



MEETING NOTICE & MESSAGE FROM THE BOARD CHAIR

TO: AIDA Board Members
FROM: Gwen Webber-McLeod, Chair
DATE: February 12, 2026

Greetings AIDA Board Members,

The AIDA Board will meet next Wednesday, February 18, 2026 from 5:00 to 6:30pm in the 3rd floor conference room at Memorial City Hall, Auburn, NY 13021. The agenda and related handouts for the meeting are attached. Some background on items for discussion:

PROJECT INTRODCUTIONS

Tracy will provide the board with an introduction to two projects that are expected to submit applications in the next 1-2 months. For one project in particular, Redev CNY's redevelopment of buildings located at 28 Aurelus Ave into 40 affordably priced condos (overview included in packet), the purpose of this conversation will be to gather any questions or concerns the board may have given the nature of the project. The developer will join the meeting to answer questions, and Tracy and Rob will be prepared to provide additional information.

2026 WORKPLAN

The proposed 2026 Workplan is a continuation of last month's presentation of the Strategic Framework. As requested, Tracy condensed the Framework into a more precise and manageable workplan for AIDA to prioritize and focus on during 2026. Please feel free to provide recommendations on any edits or adjustments to the workplan at the meeting so that it can be finalized and implementation can get underway.

I am looking forward to our meeting and continue to appreciate your ongoing efforts on the AIDA board.

CC: Auburn Citizen, Rob Poyer, Jennifer Haines, Chuck Mason

Mission Statement

"To advance the job opportunities, general prosperity, sustainability and economic welfare of the people of Auburn, NY."

Strategic Priorities

- Market the benefits of doing business in Auburn and the incentives available through AIDA to eligible projects that will generate jobs and revenue for the community.
- Assist at least two (2) projects per year with AIDA benefits and/or guidance on other benefits available in the community.
- Market parcels owned by AIDA.
- Diversify deal flow.





**Auburn Industrial Development Authority
Regular Board Meeting
24 South Street, 3rd floor, Auburn, NY 13021
Wednesday February 18, 2026 at 5:00pm**

The public can view the meeting online at

<https://us02web.zoom.us/j/88106081368?pwd=flAYgAvWCOVPdMFz1T4naD5CwN38uE.1>

Item	Time	Presenter	Outcomes
Welcome, Roll Call, and Minutes	5:00 - 5:05	Gwen Webber-McLeod, Board Chair	Establish Quorum Review & Approval of Minutes
New Business: • Welcome New Member • Project Introductions	5:05 – 5:30	Gwen Webber-McLeod	No action needed, for board information and discussion only.
Unfinished Business: • Audit & Marketing Committee Appointments • Technical Services Proposals • Revisit Year in Review Letter • 2026 Workplan • General Updates • PILOT Invoice Disbursement Report	5:30- 5:50	Tracy Verrier	Vote to adopt list of qualified technical services firms. Vote on committee appointments. Other items for board information and discussion only, no action needed.
Bills Treasurer’s Report	5:50 – 6:00	Tracy Verrier Tessa Crawford, Board Treasurer	Vote to pay bills & accept Treasurers Report.
Executive Session		Tracy Verrier	If needed.
Board Education: NYSEDC Conference Takeaways	6:00 – 6:15	Tracy Verrier	Presentation of concepts and information
Board Updates & Adjournment	6:15 – 6:30	Board of Directors	Opportunity for Board to share information and ideas relevant to the work of AIDA Vote to adjourn meeting

Upcoming meetings, events, and trainings:

- AIDA Meetings, all at City Hall, 3rd floor conference room
 - Finance Committee Meeting: March 4 @ 5pm
 - Audit Committee Meeting: March 18 @ 4pm
 - Board Meeting: March 18 @ 5pm
- Chamber Business After Five: Achilles Heel Training, February 24 @ 5pm
- CenterState CEO Annual Meeting: OnCenter, April 22 @ 3-6pm (program 3-4:30pm, networking until 6pm), \$155/person or \$1,500 for table of 10
- Save the Date: NYSEDC Annual Meeting, May 20-22, Cooperstown



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**Governance Committee Meeting Minutes
Auburn Industrial Development Authority
Wednesday, January 21, 2026
Memorial City Hall, Auburn, NY**

Board Present: Terry Cuddy (Chair)
William Andre
Dan Lovell

Excused:

Staff & Guests: Tracy Verrier, MRB Group

REGULAR MEETING

Mr. Cuddy called the meeting to order at 4:33pm.

BOARD SELF EVALUATION RESULTS

Mr. Cuddy noted that they had fewer submissions than last year. Ms. Verrier noted that there is one vacant seat right now. The Committee was disappointed that there was not 100% participation.

Mr. Cuddy noted that there were no "Somewhat Disagrees" or "Disagrees" this year, so it seems like issues are starting to be remedied. Mr. Lovell felt the results speak for themselves. They show improvement.

Mr. Andre pointed to the two items that received three "Somewhat Agrees." One was regarding board members being knowledgeable about programs and reporting requirements, the other was regarding the board being knowledgeable about the Authority's compliance with state law. Mr. Lovell noted that the latter is supported by the board's attorney.

The Committee agreed to ask the other two board members to submit their evaluations in the next week, prior to the compiled results being submitted to the state.

Mr. Lovell noted that they have gone back to the basics over the last year or two, and AIDA is starting to do real work again.

ADJOURNMENT

Motion to adjourn by Mr. Lovell, second by Mr. Cuddy. Motion passed unanimously. Meeting adjourned at 4:41pm.





Annual Meeting Minutes
Auburn Industrial Development Authority
Wednesday, January 21, 2026
Memorial City Hall, Auburn, NY

Board Present: Gwen Webber-McLeod (Chair)
Terry Cuddy (Vice-Chair & Council Member)
Tessa Crawford (Treasurer & Member at Large)
Karen Walter (Member at Large)
William Andre (Member of Labor)
Dan Lovell (Secretary & Representative of Auburn School District)
Courtney Hennigan (Member at Large)

Excused: Mayor Jimmy Giannettino (Council Member)

Staff & Guests: Tracy Verrier, MRB Group
Alec Savage, Hancock Estabrook
Robert Poyer, Hancock Estabrook*

**remote attendance*

ANNUAL MEETING

Ms. Webber-McLeod called the meeting to order at 5:03pm, noting the presence of a quorum.

