 people. Last year we had a sponsorship from Hodgson Russ LLP and they've committed to do again. We are also working on getting other sponsorships. We've budgeted for the annual dinner so we will make

the down payment of \$500 if the board approves the date, time and location. The full board acknowledged and approved the date of October 8, 2026 at 5pm for the 2nd Annual IDA Dinner at Moonwinks in Cuba.

EXECUTIVE SESSION – DISCUSSION OF CONTRACTUAL/LEGAL ISSUE

- A motion was made by Joseph Hart and seconded by Thomas McElheny to go into Executive Session for discussion of a contractual /legal issue. Approved/passed. 7-0
- A motion was made by William Meunier and seconded by John Ricci to come out of Executive Session. Approved/passed. 7-0
- No action was taken in Executive Session.

OLD BUSINESS

- Building Committee Report – Discussed previously during the CPL presentation.
- EPA Brownfield Grant – Melissa reported we have 2 site specific quality assurance plans that have been approved which means our first phase 2 investigations with HRP will be starting soon.
- RBDG -BDO zone grant – The report should be done the end of the month so we should have a report in July to review.
- Gateway Center to the Western New York Wilds – nothing to report
- ARC Power Grant - reviewing to resubmit
- Microenterprise Grant – Going well just finalizing a few questions.
- Allegany County Strategic Plan Economic Development/EDO – June 23rd we are hosting a training at Lake Lodge in Alfred for frontline supervisors. Melissa is one of the facilitators.
- Clean energy projects – nothing to report
- ABO board requirements – Melissa reminder the board that only one out of seven have completed the mandatory training. Melissa will send out the training information / link again.

NEW BUSINESS

GOOD OF THE ORDER

CALENDAR

- **Next Meeting:** July 9, 2026 @ 10:00am at Crossroads Conference Center, Belmont, NY 14813

ADJOURNMENT

- With no further business at 11:47am, a motion was made by William Meunier and seconded by Thomas McElheny to close the meeting. All members were in favor, by a vote of 7-0 the meeting was adjourned. Carried

Respectfully submitted
Barb Benjamin
Operations Director

ACIDA, ACLDC, ACCRC, ACUC
Balance Sheet
As of July 6, 2026

Jul 6, 26

ASSETS	
Current Assets	
Checking/Savings	
Community Bank - █████ 12mos CD	655,884.74
Community Bank - █████ 6mos CD	657,730.82
Community Bank - █████ 12mos CD	1,396,429.65
IDA 110 - CD █████	750,000.00
110.01 - ACUC (Utility Corporation)	3,054.97
110.02 - Community Checking IDA	304,297.69
Total Checking/Savings	4,673,826.01
Accounts Receivable	
ACUC Accounts Receivable	-507.77
Total Accounts Receivable	-507.77
Other Current Assets	
122 - Lease Receivables	436,735.00
135.00 - Prepaid Expenses	2,259.00
Total Other Current Assets	438,994.00
Total Current Assets	5,112,312.24
Fixed Assets	
152.00 - Land held for resale	286,501.00
154.00 - Waterlines	2,078,240.00
156.00 - Building	661,482.19
159.00 - Accumulated Depreciation	-359,168.00
160.00 - Land Improvements	196,414.00
161.00 - Property held for Resale	62,000.00
Total Fixed Assets	2,925,469.19
Other Assets	
131.00 - Due from ACUC	1,746.00
140.00 - Security Deposits	222.00
Total Other Assets	1,968.00
TOTAL ASSETS	8,039,749.43
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
230.00 - Payroll Liabilities	126.00
285 - █████ Series Bond Infrastructu	100,000.00
ACUC210 - Due to ACIDA	1,746.00
Total Other Current Liabilities	101,872.00
Total Current Liabilities	101,872.00
Long Term Liabilities	
210.00 - Security Deposit	12,000.00
280.00 - LT2012 Series-Bond Infrastructu	2,695,000.00
550 - Deferred Inflow of Resources	365,760.00
Total Long Term Liabilities	3,072,760.00
Total Liabilities	3,174,632.00

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC
Balance Sheet
As of July 6, 2026

		Jul 6, 26
Equity		
390.00 · Unrestricted Net Assets		5,498,095.34
AC90001 · Opening Balance Equity		-1,252,221.76
AC90002 · ACUC Retained Earnings		1,200,078.00
ACUC900 · ACUC Equity		52,144.00
CRC900 · CRC Equity		305,056.00
Net Income		-938,034.15
Total Equity		4,865,117.43
TOTAL LIABILITIES & EQUITY		8,039,749.43

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Balance Sheet Prev Year Comparison

As of July 6, 2026

	Jul 6, 26	Jul 6, 25	\$ Change	% Change
Other Assets				
131.00 · Due from ACUC	1,746.00	1,568.00	178.00	11.4%
140.00 · Security Deposits	222.00	222.00	0.00	0.0%
Total Other Assets	1,968.00	1,790.00	178.00	9.9%
TOTAL ASSETS	8,039,749.43	7,502,877.19	536,872.24	7.2%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
20000 · Accounts Payable	0.00	1,835.58	-1,835.58	-100.0%
Total Accounts Payable	0.00	1,835.58	-1,835.58	-100.0%
Other Current Liabilities				
230.00 · Payroll Liabilities	126.00	0.00	126.00	100.0%
285 · Series Bond Infrastructure	100,000.00	95,000.00	5,000.00	5.3%
ACUC210 · Due to ACIDA	1,746.00	1,568.00	178.00	11.4%
Total Other Current Liabilities	101,872.00	96,568.00	5,304.00	5.5%
Total Current Liabilities	101,872.00	98,403.58	3,468.42	3.5%
Long Term Liabilities				
210.00 · Security Deposit	12,000.00	12,000.00	0.00	0.0%
280.00 · Series-Bond Infrastructure	2,695,000.00	2,795,000.00	-100,000.00	-3.6%
550 · Deferred Inflow of Resources	365,760.00	1,412,911.00	-1,047,151.00	-74.1%
Total Long Term Liabilities	3,072,760.00	4,219,911.00	-1,147,151.00	-27.2%
Total Liabilities	3,174,632.00	4,318,314.58	-1,143,682.58	-26.5%
Equity				
390.00 · Unrestricted Net Assets	5,498,095.34	5,594,732.21	-96,636.87	-1.7%
AC90001 · Opening Balance Equity	-1,252,221.76	-1,252,221.76	0.00	0.0%
AC90002 · ACUC Retained Earnings	1,200,078.00	1,200,078.00	0.00	0.0%
ACUC900 · ACUC Equity	52,144.00	52,144.00	0.00	0.0%
CRC900 · CRC Equity	305,056.00	114,266.00	190,790.00	167.0%
Net Income	-938,034.15	-2,524,435.84	1,586,401.69	62.8%
Total Equity	4,865,117.43	3,184,562.61	1,680,554.82	52.8%
TOTAL LIABILITIES & EQUITY	8,039,749.43	7,502,877.19	536,872.24	7.2%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Balance Sheet Prev Year Comparison

