
City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
Tel (315) 473-3275

To: Finance Committee Members
City of Syracuse Industrial Development Agency

From: Judith DeLaney

Date: October 4, 2019

Re: Finance Committee Agenda – October 7, 2019

The City of Syracuse Industrial Development Agency will hold a Finance Committee Meeting on October 7, 2019 at 8:00 a.m. in City Hall Commons, 6th Floor Conference Room, 201 East Washington Street, Syracuse, N.Y. 13202.

The Agenda is as follows:

I. Call Meeting to Order –

II. Roll Call –

III. Proof of Notice – 1

IV. Minutes – 2

Approval of the minutes from the August 19, 2019 Finance Committee Meeting.

V. New Business –

Steri Pharma LLC - Judy DeLaney – 3

Review and recommendation to the Board of Directors relative to the Project status.

Attachments:

1. *Staff Memo.*
2. *Correspondence.*

Downtown Committee of Syracuse (DTCS) Cooperation Agreement – Judy DeLaney – 4

Review and recommendation of requests from the DTCS to (a.) reallocate a portion of funding from an existing agreement in the amount of \$8891.00 and (b.) enter into a new agreement to provide funding in an amount not to exceed \$146,460.00 annually for a period of two years. (10/19 to 10/21).

Attachments:

1. *Staff Memo.*
2. *Correspondence.*

Permitting Process Software Implementation - Judy DeLaney – 5

Approval of a resolution authorizing a contract with Camino Technologies Inc. in an amount not to exceed \$100,000.00 to fund technology improvements associated with the City's revised permitting process .

Attachment:

1. *Memo*

Syracuse Build - Judy DeLaney –6

Review and recommendation to the Board of Directors relative to a request to allocate funding in an amount not to exceed \$100,000 annually for a period of three years.

Attachment:

1. *Staff Memo.*

Agency Budget– John Vavonese –7

Review and recommendation to the Board of Directors of a proposed Agency Budget for 2020.

Attachment:

1. *Proposed Budget.*

VI. Adjournment –

City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
Tel (315) 473-3275

PLEASE POST

PLEASE POST

PLEASE POST

PUBLIC MEETING NOTICE

SYRACUSE INDUSTRIAL DEVELOPMENT AGENCY

HAS SCHEDULED

A

FINANCE COMMITTEE MEETING

ON

OCTOBER 7, 2019

AT

8:00 A.M

In City Hall Commons

6th Floor Conference Room

201 E. Washington St

Syracuse, NY 13202

For More Information, Please Contact the Office of the Agency at (315) 473-3275

City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
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Minutes
Finance Committee Meeting
Monday August 19, 2019

Committee Members Present: Rickey Brown, Kenneth Kinsey, Michael Frame

Staff Present: Judith DeLaney, Sue Katzoff, Esq., John Vavonese, Debra Ramsey-Burns.

Others Present: Kathleen Murphy, Jennifer Tift, Richard Pascarella, James Trasher, Scott Gerharz, Mark Olson.

I. Call Meeting to Order

Mr. Frame called the meeting to order at 8:04 a.m.

II. Roll Call

Mr. Frame acknowledged all Committee members were present.

III. Proof of Notice

Mr. Frame noted notice of the meeting had been timely and properly provided.

IV. Minutes

Mr. Frame asked for a motion to approve the minutes from the July 18, 2019 Committee meeting. Mr. Kinsey made the motion. Mr. Brown seconded the motion. **ALL COMMITTEE MEMBERS PRESENT UNANIMOUSLY APPROVED A MOTION APPROVING THE MINUTES FROM THE JULY 18, 2019 COMMITTEE MEETING.**

V. New Business

Gerharz Equipment Inc. (Sage Teall Properties LLC)

Ms. DeLaney advised the Committee the Agency was in receipt of correspondence from the Project owner requesting both an increase (\$124,800.00) in the approved sales tax exemption along with an extension of the Agency agreement through 9/30/20. She said the Company advised the request was due to an increase in the cost of construction. She noted because the amount of the request exceeded \$100,000.00 a public hearing would need to convene.

Scott Gerharz an owner of the Company was present and said his father started the Company 50 years go. The owner provided an overview of the Project and discussed the unanticipated increases in the construction costs totaling over \$2,000,000.00. Additionally the owner reconfirmed permanent job

numbers associated with the project and confirmed MWBE participation during the construction phase.

Mr. Brown said he was glad to hear the Company was hiring local suppliers and encouraged Mr. Gerharz to hire minority businesses.