ANNUAL RESOLUTION

Ms. Verrier reviewed the sections of the resolution with the board. She noted that they will be having a new board member soon, and that City Council will be reappointing all current board members. She noted that the audit committee has a vacant seat. The board will revisit filling that seat in February when the new board member is present.

Mr. Lovell motioned to approve the resolution, seconded by Ms. Walter.

RESOLUTION OF THE AUBURN INDUSTRIAL DEVELOPMENT AUTHORITY (THE "AUTHORITY") (i) AMENDING AND RATIFYING CERTAIN PRIOR-ADOPTED POLICIES, STANDARDS AND PROCEDURES IN CONNECTION WITH THE PUBLIC AUTHORITIES ACCOUNTABILITY ACT (PAAA) OF 2005 AND PUBLIC AUTHORITY REFORM ACT (PARA) OF 2009; AND (ii) APPOINTING COMMITTEES, OFFICERS, AND REPRESENTATIVES IN ACCORDANCE WITH PAAA, PARA, PUBLIC AUTHORITIES LAW, AND THE AUTHORITY'S BYLAWS.

The resolution was put to a roll call vote, which resulted as follows:



	Yea	Nay	Absent	Abstain
Gwendolyn Webber-McLeod, Chair	X			
William Andre, Vice Chair	X			
Terry Cuddy, Secretary	X			
James Giannettino			X	
Daniel Lovell	X			
Tessa Crawford	X			
Karen Walter	X			
Courtney Hennigan	X			

The Resolution was thereupon duly adopted.

2026 MEETING SCHEDULE & FIDUCIARY FORMS

Ms. Verrier reviewed the 2026 meeting schedule, noting that the meetings can be adjusted as needed.

Ms. Verrier noted that she will print and bring the fiduciary forms to the February regular meeting for signature.

Ms. Webber-McLeod explained that the meeting packet cover letter is intended as a “year in review.” She asked that the board review it again and bring any comments to the February meeting. Thereafter, if all agree, it will be forwarded to Robert Harding at the Citizen as a piece of public information.

ADJOURNMENT

Motion to adjourn by Mr. Lovell, second by Ms. Hennigan. Motion passed unanimously. The annual meeting adjourned at 5:12pm.



Annual Meeting Minutes
Auburn Industrial Development Authority
Wednesday, January 21, 2026
Memorial City Hall, Auburn, NY

Board Present: Gwen Webber-McLeod (Chair)
Terry Cuddy (Vice-Chair & Council Member)
Tessa Crawford (Treasurer & Member at Large)
Karen Walter (Member at Large)
William Andre (Member of Labor)
Dan Lovell (Secretary & Representative of Auburn School District)
Courtney Hennigan (Member at Large)

Excused: Mayor Jimmy Giannettino (Council Member)

Staff & Guests: Tracy Verrier, MRB Group
Alec Savage, Hancock Estabrook
Robert Poyer, Hancock Estabrook*

**remote attendance*

REGULAR MEETING

Ms. Webber-McLeod called the meeting to order at 5:12pm, noting the presence of a quorum.

MEETING MINUTES

Mr. Cuddy motioned to approve the meeting minutes, seconded by Mr. Andre. All present voted in favor, motion carried.

UNFINISHED BUSINESS

UTEP Adoption

Ms. Verrier explained the resolution and clarified that all housing projects will be reported in PARIS, but job creation is based exclusively on direct jobs like maintenance workers or property managers. In some cases, the jobs may be zero.

Mr. Lovell motioned to approve the resolution, seconded by Ms. Hennigan.

RESOLUTION OF THE AUBURN INDUSTRIAL DEVELOPMENT
AUTHORITY ADOPTING AMENDMENTS TO ITS UNIFORM TAX-
EXEMPTION POLICY

The resolution was put to a roll call vote, which resulted as follows:

	Yea	Nay	Absent	Abstain
Gwendolyn Webber-McLeod, Chair	X			
William Andre, Vice Chair	X			
Terry Cuddy, Secretary	X			
James Giannettino				X



Daniel Lovell	X
Tessa Crawford	X
Karen Walter	X
Courtney Hennigan	X

The Resolution was thereupon duly adopted.

Technical Services Proposals

Ms. Verrier recommended qualifying Camoin, Econsult, and MRB Group for the qualified list under all three services. She will ask for example products from BJH, DK Statistical, and Harrison Studio.

Ms. Verrier was not yet able to review Research Associates, Storrs, and Urbanomics.

The board will wait to qualify any firms until the February meeting when all documents are reviewed. Ms. Verrier will notify the firms.

NEW BUSINESS

Report of the Governance Committee

Mr. Cuddy explained that the self-evaluation forms showed improvement, but there was not full participation. The compiled results show that the board is heading in the right direction. Mr. Lovell agreed.

Ms. Verrier noted that the two members who did not participate can do so within the next week and be included in the compiled results sent to the state.

2026 Administrative Services Contract

Mr. Lovell motioned to enter executive session to discuss the employment of a particular individual or firm, seconded by Mr. Cuddy. All present voted in favor, motion carried. The board entered executive session at 5:26pm.

Mr. Lovell motioned to exit executive session, seconded by Ms. Crawford. All present voted in favor, motion carried. The board exited executive session at 5:38pm.

Ms. Crawford motioned to accept the Red Clover Consulting, LLC contract, seconded by Mr. Lovell. All present voted in favor, motion carried.

NYSEDC Conference

Ms. Verrier explained that the NYSEDC Conference is an annual gathering that will happen in February. The per-person fee to attend is \$295, not including hotel and mileage costs. She noted that this conference has good informational sessions.

Mr. Lovell motioned to approve AIDA covering the registration and travel costs for up to two attendees, seconded by Ms. Hennigan. Board members will let Ms. Verrier know within 24 hours if they would like to attend.



Strategic Framework Review

Ms. Verrier overviewed the strategic framework and AIDA's progress within it. She noted that they have made particular strides in the relationship side of the framework, while the website and marketing strategies need work. Ms. Verrier noted she thinks that the framework is still relevant, but if the board thinks of anything to add or change, to let her know. She explained that they need to identify three target industries. Ms. Webber-McLeod asked Ms. Verrier to translate the framework and narrative into a 2026 workplan.