As of July 6, 2026

	Jul 6, 26	Jul 6, 25	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Community Bank - 12mos CD	655,884.74	0.00	655,884.74	100.0%
Community Bank - 6mos CD	657,730.82	0.00	657,730.82	100.0%
Community Bank - 12mos CD	0.00	635,016.42	-635,016.42	-100.0%
Community Bank - 6mos CD	0.00	635,569.82	-635,569.82	-100.0%
Community Bank - 12mos CD	1,396,429.65	0.00	1,396,429.65	100.0%
IDA 110 - CD	750,000.00	0.00	750,000.00	100.0%
110.01 - ACUC (Utility Corporation)	3,054.97	9,138.08	-6,083.11	-66.6%
110.02 - Community Checking IDA	304,297.69	412,878.74	-108,581.05	-26.3%
110.03 - CRC (Capital Resource Corp)	53,516.31	53,516.31	0.00	0.0%
110.04 - First Citizens-IDA	91,525.40	91,269.83	255.57	0.3%
110.05 - LDC (Local Development Corp)	497,118.81	0.00	497,118.81	100.0%
CRC110 - Capital Resource Corp CD	264,267.62	255,474.68	8,792.94	3.4%
Total Checking/Savings	4,673,826.01	2,092,863.88	2,580,962.13	123.3%
Accounts Receivable				
ACUC Accounts Receivable	-507.77	1,469.31	-1,977.08	-134.6%
Total Accounts Receivable	-507.77	1,469.31	-1,977.08	-134.6%
Other Current Assets				
122 - Lease Receivables	436,735.00	1,544,275.00	-1,107,540.00	-71.7%
135.00 - Prepaid Expenses	2,259.00	2,259.00	0.00	0.0%
Total Other Current Assets	438,994.00	1,546,534.00	-1,107,540.00	-71.6%
Total Current Assets	5,112,312.24	3,640,867.19	1,471,445.05	40.4%
Fixed Assets				
150.00 - Equipment	0.00	17,659.00	-17,659.00	-100.0%
151.00 - Land	0.00	16,704.00	-16,704.00	-100.0%
152.00 - Land held for resale	286,501.00	286,501.00	0.00	0.0%
154.00 - Waterlines	2,078,240.00	2,078,240.00	0.00	0.0%
155.00 - Leasehold Improvements	0.00	193,252.00	-193,252.00	-100.0%
156.00 - Building	661,482.19	1,933,217.00	-1,271,734.81	-65.8%
159.00 - Accumulated Depreciation	-359,168.00	-923,767.00	564,599.00	61.1%
160.00 - Land Improvements	196,414.00	196,414.00	0.00	0.0%
161.00 - Property held for Resale	62,000.00	62,000.00	0.00	0.0%
Total Fixed Assets	2,925,469.19	3,860,220.00	-934,750.81	-24.2%

ACIDA, ACLDC, ACCRC, ACUC
Profit & Loss
June 9 through July 6, 2026

	Jun 9 - Jul 6, 26
Ordinary Income/Expense	
Income	
ACUC - Income	
ACUC400 · Waterline Customer payments	0.00
Total ACUC - Income	0.00
CRC - Income	
475 · CRC CD Interest	
CRC CD ~~Interest~~	695.18
Total 475 · CRC CD Interest	695.18
Total CRC - Income	695.18
IDA Income	
ACIDA 12 mos CD Interest	4,549.27
ACIDA 6 mos CD Interest	1,619.75
ACIDA CD Interest Income	
IDA CD ~~Interest~~	0.00
Total ACIDA CD Interest Income	0.00
Bank Fees	50.00
Misc	
Economic Dev Training Event	168.71
Total Misc	168.71
400.05 · Annual Financial Assistance Fee	11,000.00
Total IDA Income	17,387.73
Interest Inc	0.91
LDC Income	
Interest	163.38
Total LDC Income	163.38
Total Income	18,247.20
Gross Profit	18,247.20
Expense	
ACUC - Expense	
Bad Debt	621.00
Waterline Fees	
Utilities-Electric	
6350601 · 20031525411 ACUC Hot Box 6404	55.61
A635.07 · 20029438684 Hot Box 6689	140.20
Total Utilities-Electric	195.81
Total Waterline Fees	195.81
Total ACUC - Expense	816.81
IDA-Expense	
IDA Payroll	
631 · Salaries/Wages	16,532.66
632 · Payroll Taxes	1,264.74
633 · Payroll Processing Charges	125.42
634 · NYS Disability	-7.20
635 · NYS Paid Family Leave	-71.42
Total IDA Payroll	17,844.20
Internet	59.95

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss

June 9 through July 6, 2026

	Jun 9 - Jul 6, 26
Meeting Expense	
Food & Beverage	602.92
Total Meeting Expense	602.92
Office Expense	
Office Phones	93.32
Total Office Expense	93.32
6200401 · Insurance	
Property	1,902.32
Total 6200401 · Insurance	1,902.32
6201901 · Professional fees	
Training Personnel	500.00
620.16 · Bank Fees	50.00
Total 6201901 · Professional fees	550.00
Total IDA-Expense	21,052.71
Total Expense	21,869.52
Net Ordinary Income	-3,622.32
Net Income	-3,622.32