Syracuse SOMA Project LLC

Ms. DeLaney said at the last Committee meeting the members requested additional information from the Project owner regarding job creation both permanent and construction related.

Richard Pascarella representing the Company was present and provided information regarding permanent job creation information for both the proposed project and construction and MWBE participation in prior phases and during this phase of construction. He said the Company has committed to 25% MWBE participation (sub- contractors) during construction phase and also has committed to rent 10% of the Project's residential units at the annual 65% Area Median Income rent rates for the City of Syracuse.

In response to a question from Mr. Brown Mr. Pascarella said the construction numbers and MWBE breakdown were provided by the general contractor for the Project, Hueber Breuer. Mr. Brown asked about the MWBE goal and rental rates for the apartments. Mr. Pascarella responded the goal was 25% MWBE participation and the rental rates would run in the range of \$1400 to \$1600 monthly.

Ms. Katzoff discussed the structure of the PILOT and said in the first seven years of the 10 Year PILOT the Project would pay the full value assessment on the first two phases of the Project. Thereafter in the 8th year they would pay the full value assessment on the first two phases plus a pro rata share on the new addition to increase each year with phase out to full taxes at 10 years.

Ms. Murphy wanted to clarify her understanding that going forward the Project would be paying full assessment on the two thirds of it already constructed and the tax abatement would only involve the 1/3 of the project now being constructed. Ms. DeLaney confirmed that was the case.

327 Montgomery Street

The Committee reviewed correspondence from the Onondaga County Historic Association regarding their interest in acquiring 327 Montgomery Street. The Committee recommended the Board of Directors order an appraisal of the property and request staff to prepare an RFP for review as first steps in making a decision on the future use of the building.

VI. Adjournment

There being no further business to discuss, Mr. Frame asked for a motion to adjourn the meeting.

Mr. Brown made the motion. Mr. Kinsey seconded the motion. **ALL COMMITTEE MEMBERS PRESENT UNANIMOUSLY APPROVED A MOTION TO ADJOURN THE MEETING AT 8:53A.M.**

City of Syracuse
Industrial Development Agency
201 East Washington Street
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EXECUTIVE SUMMARY

Agenda Item: 3

Title: Steri-Pharma LLC

Requested By: Judv DeLaney

OBJECTIVE: Project status review and recommendations.

DESCRIPTION:

Direct expenditure of fund: Yes No

Type of financial assistance requested

PILOT

Sales Tax Exemption

Mortgage Recording Tax Exemption

Tax Exempt Bonds

Other

SUMMARY:

See attached correspondence form the Company and staff memo.

ATTACHMENTS:

1. Correspondence.
2. Memo.

REVIEWED BY:

- Executive Director
- Audit Committee
- Governance Committee
- Finance Committee

Meeting: October 7, 2019
(Finance Committee)

Prepared By: J.A. DeLaney

City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
Tel (315) 473-3275

October 3, 2019

Memorandum To: SIDA Finance Committee

From: Judy DeLaney

Re: Steri –Pharma, LLC

Background:

As the Committee members may recall Steri-Pharma LLC was approved for benefits from the Agency in May of 2017 for a Project that proposed the construction of a new 18,500 square foot building addition to the existing 73,000 sq. ft. facility. Included was the planned construction of new clean rooms, sterile production and filling rooms and warehouse space along with site improvements including stabilization of a retaining wall along Onondaga Creek, utility work and a covered corridor to connect the two buildings. Cost of the Project was estimated to be \$50,000,000.00 with benefits approved in the form of exemptions from sales and use tax (\$712,971.52), a mortgage recording tax exemption (\$378,000) and a 15 Year PILOT agreement with a benefit of \$694,633.12. At the time of its application, the Company employed 48 FTEs. The Company projected job creation of 82 full time jobs within the first five years of completion of the Project.

Additionally in December of 2017 the Company and the Agency entered into agreement in which the Company agreed to repair the retaining wall and related infra structure on its parcels and the public right of way along Onondaga Creek prior to Project closing at a cost of \$1,671,773.00. In return the Agency agreed to reimburse the Company \$331,317.00 (Agency Project Fee) when the work was completed in recognition of the fact the work benefited both the preservation of the public right of way and elimination of hazardous conditions in that area of the creek.

After the creek work was completed the project closing occurred on March 16, 2018.