BILLS & TREASURER'S REPORT

Ms. Verrier noted the NYSEDC membership was due and she re-acquired auburnida.com and redirected it to their website. A number of PILOT disbursements went out on January 8th to stay in compliance with the 30-day disbursement window. Ms. Verrier noted that two PILOTs did not come in on time and she issued late-fee invoices. She explained that Carovail reached out indicating that they had issued payment. It was discovered that the payment went to an incorrect address, so she told them she would waive the late fee if payment was reissued and received in the next few days.

Mr. Lovell motioned to approve the bills, seconded by Mr. Cuddy. All present voted in favor, motion carried.

Ms. Verrier noted that the Finance Committee reviewed the preliminary year-end financials, and the audit is scheduled for February. Ms. Verrier explained where things stand with audit preparation.

Mr. Lovell motioned to approve the treasurer's report, seconded by Mr. Cuddy. All present voted in favor, motion carried.

BOARD UPDATES

Ms. Webber-McLeod asked for a status update on the line item in the county budget. Ms. Verrier explained that the budget included the \$150,000 for economic development. A resolution was put in front of the county's Planning and Public Works Committee to dedicate a portion of those funds for an economic development strategy and approve release of an RFP. It passed the Committee, but then the Ways and Means Committee tabled it. She explained it was tabled because they would like to see the draft RFP before approving the resolution. There is some concern over eventual implementation of a strategy, as well as how partners will be engaged in its creation. Ms. Verrier noted that the housing study was approved by the Ways and Means Committee and will be going to the legislature next week.

ADJOURNMENT

Motion to adjourn by Mr. Cuddy, second by Mr. Lovell. Motion passed unanimously. Meeting adjourned at 5:54pm.



February 16, 2026

Indus Hospitality Hotel Project Introduction

About the Project

Indus Hospitality is a Rochester based development firm planning to construct an extended stay hotel at 132-134 Grant Ave. The site currently has two vacant residential buildings.

Indus Hospitality plans to demolish the residential buildings and construct an 89-suite extended stay hotel. The hotel and site would include plenty of parking, a gym, guest laundry, and an outdoor patio gathering space. Every suite would include a refrigerator, stovetop, and dishwasher. The larger suites would also include ovens. These types of suites are good for tourists, particularly families, but also for business travelers, construction workers, and other markets with longer stay lengths. Auburn does not currently have any dedicated extended stay facilities, although some other hotels might have suites with similar amenities. This hotel will likely be flagged as a TownePlace Suites by Marriott. Marriott does not yet have a presence in Auburn, so this could also open an option for loyalty Marriott customers.

Indus just opened a similar facility in Rochester in December. The proposed building in Auburn would have the same or very similar footprint. Indus has worked with a number of other IDAs across NY, including the County of Monroe IDA for at least five projects and the Wayne County IDA at least twice.





Abatements Requested from AIDA

Indus Hospitality will be seeking a PILOT, sales and use tax abatement, and mortgage recording tax abatement. They will likely request the enhanced commercial PILOT schedule. Despite the PILOT, the new value of the property as a hotel would be substantially higher than the current vacant buildings, resulting in greater property tax revenue over time. As part of the application, they will need to submit verification that they attract visitors directly. This will be necessary to meet the tourism exception for a retail project.

Project Benefits for the Community

The tourism office has advised that there is room in the local market to absorb additional hotel rooms. The customer base for extended stay hotels is not necessarily different from that of traditional hotels, but this project would offer a different room type that could make Auburn more attractive to some types of travelers. This could mean new visitors or returning visitors being willing to stay longer. This would create an increase in bed tax, sales tax revenue, and visitor spending, bringing more money into the community. There would also naturally be some jobs created for hotel operations. Another community has also indicated that Indus is a solid business and community partner, taking good care of their properties and staying engaged in operations.



February 9, 2026

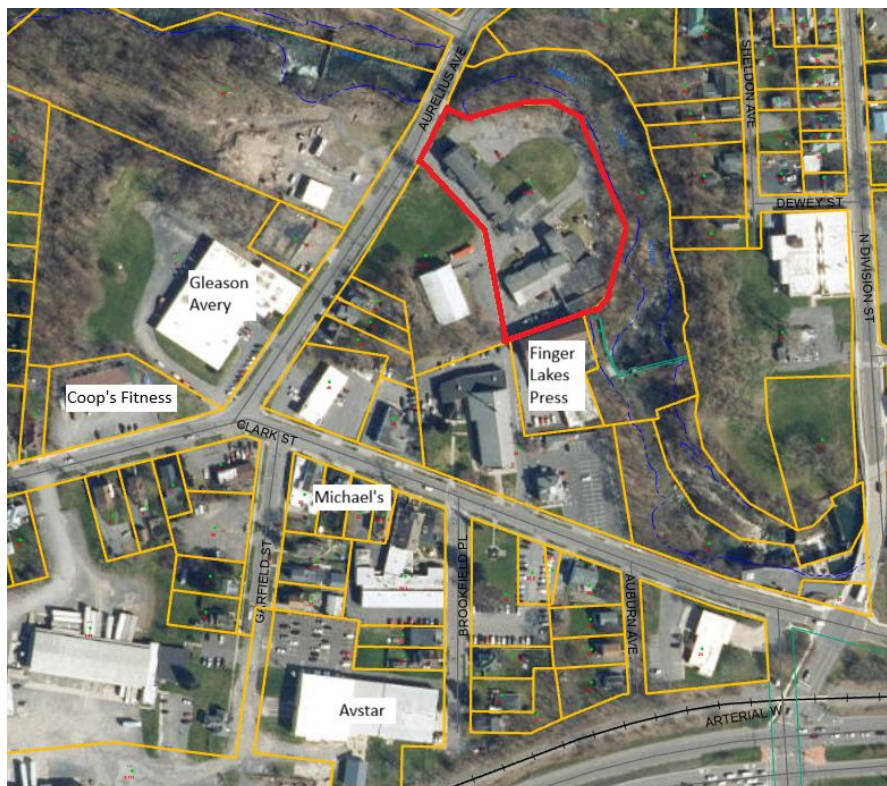
28 Aurelius Avenue Housing Project Introduction

About the Project

Redev CNY is a Syracuse based development firm seeking to do an adaptive reuse project at 28 Aurelius Avenue in Auburn. The site currently has two vacant industrial/commercial buildings, and it requires substantial rehabilitation and remediation of hazardous building materials.