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

Ordinary Income/Expense Income	Jan 1 - Jul 6, 26		Jan 1 - Jul 6, 25		% Change
	\$ Change		\$ Change		
ACUC - Income					
Transfer from IDA	5,801.00		0.00	5,801.00	100.0%
ACUC400 - Waterline Customer payments	13,654.70		13,316.81	337.89	2.5%
Total ACUC - Income	19,455.70		13,316.81	6,138.89	46.1%
CRC - Income					
475 - CRC CD Interest					
CRC CD 6000	0.00		4,707.15	-4,707.15	-100.0%
CRC CD 6000	4,417.24		0.00	4,417.24	100.0%
Total 475 - CRC CD Interest	4,417.24		4,707.15	-289.91	-6.2%
Total CRC - Income	4,417.24		4,707.15	-289.91	-6.2%
Crossroads-Income					
Crossroads Refunds					
420.00 - Rental Income	14.51		0.00	14.51	100.0%
420.01 - AC Area Foundation	0.00		2,300.00	-2,300.00	-100.0%
420.02 - AC Depts at Crossroads	0.00		30,620.00	-30,620.00	-100.0%
420.02 - AC DEV-PLN-TOURISM	0.00		3,971.00	-3,971.00	-100.0%
420.03 - AC EMS-EMT's	0.00		6,010.00	-6,010.00	-100.0%
420.04 - Audio Care	450.00		3,150.00	-2,700.00	-85.7%
Total 420.00 - Rental Income	450.00		46,051.00	-45,601.00	-99.0%
Total Crossroads-Income	464.51		46,051.00	-45,586.49	-99.0%
IDA Income					
ACIDA 12 mos CD Interest	25,506.11		10,016.42	15,489.69	154.6%
ACIDA 6 mos CD Interest	9,991.63		10,569.82	-578.19	-5.5%
ACIDA CD Interest Income					
IDA CD 0000	0.00		0.00	0.00	0.0%
Total ACIDA CD Interest Income	0.00		0.00	0.00	0.0%
Bank Fees					
EPA Brownfield Grant	50.00		0.00	50.00	100.0%
Misc	59,691.11		0.00	59,691.11	100.0%
Economic Dev Training Event	168.71		0.00	168.71	100.0%
Misc - Other	35,000.00		0.00	35,000.00	100.0%
Total Misc	35,168.71		0.00	35,168.71	100.0%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
Parking Lot Rental Fee	0.00	10.00	-10.00	-100.0%
Reimbursement	7,868.73	0.00	7,868.73	100.0%
400 - Pilot Administration Fees	-2,760,000.00	-2,568,934.41	-191,065.59	-7.4%
400.01 - ACIDA Admin Fee	13,804.26	1,000.00	12,804.26	1,280.4%
400.02 - PILOT Application fee payment	0.00	2,500.00	-2,500.00	-100.0%
400.04 - Financial Assistance Fee	1,881,201.10	0.00	1,881,201.10	100.0%
400.05 - Annual Financial Assistance Fee	12,000.00	0.00	12,000.00	100.0%
416.00 - Microenterprise Grant Award	79,796.24	97,193.02	-17,396.78	-17.9%
420.08 - Rental Income - PM Research Bui	50,000.00	50,000.00	0.00	0.0%
480.00 - Program Delivery	0.00	31,275.00	-31,275.00	-100.0%
484.00 - Refunds	662.64	31.40	631.24	2,010.3%
Total IDA Income	-584,259.47	-2,366,338.75	1,782,079.28	75.3%
Interest Inc	0.91	0.00	0.91	100.0%
LDC Income	698.71	0.00	698.71	100.0%
Interest				
Total LDC Income	698.71	0.00	698.71	100.0%
OFA - Income				
Refund	14.52	1,735.53	-1,721.01	-99.2%
420.12 - Rental Income				
420.09 - Allegany County	0.00	60,900.00	-60,900.00	-100.0%
Total 420.12 - Rental Income	0.00	60,900.00	-60,900.00	-100.0%
Total OFA - Income	14.52	62,635.53	-62,621.01	-100.0%
450.00 - IDA PILOT Fees	60,255.66	60,110.98	144.68	0.2%
Total Income	-498,952.22	-2,179,517.28	1,680,565.06	77.1%
Gross Profit	-498,952.22	-2,179,517.28	1,680,565.06	77.1%
Expense				
ACUC - Expense				
Bad Debt	621.00	0.00	621.00	100.0%
Insurance				
Directors & Officers	0.00	771.66	-771.66	-100.0%
Total Insurance	0.00	771.66	-771.66	-100.0%
Professional Fees- Legal	829.50	0.00	829.50	100.0%
Reimbursement	7,868.73	0.00	7,868.73	100.0%