As previously discussed in both Company correspondence (5/30/19) and in a meeting with the Company (Finance Committee Meeting (7/8/19), the Project has been delayed due to fluctuations in the market which has delayed the Company's customer from committing to increased production. The sales and mortgage tax exemption benefits were not used and the sales tax exemption benefit has since expired. The PILOT agreement went into effect July 1, 2019, however the Company is not receiving any abatement as no improvements to the building have occurred. As such, the effect is a net zero as they are paying 100% of the real property taxes owed on the existing facility under the PILOT.

As requested by the members of the Finance Committee in July, the Agency recently received correspondence from the Company (attached) summarizing the current status of the Project. The

Company indicates the Project continues to be delayed with no start date as yet established. It does however still expect the Project to commence at a future time.

The Company indicates in its letter it has *“continued hiring and training employees and currently has 79 full time persons working at the site an increase of 65% from the original 48”* employees reported at the time of application.

Recommendation:

After a review of the history of the project with counsel, including the substantial investment the Company made in repairs along Onondaga Creek and its continued growth in hiring and training staff recommends the Committee and Board consider taking the following actions:

Enter into an agreement with the Company to provide them until March 1st, 2020 to commence the Project, with the understanding that: (i) if the Project has not started construction by that date the Agency will terminate its interests in the Project (including the PILOT); or (ii) if the Project does commence prior to March 1, 2020, the parties will enter into an amendment of the PILOT agreement to insure the Company receives the full 15 year PILOT abatement period.

Ms. Judith Delaney, Economic Development Specialist
City of Syracuse Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
jdelaney@syrgov.net

26 September 2019

**Re: City of Syracuse Industrial Development Agency
Steri-Pharma, LLC Project
September Update on Expansion Project**

Dear Ms. Delaney

First and foremost, let me once again thank the City of Syracuse, the Syracuse Industrial Development Agency, and you for your support and patience with our project.

While I would love nothing more than to tell you Steri-Pharma has received the formal go-ahead from our customer; I am not. Steri-Pharma met with our customer on September 13th to review the now complete Basis-of-Design (BOD) phase of the re-design work. While it is Steri-Pharma's hope that we will get the official go ahead to begin construction of the new product line and expansion in the 4th quarter of 2019, we are reluctant to make that commitment given the customer's past performance.

In our May 30 letter to you, we explained the Expansion Project was delayed for a couple of reasons. One of the reasons for the delay was Steri-Pharma's improvement to the process via new and advanced isolation technologies. The new production line that Steri-Pharma originally planned on constructing changed and needed to be re-designed. This re-design work was authorized by the customer, but due to the complexity of the line and coordination with all of the equipment vendors and our design contractors, the BOD design phase process took a longer than we anticipated and was only recently completed (last week). We want to assure you that Steri-Pharma is very much committed to the Syracuse area and expanding our site. We are confident that when our customer approves the expansion it will occur on our site; unfortunately, we just don't know when.

We will continue to keep you updated as we meet with our customer and things progress. It is important to note, Steri-Pharma continues to increase its staff in preparation for the new line. Steri-Pharma has continued hiring and training employees and currently has 79 full time persons working at the site in Syracuse; an increase of 65% from the original 48.

Steri-Pharma appreciates the relationship and partnership that SIDA provides our company and we are excited about continuing to work with you to grow our facility and employment opportunities for City of Syracuse residents. I look forward to continuing to work with you on this project and look forward to providing you another update in November following our meeting with the customer.

Please let me know if you would like to discuss this further and address how we should move forward with our current PILOT program. In the interim please feel free to reach out with any further questions. If we have any important updates before November, we will reconnect with you immediately.

Sincerely,



Andrew J. Mather
Plant Managing Director
Steri-Pharma, LLC
amather@steri-pharma.com

cc: Alessandro Broggi
Vincent Durante
Wendy S. Lougnot - Costello, Cooney and Fearon, PLLC
Sarah Stephens – SS Funding & Procurement Resources, LLC

City of Syracuse
Industrial Development Agency
201 East Washington Street
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EXECUTIVE SUMMARY

Agenda Item: 4

Title: Downtown Committee of Syracuse Service Agreement

Requested By: Judv DeLaney

OBJECTIVE: Review of a requests from the DTCS to (a.) reallocate a portion of funding from an existing agreement in the amount of \$8891.00 and (b.) enter into a new agreement to provide funding in an amount not to exceed \$146,460.00 annually for a period of two years. (10/19 to 10/21).

DESCRIPTION:

Direct expenditure of fund: Yes No

Type of financial assistance requested

PILOT

Sales Tax Exemption

Mortgage Recording Tax Exemption

Tax Exempt Bonds

Other

SUMMARY: See Attached.