Redev CNY plans to renovate and convert these buildings into 40 condos affordable at 80-100% AMI (targeting household incomes \$60,000-100,000). The units will be a mix of 1-, 2-, and 3-bedrooms. The project would be supported by the NYS Homes and Community Renewal Affordable Housing Opportunity Program (AHOP), meaning there would be regulatory affordability requirements.

Redev has successfully structured similar projects with IDAs in New Rochelle, White Plains, Rochester, and Syracuse. These other IDAs have treated this type of project as a multi-family housing development project, more like an apartment complex, given the way the units are structured and sold and seeing as the condo approval does not occur until after the period of benefits. The projects in New Rochelle and White Plains have come to full fruition including approval by the NYS Attorney Generals Office, while the others were more recently approved by IDAs and are still underway.





Abatements Requested from AIDA

Redev CNY is seeking just sales and use tax and mortgage recording tax abatements. They are not seeking a PILOT. The cost of the project will be substantial and revenues from the units will be restricted, so even after the AHOP support the project requires additional financial assistance. A sales tax exemption in particular is necessary to make the project work.

Project Benefits for the Community

This project would provide a new type of housing option in Auburn and would help to fill the “missing middle” gap. The units would create entry and/or downsizing opportunities for households that are currently most likely priced out of the market. For new entrants to the housing market, these types of units can be a key to building equity and wealth. For downsizing households, their existing single-family homes would become available to their family members or on the market.

New Housing Project Considerations

The new UTEP includes the following restrictions and thresholds, for which notes are provided related to this project.

Restriction/Threshold	Project Status
Cannot be owner occupied	Ultimately will be a multifamily, owner-occupied facility upon NYS Attorney General approval
Result in a minimum of 10 units	Will create 40 units
No delinquent City property taxes in the last three years on any property	Developer owns no properties in the City
No properties foreclosed by the City for unpaid taxes in the last five years	Developer owns no properties in the City
No property found to have serious housing, safety, and/or building code violations in the past five years	Developer owns no properties in the City
Not found to be negligent in the maintenance and/or repair of a property in the past five years	Developer owns no properties in the City



Summary of On-Call Technical Assistance Proposals

Below are summaries of key information about each of the firms that proposed, as well as a recommendation as to whether to qualify the firm or not. An explanation is provided for all “do not qualify” recommendations. In most cases, I generally believe the firm has the skillsets to do the work, but lack clarity around whether they have prior experience with these particular activities and relevant data sources. Recommendations are as follows:

Firm	Location	Recommendation
BJH Advisors	New York, NY	Qualify
Camoin Associates		Qualify
DK Statistical Consulting	Houston, TX	Probably Do Not Qualify
Econsult Solutions, Inc (ESI)	Philadelphia, PA	Qualify
Harrison Studio	Lockport, NY	Do Not Qualify
MRB Group	Rochester, NY	Qualify
The Research Associates	New York, NY	Do Not Qualify
Storrs Associates	Albany area, NY	Qualify
Urbanonmics	New York, NY	Qualify

Recommended to Qualify

BJH Advisors

Firm Description: BJH is a small real estate and financial advisory firm that is based in New York State but operates nationally.

Services (relevant): Our services consist of providing government agencies (including industrial development agencies, departments, and other governmental authorities) with technical support related to development projects, real estate and market analysis, financial and fiscal analysis, incentives program and policy evaluation, feasibility studies, and cost-benefit analysis. BJH also provides development advisory services to private parties and institutions.

- Real Estate and Urban Planning Analysis
- Financial Feasibility Analysis
- Incentives Evaluation, Eligibility, and Application
- Public Private Partnership Structuring

Fees: Can establish a fixed fee after consulting with AIDA.

Hourly rates at time of proposal are:

- Kei Hayashi – Senior Principal - \$440
- Elene Jikia – Associate - \$220
- Charlotte Moore – Senior Analyst - \$200
- Arthur Samuel – Senior Analyst - \$200

Recommendation: Qualify





Camoin Associates

Firm Description: Camoin Associates is an economic development consulting firm that helps communities and organizations achieve sustainable and equitable growth through expert analysis, effective strategies, and intentional connections.

Services (relevant):

- Economic and fiscal impact analysis
- Industry and workforce analytics
- Real estate development services

Fees: Estimated typical cost:

- Test of Reasonableness: \$5,000 – can be completed within two weeks of receipt of needed information from the developer
- Economic Impact Analysis: \$7,000 – can be completed within three weeks of receipt of needed information
- Fiscal Impact Analysis: up to around \$12,000 depending on what is included

Individual contract for each project. Payment 50% upon contract and 50% upon completion, but terms are flexible.

Hourly rates at time of proposal:

- Principal / Senior VP - \$385
- Principal - \$320
- Senior Professional - \$245
- Professional - \$200
- Rate in travel status - \$115
- Mileage at federal rate
- Other expenses at cost

Rates and fees subject to adjustment annually with 30-day notice and approval

Recommendation: Qualify

Econsult Solutions, Inc.

Firm Description: Boutique consultancy providing analysis and insights at the intersection of economics, planning, and public policy. ESI has expertise in urban economics and the interrelated issues of equitable economic development, human capital, infrastructure, and land use in cities and metropolitan regions.

Services (relevant):

- Benefit-cost analysis
- Economic and fiscal impact
- Market and feasibility studies



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Fees: Fixed fee for each project dependent upon scope, based on hourly rates and expenses.

Hourly rates at time of proposal:

- Principal - \$350
- Vice President - \$275
- Director - \$250
- Associate Director - \$225
- Senior Analyst - \$200
- Analyst - \$175
- Researcher - \$100

Recommendation: Qualify

MRB Group

Firm Description: an engineering, architecture, and municipal planning company passionately serving those who move our communities forward.

Services (relevant):

- Economic Development & Market Analysis
 - Project Impact Analysis – Defining Benefits to the Community of New Investment
 - Incentive Program Development & Administration
- Project Assessment
 - Pro Forma Financial Analysis
 - Test of Reasonableness Analysis
 - Feasibility Studies
 - Economic & Fiscal Impact Analysis
 - Real Estate Financing Consulting
 - Cost Benefit Analysis

Fees: Willing to do fixed fee or time and expense.