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07/06/26

Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
Waterline Fees				
Utilities-Electric				
6350601 · 20031525411 ACUC Hot Box 6404	711.80	572.58	139.22	24.3%
A635.07 · 20029438684 Hot Box 6689	1,884.55	1,430.77	453.78	31.7%
Total Utilities-Electric	2,596.35	2,003.35	593.00	29.6%
A635.08 · Waterline Supplies	727.08	226.21	500.87	221.4%
A635.09 · Waterline Water Usage	7,868.87	8,856.15	-987.28	-11.2%
Total Waterline Fees	11,192.30	11,085.71	106.59	1.0%
6350302 · Office Supplies				
Postage	6.08	0.00	6.08	100.0%
6350302 · Office Supplies - Other	38.95	0.00	38.95	100.0%
Total 6350302 · Office Supplies	45.03	0.00	45.03	100.0%
A635.01 · Insurance-Waterline Policy ENPO	5,801.00	5,801.00	0.00	0.0%
A635.04 · Corporation Tax return				
IRS Income Tax	0.00	5.00	-5.00	-100.0%
NYS DTF Income Tax	25.00	25.00	0.00	0.0%
Total A635.04 · Corporation Tax return	25.00	30.00	-5.00	-16.7%
A635.19 · Professional fees- Permits	220.00	220.00	0.00	0.0%
Total ACUC - Expense	26,602.56	17,908.37	8,694.19	48.6%
CRC-Expense				
Insurance				
Directors & Officers	0.00	771.66	-771.66	-100.0%
Total Insurance	0.00	771.66	-771.66	-100.0%
Total CRC-Expense	0.00	771.66	-771.66	-100.0%
Crossroads-Expense				
Insurance				
Umbrella	0.00	262.00	-262.00	-100.0%
600.05 · Property	0.00	2,991.00	-2,991.00	-100.0%
Total Insurance	0.00	3,253.00	-3,253.00	-100.0%
Utilities				
Repair / Labor	0.00	625.00	-625.00	-100.0%
600.15 · Electric	2,133.55	4,707.11	-2,573.56	-54.7%
600.16 · Heat	919.80	6,078.26	-5,158.46	-84.9%
600.20 · Water Machine	0.00	384.95	-384.95	-100.0%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
600.21 · Water Testing				
600.21 · Water Testing Supplies	76.55	130.00	-53.45	-41.1%
600.21 · Water Testing - Other	2,428.00	0.00	2,428.00	100.0%
Total 600.21 · Water Testing	2,504.55	130.00	2,374.55	1,826.6%
600.23 · Septic	0.00	225.00	-225.00	-100.0%
6001901 · Internet	0.00	325.73	-325.73	-100.0%
Total Utilities	5,557.90	12,476.05	-6,918.15	-55.5%
600.01 · Cleaning				
600.01 · Other	0.00	111.60	-111.60	-100.0%
600.02 · Supplies	0.00	668.31	-668.31	-100.0%
600.01 · Cleaning - Other	0.00	3,578.24	-3,578.24	-100.0%
Total 600.01 · Cleaning	0.00	4,358.15	-4,358.15	-100.0%
600.07 · Lawn				
600.08 · other	0.00	136.62	-136.62	-100.0%
600.07 · Lawn - Other	0.00	96.00	-96.00	-100.0%
Total 600.07 · Lawn	0.00	232.62	-232.62	-100.0%
600.11 · Maintenance				
Other	50.00	3,793.50	-3,743.50	-98.7%
Supplies/Parts	0.00	484.95	-484.95	-100.0%
Total 600.11 · Maintenance	50.00	4,278.45	-4,228.45	-98.8%
600.12 · Plowing	0.00	1,344.50	-1,344.50	-100.0%
6001111 · Refuse				
6001116 · Environmental Charge	0.00	18.55	-18.55	-100.0%
6001111 · Refuse - Other	0.00	860.12	-860.12	-100.0%
Total 6001111 · Refuse	0.00	878.67	-878.67	-100.0%
Total Crossroads-Expense	5,607.90	26,821.44	-21,213.54	-79.1%
IDA-Expense				
EPA Brownfield Grant				
Consultants/Contractual	55,758.52	0.00	55,758.52	100.0%
Indirect Costs				
Conference Fees	75.00	0.00	75.00	100.0%
Total Indirect Costs	75.00	0.00	75.00	100.0%
Travel	835.84	0.00	835.84	100.0%
Total EPA Brownfield Grant	56,669.36	0.00	56,669.36	100.0%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
IDA Payroll				
631 · Salaries/Wages	102,559.29	17,829.92	84,729.37	475.2%
632 · Payroll Taxes	6,103.60	1,432.03	4,671.57	326.2%
633 · Payroll Processing Charges	929.79	625.70	304.09	48.6%
634 · NYS Disability	127.50	115.40	12.10	10.5%
635 · NYS Paid Family Leave	712.41	396.11	316.30	79.9%
Total IDA Payroll	110,432.59	20,399.16	90,033.43	441.4%
Internet Meeting Expense	419.65	0.00	419.65	100.0%
Food & Beverage other	689.42	0.00	689.42	100.0%
	0.00	86.70	-86.70	-100.0%
Total Meeting Expense	689.42	86.70	602.72	695.2%
Miscellaneous				
620.11 · other	0.00	168.00	-168.00	-100.0%
Miscellaneous - Other	711.66	0.00	711.66	100.0%
Total Miscellaneous	711.66	168.00	543.66	323.6%
Office Expense				
Office Phones	653.24	0.00	653.24	100.0%
Total Office Expense	653.24	0.00	653.24	100.0%
Tax				
County & Town Taxes	36.84	0.00	36.84	100.0%
6202502 · Fire Protection Tax	0.00	325.37	-325.37	-100.0%
Total Tax	36.84	325.37	-288.53	-88.7%
Travel Expense				
Conference Fees	1,745.00	0.00	1,745.00	100.0%
Other	2,324.37	689.10	1,635.27	237.3%
Total Travel Expense	4,069.37	689.10	3,380.27	490.5%
620.01 · Advertising	34.05	1,125.44	-1,091.39	-97.0%
620.101 · Maintenance				
620.32 · Belmont School Parking Lot	0.00	150.00	-150.00	-100.0%
620.101 · Maintenance - Other	0.00	-500.00	500.00	100.0%
Total 620.101 · Maintenance	0.00	-350.00	350.00	100.0%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
620.13 · Office Supplies				
other	903.41	0.00	903.41	100.0%
620.12 · Postage-shipping	470.92	450.99	19.93	4.4%
620.28 · Software	135.55	43.38	92.17	212.5%
620.13 · Office Supplies - Other	100.99	539.69	-438.70	-81.3%
Total 620.13 · Office Supplies	1,610.87	1,034.06	576.81	55.8%
620.14 · Pilot Payments				
IDA Pilot Fees pass-thru	60,255.66	60,110.98	144.68	0.2%
Total 620.14 · Pilot Payments	60,255.66	60,110.98	144.68	0.2%
620.26 · Awards-Grants				
Program Delivery	10,800.00	18,750.00	-7,950.00	-42.4%
6202601 · Microenterprise 20ME517-22				
Microenterprise 20ME517-22 ext	77,991.24	97,193.02	-19,201.78	-19.8%
Total 6202601 · Microenterprise 20ME517-22	77,991.24	97,193.02	-19,201.78	-19.8%
6202602 · Microenterprise Grant Admin cos	5,525.00	12,525.00	-7,000.00	-55.9%
Total 620.26 · Awards-Grants	94,316.24	128,468.02	-34,151.78	-26.6%
6200401 · Insurance				
Property	1,902.32	0.00	1,902.32	100.0%
Truck Stop; Parking Lot; Friend	2,744.70	4,575.00	-1,830.30	-40.0%
Workers Compensation	642.00	418.00	224.00	53.6%
620.31 · Directors & Officers				
Fees and Taxes	295.00	0.00	295.00	100.0%
620.31 · Directors & Officers - Other	2,120.00	252.68	1,867.32	739.0%
Total 620.31 · Directors & Officers	2,415.00	252.68	2,162.32	855.8%
6200401 · Insurance - Other	1,163.22	0.00	1,163.22	100.0%
Total 6200401 · Insurance	8,867.24	5,245.68	3,621.56	69.0%
6201901 · Professional fees				
Executive Director - ASC	0.00	36,666.65	-36,666.65	-100.0%
Training Personnel	500.00	0.00	500.00	100.0%
620.16 · Bank Fees	50.00	0.00	50.00	100.0%
620.18 · Legal				
postage reimbursement	0.00	117.36	-117.36	-100.0%
620.18 · Legal - Other	59,536.08	10,764.18	48,771.90	453.1%
Total 620.18 · Legal	59,536.08	10,881.54	48,654.54	447.1%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
620.29 · NYS Economic Development Council Conference-Registration	0.00	760.00	-760.00	-100.0%
Total 620.29 · NYS Economic Development Council	0.00	760.00	-760.00	-100.0%
6201501 · Consulting	0.00	-7,333.00	7,333.00	100.0%
6201502 · Appraisals	0.00	2,500.00	-2,500.00	-100.0%
6201503 · Transcription	285.00	850.00	-565.00	-66.5%
6201901 · Professional fees - Other	0.00	13,977.90	-13,977.90	-100.0%
Total 6201901 · Professional fees	60,371.08	58,303.09	2,067.99	3.6%
IDA-Expense - Other	27.11	0.00	27.11	100.0%
Total IDA-Expense	399,164.38	275,605.60	123,558.78	44.8%
LDC Expense Office				
Supplies	79.74	0.00	79.74	100.0%
Total Office	79.74	0.00	79.74	100.0%
Professional Fees - Legal Fees	3,669.75	0.00	3,669.75	100.0%
Total LDC Expense	3,749.49	0.00	3,749.49	100.0%
OFA - Expense Utilities				
625.11 · Electric	0.00	3,557.20	-3,557.20	-100.0%
625.12 · Heat	486.60	5,290.50	-4,803.90	-90.8%
625.13 · Water Machine	0.00	384.95	-384.95	-100.0%
625.14 · Water Testing	-2,505.00	550.00	-3,055.00	-555.5%
625.16 · Septic	0.00	225.00	-225.00	-100.0%
6251302 · Repair / Labor	0.00	625.00	-625.00	-100.0%
Total Utilities	-2,018.40	10,632.65	-12,651.05	-119.0%
625.02 · Cleaning				
625.03 · Supplies	0.00	678.24	-678.24	-100.0%
625.02 · Cleaning - Other	0.00	3,635.96	-3,635.96	-100.0%
Total 625.02 · Cleaning	0.00	4,314.20	-4,314.20	-100.0%
625.06 · Lawn	0.00	232.61	-232.61	-100.0%
625.09 · Plowing	0.00	1,344.50	-1,344.50	-100.0%