ATTACHMENTS:

1. Staff Memo.
2. Correspondence.

REVIEWED BY:

- Executive Director
- Audit Committee
- Governance Committee
- Finance Committee

Meeting: October 7, 2019
(Finance Committee)
Prepared By: J. A. Delaney

City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
Tel (315) 473-3275

October 3, 2019

Memorandum To: SIDA Finance Committee

From: Judy DeLaney

Re: Downtown Committee of Syracuse (DTCS)
Cooperation Agreement

The Agency has received correspondence from the Downtown Committee (attached) requesting both an reallocation of funding from an existing two year agreement to provide a portion of funding for three new security cameras (\$8891.01) and an extension of the two year agreement initially approved by the Board of Directors in 2017 for another two years in an amount not to exceed \$146,000.00 annually.

In 2017 the Directors approved an agreement to fund security cameras, evening and weekend security patrols and weekend maintenance staff to assist with the increasing number of residents and visitors in the downtown area at a cost of \$363,000.00. The funding included a onetime expense for security cameras at a cost of \$73,000 and \$145,000 annually for two years for evening and weekend security and maintenance personnel. The DTCS used \$226,189.00 of the funds leaving a remaining 2017 allocation of \$136,811.00. The Director of the Committee advises the funds were not used due to difficulty in hiring security personnel for needed time slots and is requesting a portion of that funding (\$8891.01) now be dedicated to the purchase of three new security cameras. The Director has also advised they will not use the remaining funds.

Concurrently with the above, the DTCS also requests an extension of the service agreement for an additional two years at an annual cost of \$146,460.00 to commence retroactively from October 1, 2019. The funds will be used during this time period for security and maintenance staff. There is no further security camera funding requested. The DTCS advises they do not anticipate hiring difficulties going forward due to adjustments in the pay scale and a larger labor pool of candidates.

Noting the funding of this request is in the furtherance of the Agency's purposes to promote economic development and prosperity to the inhabitants of the City of Syracuse the Finance Committee is asked to consider recommending approval of both requests:

- A. Reallocation of \$8891.01 for a portion of the purchase three new security cameras.
- B. An extension of the original agreement for an additional two years at at an annual cost of \$146,460.00 annually.



Tony Fiorito, Chair
Merike L. Treier, Executive Director

115 W. Fayette St., Syracuse, NY 13202

315.422.8284

www.downtownsyracuse.com

September 17, 2019

City of Syracuse Industrial Development Agency
201 East Washington St., 7th Floor
Syracuse, NY 13202
Attention: Judy Delaney

RE: Additional Camera Purchase

Dear Judy,

The Downtown Committee would like to request SIDA's approval to repurpose existing funds within the approved Security Program budget that had been allocated for Security Officers (personnel) and instead utilize \$8,891.01 of that allocation to support the purchase and installation of three (3) new cameras.

I have attached the proposal received from Cedar Path Solutions. This is the same vendor we have utilized in the past, and is an approved vendor for the Syracuse Police Department. This allows for a seamless connection into the existing downtown camera network.

With an increase in visitors and residents, the new construction project underway by the Syracuse Urban Partnership at the corner of South Clinton & West Onondaga Street, and the significant increase in loitering and drug activity observed underneath the railroad this past summer, additional cameras have been requested by the neighborhood to help support future activation of this neighborhood and the efforts of the Syracuse Police Department.

The re-allocation of \$8,891.01 in SIDA funds would fill the funding gap and leverage a \$38,000 (81%) financial commitment made by area property owners in support of this program. The total amount needed to support the purchase and installation of three new cameras is \$46,891.01. The Downtown Committee would maintain ownership of the cameras and depreciate against the cost so at the end of their useful life we will be able to upgrade the system.

Thank you again for your partnership on this program and please let me know if you require any further information. The Downtown community continues to express appreciation for your support of these much needed, additional services.

Sincerely,

A handwritten signature in blue ink that reads 'Merike Treier'.

Merike Treier
Executive Director



Tony Fiorito, Chairman
Merike L. Treier, Executive Director

115 W. Fayette St., Syracuse, NY 13202

315.422.8284

www.downtownsyracuse.com

September 9, 2019

Ms. Judy Delaney
Syracuse Industrial Development Agency
201 East Washington St., 7th floor
Syracuse, NY 13202

Dear Judy,

Thank you again for the opportunity to partner with the Syracuse Industrial Development Agency to provide expanded security and environmental maintenance services for Downtown Syracuse.