Fixed fee typical ranges:

- Test of Reasonableness - \$4,500-\$9,000
- Economic Impact Analysis - \$4,500-\$8,000
- Fiscal Impact Analysis - \$4,500-\$20,000
- Cost Benefit Analysis - \$1,000-\$10,000

2026 Hourly Rates:

- Senior Economic Manager - \$285
- Economic Analyst II- \$180
- Economic Analyst I - \$165

Recommendation: Qualify



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Storrs Associates

Firm Description: Storrs Associates, LLC is a partner and advisor to public and private entities seeking to encourage economic growth and to make direct public and private investments. We deliver high quality advice, customized analyses and reports, public speaking and learning sessions, and transaction management. Storrs Associates has become a regular partner with three IDAs.

Services (relevant):

- Feasibility analyses, including creating pro forma cashflows, testing the effects of alternate capital structures, benchmarking and, where applicable, evaluating and advising on financial assistance options.
- Economic impact and fiscal analysis for potential or past projects and programs.
- Advice and implementation for financial assistance programs including... Payment-in-Lieu of Taxes agreements, sales and mortgage tax abatements...

Fees:

- Financial assistance and impact analysis (full package) - \$13,250 per evaluation
 - Incorporates proforma analysis (test of reasonableness), economic and fiscal impact, cost/benefit analysis
- Additional services/add-ons:
 - New student cost and enrollment projection - \$1750
 - Incremental costs of new public services - \$1000
 - In person meeting attendance - \$500
- Can also provide individual components of the full package.

Recommendation: Qualify

Urbanomics

Firm Description: Urbanomics has performed professional services in economics, public finance, and urban planning since 1984. We provide public and private clients with economic development planning studies, market analyses, tax policy evaluations, and demographic forecasts. Triple bottom line approach (environmental, economic, and social)

Services (relevant):

- Forecasting and modeling
- Economic development
- Market and financial feasibility
- Fiscal analysis
- Economic impact assessment

Fees: Time and expense not to exceed \$14,000 without prior approval (most projects will range from \$5,500 to \$14,000 depending on complexity)

Hourly Rates: Tina Lund \$250/hr; Peter Furst \$150/hr

Recommendation: Qualify



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Not Recommended to Qualify

DK Statistical Consulting, Inc.

Firm Description: A specialized quantitative consulting practice led by David O. Kremelberg, Ph.D. (President). The firm provides advanced statistical and econometric consulting for organizations in the public, private, and nonprofit sectors, with an emphasis on transparent, auditable methods and decision-ready deliverables for boards, executives, and other non-technical stakeholders.

Services:

- End-to-end analytical support, including scoping and problem framing;
- Data intake, cleaning, and quality assurance;
- model design and estimation;
- diagnostics and sensitivity testing; and
- clear reporting with exhibits that make assumptions, results, and limitations explicit.

Fees: Time and expense at \$160 per hour

Recommendation: Forthcoming, but probably do not qualify.

- None of the examples are exactly what we are looking for. The skillsets are probably there for impact analysis, it just is not clear that they have that exact experience or the right data sets to conduct the type of analysis we are seeking.
- No examples show experience with test of reasonableness. Requested sample particularly around this service since this experience/skill is not clear in the proposal.

Harrison Studio

Firm Description: From its offices in Lockport, New York, *The Harrison Studio* provides a wide variety of services to municipalities, public agencies, nonprofit organizations, and for-profit companies throughout New York State in all areas of community and economic development. The firm's unique ability to combine technical expertise with effective strategic planning consistently produces positive outcomes for its clients and has resulted in a remarkable track record of success.

Services (relevant):

- Real estate development and business startup or expansions
 - Project specific market and feasibility analyses
 - Real estate proformas
 - Development of construction period cashflow models with multiple project funding sources
- Municipalities and Public Agencies
 - Cost/Benefit Analyses of proposed projects within the jurisdiction
 - Feasibility Analyses of proposed projects within the jurisdiction
 - Economic Impact Studies
- Nonprofit Corporations and Charitable Organizations
 - Commercial credit analysis and loan portfolio management
 - Federal, state, and local incentives





Fees: Hourly time and expense

Hourly Rates:

- R. Charles Bell \$185.00 per hour
- Michael Zimmerman \$175.00 per hour
- Harry Sicherman \$175.00 per hour
- Michael Thomas \$150.00 per hour
- Greg Merriam II \$150.00 per hour
- Diane Church \$145.00 per hour
- Karen Burke \$120.00 per hour
- Rate in travel status \$ 80.00 per hour (all personnel)
 - Rates adjusted annually
- Mileage at federal rate
- Expenses at cost

Recommendation: Do not qualify.

- They utilize underwriting as a proxy for test of reasonableness. These mostly require the same skillsets, but it doesn't seem that they've applied these skills in the way that we are asking them to. The closest example they provided was assessing whether a loan recipient truly needed a reduction in their monthly payment.
- They say they offer the services we are requesting, but:
 - Their resumes and project examples also don't provide a strong sense that they have experience with impact analyses.
 - None of these services are listed on their website. Firm seems more focused on strategies and program/strategy implementation.

The Research Associates

Firm Description: Based in New York City, The Research Associates (TRA) is one of the leaders in the field of destination/city research and economic development consulting services. Our industry experience has enabled us to refine our methodology for collecting, monitoring, analyzing, and reporting on economic opportunity-related variables of keen interest to AIDA.

Services (relevant only): economic development research and strategic planning services

- Economic Impact Modeling and Assessment

Fees: Time and expense

Hourly Rates:

- Officer/President \$294.25
- Account Executive/Research Director \$254.66
- Senior Project Manager \$220.42
- Project Manager \$206.12
- Technology Director \$259.54
- Senior Consultant \$191.06



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- Consultant \$180.02
- Senior Analyst \$160.50
- Associate \$152.67
- Statistician \$180.48
- Online Programmer \$114.54
- Modeling Analyst \$148.11
- Senior Analyst \$143.81
- Junior Associate \$120.57
- Analyst \$94.89

Recommendation: Do not qualify.

- Proposal was geared toward strategic planning, not assessing individual projects. Economic Impact Assessment was part of the overall planning the describe, but the approach was not responsive to the services requested.
- Did not submit forms.



Auburn Industrial Development Authority

Year in Review

REMINDER: Chairwoman Webber-McLeod would like to discuss releasing this letter more intentionally for public consumption, and is seeking the board's feedback and approval to do so.