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Accrual Basis

ACIDA, ACLDC, ACCRC, ACUC

Profit & Loss Prev Year Comparison

January 1 through July 6, 2026

	Jan 1 - Jul 6, 26	Jan 1 - Jul 6, 25	\$ Change	% Change
625.10 · Refuse				
Environmental Charge	0.00	18.55	-18.55	-100.0%
625.10 · Refuse - Other	0.00	617.14	-617.14	-100.0%
Total 625.10 · Refuse	0.00	635.69	-635.69	-100.0%
6250701 · Maintenance				
Supplies/Parts	0.00	230.34	-230.34	-100.0%
625.08 · Other	175.00	3,168.50	-2,993.50	-94.5%
Total 6250701 · Maintenance	175.00	3,398.84	-3,223.84	-94.9%
630 · Insurance				
umbrella	0.00	262.00	-262.00	-100.0%
625.04 · Property	0.00	2,991.00	-2,991.00	-100.0%
Total 630 · Insurance	0.00	3,253.00	-3,253.00	-100.0%
Total OFA - Expense	-1,843.40	23,811.49	-25,654.89	-107.7%
Transfer to ACUC	5,801.00	0.00	5,801.00	100.0%
Total Expense	439,081.93	344,918.56	94,163.37	27.3%
Net Ordinary Income	-938,034.15	-2,524,435.84	1,586,401.69	62.8%
Net Income	-938,034.15	-2,524,435.84	1,586,401.69	62.8%

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Accrual Basis

ACIDA
Expenses by Vendor Summary
June 9 through July 6, 2026

	<u>Jun 9 - Jul 6, 26</u>
Alfred State College	602.92
Armstrong Business Solutions	153.27
Arthur J Gallagher Risk Mgmt Serv	1,902.32
Community Bank, N.A.	0.00
Jarrad T Childs	500.00
Melissa A Pingitore	26.33
NYSLRS	420.20
The Hartford	42.00
TOTAL	<u><u>3,647.04</u></u>

ACIDA
Deposit Detail
June 9 through July 6, 2026

Type	Num	Date	Name	Account	Amount
Deposit	DEP	06/12/2026	Arvos Ljungstrom LLC	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/12/2026	Stripe	110.02 · Community Checking IDA	168.71
				Economic Dev Training Event	-168.71
TOTAL					-168.71
Deposit	DEP	06/15/2026	Nautilus Solar Energy LLC	110.02 · Community Checking IDA	500.00
				400.05 · Annual Financial Assistance Fee	-500.00
TOTAL					-500.00
Deposit	DEP	06/17/2026	Community Bank, N.A.	110.02 · Community Checking IDA	50.00
				Bank Fees	-50.00
TOTAL					-50.00
Deposit	DEP	06/23/2026	Greenbacker Renewable Energy	110.02 · Community Checking IDA	500.00
				400.05 · Annual Financial Assistance Fee	-500.00
TOTAL					-500.00
Deposit	DEP	06/23/2026	DG Empire Bright	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	DG Empire Bright	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00