With new investments made in residential, employment, cultural and hospitality developments, Downtown Syracuse now experiences round-the-clock activity, but also faces challenges ranging from security to environmental maintenance and economic development.

As a key partner of the City of Syracuse, the Downtown Committee is focused on downtown's revitalization. The resources directed into downtown significantly enhance the quality of life and lay the foundation for more investment to follow so that downtown can continue to thrive. To ensure continued growth, and to prevent slippage or back-sliding in the progress we've made, it's critical that we have in place the needed resources to address the increased demand on downtown services.

Over the last two years, the Downtown Committee has maintained a Service Agreement with SIDA through which we have been able to add much-needed, new evening and weekend security patrols, as well as new weekend maintenance support. The investments made into the quality of our city center's public space have been important to addressing security perceptions and experiences, and supporting business growth. The presence of additional security foot patrols and weekend maintenance activities have been appreciated and well-recognized by the community.

The current Agreement is due to expire on October 3, 2019. The Downtown Committee of Syracuse respectfully requests your consideration extend this Agreement for a two-year period in which the Downtown Committee will provide expanded Security and Environmental Maintenance Services for the district.

Through SIDA’s investment, we proposed the following program:

Need	Solution / Service Provided	Annual Investment
Increasing numbers of residents and visitors require security presence after 5 pm to promote positive downtown experiences and perceptions.	Monday – Friday Evening Security Patrols	\$63,860
Increasing numbers of residents and visitors require security presence on weekends to promote a safe, secure neighborhood environment.	Saturday – Sunday Security Patrols	\$52,600
Increasing numbers of residents and visitors put additional wear on resources needed to maintain public spaces. Increasing numbers of people in downtown on the weekends for shopping, dining, entertainment. A need exists for a cleaning detail assigned to downtown to support an attractive visitor destination.	Weekend Environmental Maintenance Staff & Public Space Improvement Budget	\$30,000
	Annual Total	\$146,460

In total, four (4) part-time security officer positions and two (2) part-time environmental maintenance crew positions will supported, plus additional programmatic expenses associated with these activities have been budgeted.

Specifically, additional funding in the amount of \$146,460/year is sought; for a total two-year agreement reflecting an investment of \$292,920 to support the proposed program:

Thank you again for the Board’s consideration. I would look forward to an opportunity to meet with you to review this proposal and answer any questions.

Best regards,



Merike Treier
Executive Director

City of Syracuse
Industrial Development Agency
201 East Washington Street
Syracuse, NY 13202
Tel (315) 473-3275

EXECUTIVE SUMMARY

Agenda Item: 5

Title: Permit Process Software Implementation

Requested By: Judv DeLaney

OBJECTIVE: Review of a request authorizing a contract with Camino Technologies Inc. in an amount not to exceed \$100,000.00 for software implementation relative to the City's permitting process.

DESCRIPTION:

Direct expenditure of fund: Yes No

Type of financial assistance requested

PILOT

Sales Tax Exemption

Mortgage Recording Tax Exemption

Tax Exempt Bonds

Other

SUMMARY: The Agency has received a request from the City of Syracuse to enter into a contract with Camino Technologies Inc. to provide consulting and software for the City's revised permitting process as discussed in the attached memo. Funding of this request is in the furtherance of the Agency's purposes to promote economic development and prosperity to the inhabitants of the City of Syracuse.

ATTACHMENTS:

1. Memo.

REVIEWED BY:

Executive Director

Audit Committee

Governance Committee

Finance Committee

Meeting: October 7, 2019
(Finance Committee)

Prepared By: J. A. Delaney

Date: September 24, 2019

To: Syracuse Industrial Development Agency Board Members

CC: Mayor Ben Walsh

From: Jake Dishaw, Director of Permits, City of Syracuse

Subject: Funding for Technology

One of Mayor Walsh's four objectives is to increase economic investment and neighborhood stability. In order to meet this goal, the City wants to encourage development, small business creation, and home and building renovations. In May of this year, Mayor Walsh made a commitment to improve the permitting process in the City of Syracuse, by announcing that permitting was the Innovation Team's 2019 priority area.