Mayor James Giannetino appointed me Chair of the Auburn Industrial Development Authority (AIDA) in January 2024. It was one of my greatest honors to accept the appointment. It is a true honor to serve his administration and the City of Auburn in this way. At the time of my appointment, the county's economic development ecosystem was undergoing significant change. Changes that impacted AIDA's capacity to operate. However, these changes also created an opportunity for our Board of Directors to align with our mission, vision, and strategic priorities. We spent 2024 and 2025 committing to creating a shared understanding of our responsibilities and ensuring the work of AIDA continued its tradition of serving Auburn's business community in ways that added value to the achievement of their business goals.

It pleases me to announce that our efforts delivered qualitative and quantitative improvements. As a public authority, it is our duty to be transparent about the work we do. Given this it gives me great pleasure to share this Auburn Industrial Development Authority Year in Review. I am reporting our outcomes to the public, framing them as successes, challenges, and ongoing opportunities.

SUCSESSES

AIDA faced several challenges upon my becoming Chair of the board. Our Board is a dedicated group of community leaders who are committed to facing challenges head-on. As a group, we set an action plan that yielded the following successes.

- AIDA obtained the services of MRB Group (MRB) to assist the Board in resetting and refocusing on our mission, vision, values, and strategic priorities. MRB assigned Tracy Verrier, a seasoned economic development expert, to serve as the acting executive director. Tracy guided the AIDA Board through the process of improving and strengthening AIDA's capacity to provide quality service to Auburn's business community.
- The AIDA Board focused on ensuring we individually and collectively understood our roles and responsibilities related to being the governing body of an industrial development authority. By the end of the year, the Board achieved this outcome and now includes regular board education agenda items to ensure we are aware of the current reality of and trends facing IDAs.
- Our annual audit, along with state monitoring, identified the need for AIDA to improve its PILOT receipt and disbursement processes. Additionally, we were made aware of the need to improve monitoring of AIDA projects. We took these discoveries and related feedback seriously. The results are a significant improvement in our handling of the PILOTS and our approach to project monitoring. Monitoring in 2025



was far more successful than in the recent past. The AIDA Board established a monitoring approach that includes board members visiting project sites along with Tracy Verrier. These visits yielded the information needed for monitoring and increased trust in AIDA's commitment to our clients. PILOT disbursements have gone smoothly. We addressed some of the minor issues the NYS Office of the State Comptroller identified in their audit, which went really well given the challenges we faced in prior years.

CHALLENGES

2025 was a year of significant improvements; however, it also brought some challenges, which the AIDA Board will continue to address as we begin our work in 2026.

- AIDA faces ongoing capacity constraints that resulted in not making as much progress on the Strategic Framework as we would have liked, especially in the area of marketing Auburn as a great place to conduct business. We recognize the importance of addressing this strategic priority area. In 2026, we will focus on reactivating our marketing committee to develop a plan of action for community education on AIDA's work and external awareness-building to bring business to Auburn, NY.
- AIDA continues to work with Cayuga County economic development partners to achieve a desired outcome of an overarching economic development strategy for the community. We believe an overarching strategy positions AIDA to align our work with that of our partners. Together we can work towards common goals. Although progress has been made, our Board desires even more intentional work in these areas in 2026. It pleases us that the county included \$150,000.00 in its budget for economic development activities, of which the Planning & Public Works Committee has approved a resolution to dedicate \$70,000.00 to the strategy. Once passed by the full Legislature, work can begin.

EMERGING OPPORTUNITIES

This is a great time to be part of the region's economic development ecosystem. There is so much opportunity heading our way. As the AIDA Board prepares its work for 2026, we look forward to exploring how to strategically be involved in local and regional opportunities. Here are a few we have our eyes set on.

- Improve our website and use of technology to enhance AIDA's ability to promote itself as a resource for businesses considering Auburn as a place to locate a business. This includes identifying improved strategies for connecting with site locators.
- AIDA wants to position with partners to serve as catalysts and conveners of public information sessions to improve community understanding of economic development in Auburn and Cayuga County. For example, we hope to explore some of these ideas.
 - Collaborate with partners to create informational resources, heighten awareness about the roles of tourism and downtown development in economic development, and identify ways to support their work.
 - Participate actively in the development of a Countywide Economic Development Strategy.
 - Engage in more proactive project development by looking at new and evolving industries and reconnecting with past potential projects.





- The AIDA Board wants to become more intentional about understanding and leveraging the impact Micron will have on the Auburn and Cayuga County. This requires a serious strategy. However, if we don't identify the impact Micron will have in Auburn and Cayuga County, we will most definitely miss the opportunity to benefit from their presence in the region.

SUMMARY

The 2024 and 2025 AIDA years were ones of reflection, resetting, and rejuvenating the work of Auburn's industrial development authority. We had great success, identified challenges in need of additional attention, and are excited about emerging opportunities in front of us. None of this work would have been possible without the hard work of the AIDA Board of Directors. Thanks for entrusting me with the role of AIDA's leader. Thank you for your solid commitment to AIDA. Thank you for sharing your time and talent with the City of Auburn. I also thank the Mayor, City Council, and City Manager for providing guidance and support as we focused on improving how we engage in AIDA's work. We are in this together. We are ready for a new year of continuing AIDA's tradition of service to Auburn's business community.



24 South Street, Auburn, NY 13021
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Activity	Who	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Market parcels owned by AIDA.												
Add commercial parcel information to AIDA website.	Tracy	■	■									
Consider engaging commercial broker.	Board			■								
Budget allowing, engage contractor to do site cleanup at northern parcel.	Board (decision) & Tracy (implementation)						■	■	■	■		
Decide on whether to proceed.	Board						■					
Implementation.	Tracy							■	■	■	■	
Continue to engage with NYSEG on power upgrades by encouraging early contact by developers and advocating for upgrades.	Tracy & Board	■	■	■	■	■	■	■	■	■	■	■
Continue to share commercial parcels with regional partners and submit for site inquiries from the State.	Tracy	■	■	■	■	■	■	■	■	■	■	■
Continue to work with realtor on residential parcels.	Tracy	■	■	■	■	■	■	■	■	■	■	■
Diversify deal flow.												
Identify 3 target industries to actively pursue/engage.	Board		■	■								
Target at least 2 visitations to businesses in targeted industries.	Tracy						■	■	■	■	■	■