ACIDA
Deposit Detail
June 9 through July 6, 2026

Type	Num	Date	Name	Account	Amount
Deposit	DEP	06/23/2026	DG Empire Bright	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	DG Empire Bright	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	Generate Community Solar IX LLC	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	Generate Community Solar IX LLC	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	Houghton University	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/23/2026	AU	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00
Deposit	DEP	06/26/2026	NY Alfred I LLC	110.02 · Community Checking IDA	1,000.00
				400.05 · Annual Financial Assistance Fee	-1,000.00
TOTAL					-1,000.00

ACIDA
Deposit Detail
June 9 through July 6, 2026

Type	Num	Date	Name	Account	Amount
Deposit	DEP	06/29/2026	US Treasury	110.02 · Community Checking IDA	126.91
				230.00 · Payroll Liabilities	-126.00
				Interest Inc	-0.91
TOTAL					-126.91



June 3, 2026

Craig Clark, P.E., Ph.D.
Executive Director
Allegany County Industrial Development Agency
6087 Route 19N
Belmont, NY 14813

Dear Dr. Clark;

H. Sicherman & Company, Inc. dba The Harrison Studio ("*The Harrison Studio*") is pleased to have the opportunity to submit this proposal to provide services to the Allegany County Industrial Development Agency ("ACIDA") in connection with the administration, management, and implementation of a variety of economic development programs and planning activity including Community Development Block Grant ("CDBG") economic development and microenterprise grant programming awarded by the New York State Office of Community Renewal (the "OCR").

The Harrison Studio currently provides a wide variety of services to municipalities and nonprofit organizations throughout New York State in the areas of grant administration, economic development, community development, and procurement of public and institutional financing. All our staff have particular experience and expertise in planning and implementing CDBG projects and microenterprise programs.

Proposed Services

The Harrison Studio proposes to provide all the services included in the Request for Proposals, summarized as follows:

Community Development Block Grant – Economic Development and Microenterprise

The Harrison Studio routinely plans, structures, applies for, and administers CDBG grants for microenterprise programming, small business, and large-scale economic development projects for its not-for-profit clients. We have been the leader in this field throughout New York State, having procured and successfully implemented over 100 grants since the State's assumption of the program in 2000. The revenue produced from those grants represents a significant portion of the annual operating budget for many of our clients.

The Harrison Studio has extensive experience in administering OCR CDBG grants for Microenterprise programs. Our ability to design both program implementation elements and the forms and systems used to establish administrative compliance are substantially enhanced by our strong economic development background, which includes over 30 years of experience in commercial credit analysis and loan portfolio management. That technical expertise, combined with an intimate and extensive involvement with CDBG activities that spans six decades, forms the basis for the comprehensive approach we take in establishing, implementing, and administering OCR Microenterprise programs.

Our approach begins with a program design based on the expressed needs of the community being served and the resources to be used in implementing the program. That includes an analysis of the type of businesses expected to be established, the relative skill levels of the prospective entrepreneurs, and the nature of the community being served.

Based on this analysis, The Harrison Studio will help design and implement a Microenterprise Program tailored to the objectives of Allegany County and ACIDA. The Harrison Studio proposes to provide the following technical assistance in connection with the administration, management, and implementation of microenterprise programming within the categories of grant administration and program delivery:

Grant Administration

- Development of written program guidelines that address eligibility, program standards, application processing, approvals, closings and disbursements, and post-approval monitoring
- Development of forms for program implementation, including a program fact sheet for marketing purposes, an application and income qualification form, and internal application processing and tracking spreadsheets for OCR-required data
- Assistance in the establishment and maintenance of books of account
- Development and implementation of management systems to provide appropriate recordkeeping, including budget and accounting spreadsheets to track grant approvals, grant administration, and program delivery obligations, disbursements, and balances
- Assistance in procurement and selection and award of contracts
- Assurance of consistency with Federal requirements regarding procurement, labor standards, fair housing, and job creation
- Completion of programmatic and individual project federal (NEPA) environmental reviews
- Assistance in developing an entrepreneurial training program consistent with the rules, regulations and policies of the OCR and CDBG program
- Preparation of required reports and funding draws

- Oversight of audit activities and recordkeeping to ensure compliance with the rules, regulations, and policies of the OCR
- Preparation for and oversight of the OCR monitoring process
- Preparation of grant closeout materials
- Other activities of a general administrative nature as required to implement microenterprise programming

Program Delivery

- Assistance in processing client grant applications including due diligence associated with project review, preparation of a written credit analysis, and presentation of recommendations to approving authority
- Preparation of grant agreements for each awardee and provision of technical assistance as required to facilitate closings and disbursements of funds
- Procurement of cost documentation and interface with microenterprises as required to verify costs and satisfaction of equity requirements
- Technical assistance to ensure compliance with CDBG regulations regarding low-and-moderate income benefit
- Technical assistance as appropriate to ensure that all program activities are implemented in an effective and timely manner.

Planning Services

The Harrison Studio has undertaken numerous planning initiatives on behalf of both municipal and non-profit clients and continues to work with communities and stakeholders to ensure plan implementation and to oversee project development. *The Harrison Studio* has led planning efforts for:

- Niagara County – 2025 Comprehensive Economic Development Strategy
- Ontario County – 2025 Economic Development Strategic Plan
- Erie County, City of Buffalo, and Towns of Amherst, Cheektowaga, and Tonawanda - 2024 Consolidated Funding Plan

The Harrison Studio has also contributed to planning efforts led by other firms including:

- City of North Tonawanda – 2025 Comprehensive Plan
- City of Jamestown – 2021 Chadakoin River Activation Strategy
- Lumber City Development – 2017 Oliver Street Needs Assessment

In addition to the CDBG and Planning Services outlined above, *The Harrison Studio* provides a variety of services on behalf of these clients, including the following representative and diverse initiatives:

Business Financing

The Harrison Studio routinely provides a variety of services associated with commercial and industrial financing including the planning and implementation of grant and loan programs, credit analysis and underwriting, loan packaging, and loan management. The firm also has extensive experience in developing, funding, and implementing microenterprise assistance programming.

Grant Writing and Project Implementation

The Harrison Studio has planned and authored several large-scale economic development initiatives that have received priority project and major funding through the New York State Consolidated Funding Application process. This includes \$1+ million awards for the Jamestown Furniture Mart mixed-use redevelopment in Jamestown, NY (2019 / \$9 million project cost); Welch's Administration Building mixed-use redevelopment in Westfield, NY (2018 / \$5.5 million project cost); and Burrous Building mixed-use redevelopment in Wellsville, NY (2016 / \$9 million project cost). In addition, *The Harrison Studio* planned and authored the 2019 NYS Downtown Revitalization Program application for the City of Niagara Falls that resulted in a \$10 million award, planned and authored the 2022 DRI application for the City of Dunkirk that resulted in a \$10 million award, designed activities and provided technical assistance for the City of Lockport's 2019 DRI plan that also received a \$10 million award, and helped implement the City of North Tonawanda's 2021 DRI plan.

Miscellaneous

The Harrison Studio is in the process of implementing both the \$15 million Erie County Storefront Revitalization Initiative, providing grants of up to \$40,000 for commercial property improvements, and the \$4 million Ontario County American Rescue Plan Act (ARPA) grant program funding projects in the areas of arts, culture, recreation, childcare, transportation, mental health, workforce housing development, and workforce development.

Background Information and Client Lists

The Harrison Studio and its staff have a long history of providing economic development services to municipalities, quasi-public agencies and authorities, not-for-profit corporations, and other civic entities throughout upstate New York. Some of our current clients that operate similarly to ACIDA include the following:

Chautauqua Region EDC	County of Orleans IDA
Niagara County Development Corp	Cattaraugus County ESGC
Livingston County Development Corp	Genesee Gateway LDC
Lumber City Development Corp	Olean Local Development Corp
Finger Lakes Horizon EDC	Hamilton Partnership for Community Dev
Greater Lockport Development Corp	Greene County EDC
Batavia Development Corporation	Wyoming County Business Assistance Corp

Experience and Technical Expertise

As noted in the staff biographies, all senior staff have substantial experience in planning, financing, and implementing a wide variety of community and economic development activities including numerous microenterprise programs. The firm and its staff have had a daily involvement in the procurement, implementation, and management of OCR funding.

With respect to CDBG and particularly microenterprise funding, Mr. Bell has successfully implemented over 15 microenterprise programs. These have included programs targeting specific communities and industries as well as county-wide programs with a variety of goals and requirements. Mr. Bell and *The Harrison Studio* have been active in the microenterprise program since its inception and have collected managed millions of dollars of CDBG microenterprise funds.

Both Mr. Merriam and Mr. Zimmerman have extensive experience in the implementation of microenterprise assistance grants, including interfacing with grant applicants/recipients and OCR staff; in Mr. Merriam's case on behalf of multiple clients of *The Harrison Studio* and in Mr. Zimmerman's case as the Executive Director of Lumber City Development Corporation, which administered North Tonawanda's microenterprise assistance program. All staff have the ability to participate, as needed, in every aspect of a microenterprise program, from program design and document preparation, to processing of applications and review and processing of draw requests.

Personnel

The following personnel are available to provide services associated with this proposal:

R. Charles Bell, President - Mr. Bell joined *The Harrison Studio* in 2015 after 12 years managing community and economic development programming for municipalities and local development corporations in three Western New York communities, most recently as the President and CEO of the Greater Lockport Development Corporation. Mr. Bell has extensive experience and expertise in community and economic development and is highly regarded for his ability to take high-profile initiatives from planning through implementation, with a particular emphasis on financing and overall project management.

Michael Zimmerman, Senior Vice President - Mr. Zimmerman joined *The Harrison Studio* in 2021 after a 10-year tenure at the City of North Tonawanda, New York, most recently as the City's Community Development Director and Executive Director of the Lumber City Development Corporation. Mr. Zimmerman manages a variety of economic and community development initiatives including the underwriting and documentation of commercial grants and loans, grant applications and post-approval administration, and the planning and implementation of commercial, industrial, and real estate projects and programs.

Greg Merriam, Senior Planner - Mr. Merriam joined *The Harrison Studio* in 2015 after nine years supporting community planning, land development, and environmental impact analysis projects for two engineering firms in New York's Capital District. He has a strong academic background and professional experience in leading and supporting project teams in the preparation of community plans, has served as lead author/planner on a variety of environmental impact analysis projects, has a strong working understanding of SEQR, visual impact analysis, and fiscal impact analysis techniques, and has extensive experience in federal environmental review (NEPA) requirements and their applicability to CDBG activities. In addition to providing planning and environmental review services, Mr. Merriam works closely with *The Harrison Studio's* clients during project

implementation in addressing cost documentation, funding disbursements, and overall regulatory and institutional compliance.

Diane K. Church, Senior Associate came to *The Harrison Studio* in 2017 after completing a distinguished legal career including 26 years as a senior attorney and partner at Hurwitz & Fine, PC in Buffalo, New York. Ms. Church, who has extensive contract preparation, research, and writing experience and expertise, spent much of her career acting as general counsel to industrial development agencies, local development corporations, and other affiliated not-for profit entities. Ms. Church assists the firm's clients with a wide variety of community and economic development services including program and project development, regulatory and institutional compliance, commercial and industrial financing, and grant writing.

Michael G. Thomas, Vice President, Commercial Finance – Mr. Thomas joined *The Harrison Studio* in 2021, bringing with him an extensive commercial credit background developed in positions at Northwest Bank and HSBC. Mr. Thomas, who is responsible for the firm's commercial, industrial, and real estate underwriting and financial analysis, also assists small business and microenterprise clients with financial packaging and general business planning decisions.