AIDA 2025 PILOTS

Project	PILOT Year/ PILOT Length	Total Amount	Pymt Received	Pymt Disbursed	Disbursement to	Check#	Amt Disbursed
Auburn Community Hotel	Year 14 out of 25	\$30,001.65	10/20/2025	11/5/2025	City of Auburn	1031	\$9,964.20
					Auburn School	1032	\$14,271.51
					Cayuga County	1033	\$5,765.94
BoMer (21 Allen)	Year 1 out of 10	\$19,173.22	9/24/2025	10/9/2025	City of Auburn	1028	\$6,367.84
					Auburn School	1029	\$9,120.52
					Cayuga County	1030	\$3,684.86
Carolina Eastern Vail	Year 10 out of 10	\$38,801.03	1/27/2026	2/6/2026	City of Auburn	1040	\$12,886.67
					Auburn School	1041	\$18,457.29
					Cayuga County	1042	\$7,457.07
Carolina Eastern Vail LATE FEE	Year 10 out of 10	VOIDED DUE TO SHIPPING ERROR			City of Auburn		
Central Building LLC	Year 26 out of 30	\$65,000.00	12/18/2025	1/8/2026	City of Auburn	1037	\$21,587.91
					Auburn School	1038	\$30,919.90
					Cayuga County	1039	\$12,492.19
Gen West - Currier	Year 13 out of 25 Prorated for termination 9/23	\$17,433.67	9/26/2025	10/9/2025	City of Auburn	1028	\$7,167.63
					Auburn School	1029	\$10,266.04
JBJ Real Property	Year 13 out of 15	\$90,314.53	12/18/2025	1/8/2026	City of Auburn	1037	\$29,995.42
					Auburn School	1038	\$42,961.79
					Cayuga County	1039	\$17,357.32
Logan Street Lofts	Year 21 out of 25	\$33,871.89	12/18/2025	1/8/2026	City of Auburn	1037	\$11,249.59
					Auburn School	1038	\$16,112.55
					Cayuga County	1039	\$6,509.75
Mack Studios	Year 11 out of 15	\$38,499.54	9/15/2025	9/18/2025	City of Auburn	1025	\$13,201.77
					Auburn School	1026	\$17,658.36
					Cayuga County	1027	\$7,639.41
Nucor Steel	Year 5 of 10	\$128,276.23	12/18/2025	1/8/2026	City of Auburn	1037	\$42,847.25
					Auburn School	1038	\$59,707.79
					Cayuga County	1039	\$25,721.19
Prison City	Year 6 of 10	\$45,958.57	10/9/2025	11/5/2025	City Of Auburn	1031	\$15,263.84
					Auburn School	1032	\$21,862.07
					Cayuga County	1033	\$8,832.66
RJC	Year 2 of 10	\$5,983.84	1/5/2026	1/8/2026	City of Auburn	1037	\$1,987.37
					Auburn School	1038	\$2,846.46
					Cayuga County	1039	\$1,150.01
Seminary Commons LLC	Year 14 out of 15	\$30,852.97	1/29/2026	2/6/2026	City of Auburn	1040	\$10,246.94
					Auburn School	1041	\$14,676.48
					Cayuga County	1042	\$5,929.55
Seminary Commons LLC LATE FEE	Year 14 out of 15	\$308.53	1/29/2026	2/6/2026	City of Auburn	1040	\$102.47
					Auburn School	1041	\$146.76
					Cayuga County	1042	\$59.30
Tessy Plastics	Year 5 out of 10	\$351,667.67	12/3/2024	12/9/2025	City of Auburn	1034	\$116,796.48
					Auburn School	1036	\$167,285.08
					Cayuga County	1035	\$67,586.11
WST33 LLC	Year 12 out of 15	\$52,873.84	11/18/2025	12/9/2025	City of Auburn	1034	\$17,560.55
					Auburn School	1036	\$25,151.60
					Cayuga County	1035	\$10,161.69
Total		\$949,017.18					\$949,017.18



Bills & Invoices

As of February 12, 2026, the following bills and invoices are unpaid (also attached for review):

Vendor	Invoice #	Date	Amount	Description
Dannible & McKee	166517	1/28/2026	\$5,000.00	audit progress
MRB Group				Expected soon - thru 1/31/26

The following PILOT disbursements were issued 2/6/2026:

Project	City	School	County	Total
Carovail	\$12,886.67	\$18,457.29	\$7,457.07	\$38,801.03
Seminary Commons	\$10,349.41	\$15,093.24	\$5,988.85	\$31,431.50
TOTAL	\$23,236.08	\$33,550.53	\$13,445.92	\$70,232.53

Requesting approval for the following disbursements:

Payee	Covered Invoices/PILOTs	Total Amount
Dannible & McKee	166517	\$5,000.00
MRB Grou		expected soon

A motion to make the above disbursements was made, seconded, and approved by the AIDA board of directors.

Approved:

Tessa Crawford (Board Treasurer)



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Where possibility takes root.

Private & Confidential

Auburn Industrial Development Authority
2 State Street
Auburn, NY 13021

ID:	6112000
Invoice:	166517
Date:	01/28/2026

FEDERAL I.D. #33-0996661

Progress billing for services rendered in connection with issuance of audit report on financial statements for the year ended December 31, 2025

\$ 5,000.00

Invoice Total

\$ 5,000.00

Please return this portion with payment.

ID: 6112000 Auburn Industrial Development Authority
--

We accept payments on our website ACH Credit Card Payment Plan To pay online please go to: https://www.dmcpcas.com/payment/
--

Invoice:	166517
Date:	01/28/2026
Amount Due:	\$5,000.00
Amount Enclosed:	\$ _____

TERMS - PAYABLE IN FULL UPON RECEIPT. A FINANCE CHARGE WILL BE DUE AT THE PERIODIC MONTHLY RATE OF 1 1/2% (18% ANNUALLY) ON ALL PAST DUE PAYMENTS.