Karen Burke, Senior Associate – Ms. Burke has extensive administrative experience, including working as the Office Coordinator and Assistant to the Executive Director of the Canisius College Women's Business Center, where she regularly interacted with the Center's clients and assisted with grant reporting, maintained client statistical data, and prepared financial reports. Ms. Burke joined *The Harrison Studio* in 2021 and assists the firm's clients with a variety of technical support services, particularly in the areas of grant management.

Remuneration

Remuneration for all proposed services will be charged as follows:

1. *The Harrison Studio* labor will be charged at the following rates through the duration of the contract:

R. Charles Bell	\$175.00 per hour
Michael Zimmerman	\$175.00 per hour
Greg Merriam II	\$150.00 per hour
Diane Church.....	\$145.00 per hour
Michael Thomas.....	\$145.00 per hour
Karen Burke/Admin. Assistant	\$120.00 per hour
Other Professional	\$ 98.00 per hour
Rate in travel status	\$ 80.00 per hour (all personnel)

The labor rates for services provided in subsequent calendar years will be computed by multiplying the rates in effect for the prior year by 1.03 and rounding up to the next whole dollar amount. The labor rates are fully loaded and are inclusive of all salaries, fringes, clerical, and related costs. The overhead and profit percentages for all labor rates average approximately 110% and 15% of labor cost respectively.

2. Travel by private automobile will be charged at the maximum Federal reimbursement rate.
3. All other expenses will be charged at cost.
4. Charges for services rendered in connection with microenterprise programming will be consistent with OCR guidelines limiting the total cost of program delivery and administration to 20% of the total CDBG funds awarded. For the CDBG Microenterprise program, this equates to a not-to-exceed fee of \$60,000.

Summary

H. Sicherman & Company, Inc. dba *The Harrison Studio* is pleased to have the opportunity to propose services to the Allegany County Industrial Development Agency. We feel strongly that the CDBG Microenterprise program is a critical tool for community economic development and would love the opportunity to be a part of building a program in Allegany County. If you require additional information, please contact me directly at (716) 462-6600.

Sincerely,



R. Charles Bell
President

Current and Recent Client Listing

Public Agencies

Empire State Development Corporation
NYS Housing and Community Renewal
Niagara County Industrial Dev. Agency
Erie County Industrial Dev. Agency
Salamanca Industrial Dev. Agency
County of Orleans Industrial Dev. Agency
Essex County Industrial Dev. Agency
Chautauqua County Industrial Dev. Agency
Madison County Industrial Dev. Agency
Genesee County Economic Dev. Center
City of Ithaca Urban Renewal Agency
City of Olean Urban Renewal Agency
Schenectady Metroplex Development Authority
Livingston County Industrial Dev. Agency
Seneca County Industrial Dev. Agency
County of Otsego Industrial Dev. Agency
Allegany County Industrial Dev. Agency
Wyoming County Industrial Dev. Agency

Municipalities

Cattaraugus County
Chautauqua County
Erie County
Greene County
Madison County
Ontario County
Wyoming County
City of Salamanca
City of Lockport
City of Olean
City of North Tonawanda
City of Dunkirk
City of Niagara Falls
City of Cortland
Village of Arcade
Village of Wellsville
Town of Hamburg
Town of Amherst
Town of Cheektowaga
Town of Tonawanda

Private For-Profit Companies & Nonprofit Organizations

Cheektowaga Economic Dev. Corporation
Lumber City Development Corporation
Orleans County Local Dev. Corporation
Livingston County Development Corporation
Greater Lockport Development Corporation
Genesee Gateway Local Development Corp.
Finger Lakes Horizon Economic Dev. Corp.
Wyoming County Business Assistance Corp.
Wayne Economic Development Corporation
Washington County Local Dev. Corp.
Wheatfield Local Development Corporation
Geneseo Foundation, Inc.
Cattaraugus Co. Business Development Corp.
Hamburg Development Corporation
Ontario County Economic Development Corp.
Niagara County Development Corporation
Tompkins County Area Development
Nestle Purina PetCare, Inc.
Camoin Associates
Local Initiatives Support Corporation
Enterprise Community Partners, Inc.
Seneca County Economic Dev. Corp.
Seneca Falls Development Corporation
Buffalo Urban Development Corporation
Cazenovia Area Community Dev. Assoc.
Chautauqua Region Economic Dev. Corp.
Partnership for Community Dev. (Hamilton, NY)
Farm Credit East
Gebbie Foundation, Inc.
Historic Lockport Millrace, Inc.
Keenan Center, Inc. (Lockport, NY)
Riviera Theatre and Organ Preservation
Society, Inc. (North Tonawanda, NY)
Clark Patterson Lee
C&S Companies

References

(Additional references are available upon request)

James Hannahs, Director of Economic Development, Tourism & Planning
Greene County
411 Main Street
Catskill, NY 12414
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jhannahs@greencountyny.gov

Andrea Klyczek, Executive Director
Niagara County Industrial Development Agency
6311 Inducon Corporate Drive, Suite One
Sanborn, NY 14132
(716) 278-8750
Andrea.Klyczek@niagaracounty.gov

Laura Wilson, Executive Director
Lumber City Development Corporation
500 Wheatfield Street
North Tonawanda, NY 14120
(716)-695-8580
lwilson@lumbercitydc.com

PROPOSAL FOR ECONOMIC DEVELOPMENT CONSULTANT

General Services: CDBG Program Administration

100+	\$3.5M+	\$4.85M+	200+	20 Years
Veterans Served	Funds Secured	Total Housing Impact	Youth Served	Professional Experience

Submitted to:
Allegany County Industrial Development Agency (ACIDA)
Craig Clark, P.E., Ph.D., Executive Director
6087 Route 19N, Belmont, NY 14813

Submitted by:
Elizabeth McMillan
Independent Consultant
Fayetteville, NC
910-479-4839 | elimcmillan@myyahoo.com

Submission Date: June 15, 2026 | Contract Term: Three (3) Years
Woman-Owned Enterprise | Minority-Owned Enterprise | PMP Certified