Auburn Industrial Development Authority

Balance Sheet

As of January 31, 2026

	TOTAL		
	AS OF JAN 31, 2026	AS OF JAN 31, 2025 (PY)	CHANGE
ASSETS			
Current Assets			
Bank Accounts			
101 Checking-Generations (deleted)	0.00	6,772.76	-6,772.76
102 Chemung Checking - PILOTS	70,462.58	15,237.06	55,225.52
103 Chemung Checking - Operating	6,299.15	0.00	6,299.15
111 Savings-Generations (deleted)	0.00	27,422.51	-27,422.51
112 Chemung CD	25,000.00	75,928.19	-50,928.19
113 Chemung Money Market	25,003.51	0.00	25,003.51
130 Petty Cash	165.00	165.00	0.00
Total Bank Accounts	\$126,930.24	\$125,525.52	\$1,404.72
Accounts Receivable			
166 Accounts Receivables - PILOTS	-0.07	23,336.65	-23,336.72
167 Accounts receivable	43,472.69	24,747.00	18,725.69
Total Accounts Receivable	\$43,472.62	\$48,083.65	\$ -4,611.03
Total Current Assets	\$170,402.86	\$173,609.17	\$ -3,206.31
Fixed Assets			
168 Land	305,064.96	305,064.96	0.00
170 Furniture & Equipment	819.33	20,032.33	-19,213.00
171 Website	16,500.00	16,500.00	0.00
172 A/D Furniture & Equipment	-16,371.15	-33,683.35	17,312.20
Total Fixed Assets	\$306,013.14	\$307,913.94	\$ -1,900.80
Other Assets			
195 Closing Costs	4,646.81	4,646.81	0.00
Total Other Assets	\$4,646.81	\$4,646.81	\$0.00
TOTAL ASSETS	\$481,062.81	\$486,169.92	\$ -5,107.11
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
200 Accounts Payable	20,341.16	4,624.66	15,716.50
Total Accounts Payable	\$20,341.16	\$4,624.66	\$15,716.50
Other Current Liabilities			
240 Due To Government	83,944.14	52,055.33	31,888.81
Total Other Current Liabilities	\$83,944.14	\$52,055.33	\$31,888.81
Total Current Liabilities	\$104,285.30	\$56,679.99	\$47,605.31
Total Liabilities	\$104,285.30	\$56,679.99	\$47,605.31

Auburn Industrial Development Authority

Balance Sheet

As of January 31, 2026

	TOTAL		
	AS OF JAN 31, 2026	AS OF JAN 31, 2025 (PY)	CHANGE
Equity			
390 Retained Earnings	231,169.51	276,415.63	-45,246.12
395 Unrestricted Net Assests	159,809.12	158,807.53	1,001.59
Net Income	-14,201.12	-5,733.23	-8,467.89
Total Equity	\$376,777.51	\$429,489.93	\$ -52,712.42
TOTAL LIABILITIES AND EQUITY	\$481,062.81	\$486,169.92	\$ -5,107.11

Auburn Industrial Development Authority

Profit Loss Prev Year Comparison

January 2026

	TOTAL			
	JAN 2026	JAN 2025 (PY)	CHANGE	% CHANGE
Income				
Total Income			\$0.00	0.00%
GROSS PROFIT	\$0.00	\$0.00	\$0.00	0.00%
Expenses				
630 Dues	1,000.00	1,000.00	0.00	0.00 %
670 Office Supplies	1,341.36	97.20	1,244.16	1,280.00 %
680 Professional Services	5,000.00	0.00	5,000.00	
720 Contract Services	6,825.00	4,624.66	2,200.34	47.58 %
745 Marketing and Promotion	35.38	23.17	12.21	52.70 %
Total Expenses	\$14,201.74	\$5,745.03	\$8,456.71	147.20 %
NET OPERATING INCOME	\$ -14,201.74	\$ -5,745.03	\$ -8,456.71	-147.20 %
Other Income				
820 Interest Income	0.62	11.80	-11.18	-94.75 %
Total Other Income	\$0.62	\$11.80	\$ -11.18	-94.75 %
NET OTHER INCOME	\$0.62	\$11.80	\$ -11.18	-94.75 %
NET INCOME	\$ -14,201.12	\$ -5,733.23	\$ -8,467.89	-147.70 %

Auburn Industrial Development Authority
Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L
 January - December 2026

	Jan 2026				Total			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Income								
410 Income - Admin Fees		0.00	0.00		0.00	60,000.00	-60,000.00	0.00%
415 Admin Fees - Special Projects		0.00	0.00		0.00	1,000.00	-1,000.00	0.00%
Total Income	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 61,000.00	-\$ 61,000.00	0.00%
Gross Profit	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 61,000.00	-\$ 61,000.00	0.00%
Expenses								
630 Dues	1,000.00	1,325.00	-325.00	75.47%	1,000.00	1,325.00	-325.00	75.47%
660 Legal Fees		0.00	0.00		0.00	150.00	-150.00	0.00%
670 Office Supplies	1,341.36	1,350.00	-8.64	99.36%	1,341.36	1,550.00	-208.64	86.54%
680 Professional Services	5,000.00	12,500.00	-7,500.00	40.00%	5,000.00	12,500.00	-7,500.00	40.00%
715 Travel & Meetings		0.00	0.00		0.00	3,475.00	-3,475.00	0.00%
720 Contract Services	6,825.00	3,333.34	3,491.66	204.75%	6,825.00	40,000.00	-33,175.00	17.06%
745 Marketing and Promotion	35.38	4,000.00	-3,964.62	0.88%	35.38	4,000.00	-3,964.62	0.88%
Total Expenses	\$ 14,201.74	\$ 22,508.34	-\$ 8,306.60	63.10%	\$ 14,201.74	\$ 63,000.00	-\$ 48,798.26	22.54%
Net Operating Income	-\$ 14,201.74	-\$ 22,508.34	\$ 8,306.60	63.10%	-\$ 14,201.74	-\$ 2,000.00	-\$ 12,201.74	710.09%
Other Income								
820 Interest Income	0.62	2,000.00	-1,999.38	0.03%	0.62	2,000.00	-1,999.38	0.03%
Total Other Income	\$ 0.62	\$ 2,000.00	-\$ 1,999.38	0.03%	\$ 0.62	\$ 2,000.00	-\$ 1,999.38	0.03%
Net Other Income	\$ 0.62	\$ 2,000.00	-\$ 1,999.38	0.03%	\$ 0.62	\$ 2,000.00	-\$ 1,999.38	0.03%
Net Income	-\$ 14,201.12	-\$ 20,508.34	\$ 6,307.22	69.25%	-\$ 14,201.12	\$ 0.00	-\$ 14,201.12	