Since that announcement, employees from a variety of departments have put in over 5,500 staff hours to make improvements to permitting. We have developed a portfolio that has five main pillars:

1. **Process:** Improving the mechanics for reviewing permits and conducting inspections.
2. **Communication:** Sharing information about the permit application process, expectations, and specific projects.
3. **Space:** Creating a centralized location of permit and inspection staff that fosters team collaboration, promotes internal communication, and expedites permit reviews.
4. **People:** Developing an organizational framework and career pathways that allow permit employees to do their job, cooperate, and grow.
5. **Technology:** Utilizing permit technology to improve the application, communication, and review process.

Appendix A of this memo shows the list of initiatives that we plan to undertake as part of this work. There are a total of 54 projects identified. Since May we have started 35 of them, and completed 14 of them. Thus far we have focused mostly on communication, process, and space. Now, we'd like to address the technology pillar as well.

Camino Request

In January of this year, the City started to work with start-up company out of the Bay Area named Camino. Camino was formed in 2017, after the founders sold their previous venture, Open Gov. Together we have worked to build an electronic permitting (ePermits) system, which would allow electric and HVAC permit applicants to apply for permits remotely. (We process 1,600 of these applications a year.)

We would like to continue to work with Camino to further build out this ePermits system and eventually host all of the City of Syracuse's permit applications. Camino also wants to continue to work with us, because they want to build a user-friendly, next generation permit management system, and see us as the city to help them build and beta test it.

Camino has already launched related Land Management and Customer Service modules. These modules (as well as a Business Licensing module) are currently used by dozens of other municipalities. Detailed descriptions of these modules are shown in Appendix B and Appendix C. The platforms feature:

- **An intelligent application portal:** This uses a responsive guide to help applicants through the tricky parts of the permitting process. It can send messages to applicants, request payments, and collect files and blueprints.
- **Collaboration portal:** This feature has project management tools built in, so the review and inspection team can easily get work done. It can assign tasks, modify workflows on the fly, and keep projects moving forward.
- **Increased transparency:** Users can enter an address and answer a series of questions. Then a guide will be displayed which lists every rule, requirement, and fee that applies to that specific project. It will provide instructions that walk them through the permitting process.
- **Consistency:** The platform provides one central place to store all building, planning, and zoning rules to keep everyone on the same page. Agencies using this take experience a 20% decrease in phone calls and a 70% decrease in counter meetings.
- **Improved and responsive engagement:** Built in reporting tools help to monitor citizen engagement and identify bottlenecks and pain points in the application process with inbuilt reporting tools.

Camino is on its way to becoming a cutting edge permit management system. It will improve the application and review process, and we are excited about what we are creating with them. In order for us to continue the relationship with Camino we need to show some sort of financial commitment. We would like to request \$30,000 to cover the expenses for this platform over the next year.

Electronic Plan Review Request

Another one of the City's technology needs Electronic Plan Review Software (EPRS). Currently, permit applicants need to print out eight to ten sets of paper plans and submit them with their application. For large projects, it can cost an applicant up to \$20,000 to print their plans.

Once the plans are received they are then routed to all of the different reviewing departments throughout the City and County. The constant shuffling of paper is not only inefficient, but can also lead to errors and lost plans. Once the reviews are complete, the City sends a copy of the plans to a local print shop to have them digitized and placed on a disk. This expense costs the city up to \$10,000 in hard costs and up to 500 hours of staff time a year.

In order to address all of these issues, it is imperative to move toward EPRS. With this type of software, applicants can electronically submit their plans directly to the City. As permit reviewers evaluate the plans with EPRS, they have the ability to mark their comments and

concerns directly on the plans. For example, if a wall needs to be designated that it has a 2 hour burn time, the reviewer can flag the wall, and place a comment directly next to it. This feature will provide clarity about desired changes. It will also allow permit applicants to make changes in real-time. For example, an applicant could be on a conference call with a plan reviewer. The reviewer could ask the applicant to move a sprinkler, and the applicant could make that change immediately in the software system, and the reviewer could see it. This improved communication and collaboration should substantially decrease permit review times.

In order to truly make EPRS effective, the City is investing in appropriate hardware including touch screen monitors, large presentation monitors, video conferencing technology, and wireless technology. This expense has been covered by the Information Technology Department.

We believe that EPRS will truly change the way that we conduct reviews. It will improve the customer experience, reduce applicant expenses, and expedite the review process. We would like to request \$70,000 to cover the start-up software costs.

Long Term Financing

We fully understand that in the future, the City of Syracuse will need to finance these programs on its own. We are planning to incorporate these expenses in the next fiscal year. We hope to cover these technology related expenses in two different ways:

1. **Add to the City Budget:** Budgeting season starts in January 2020. By that time, we plan to have a firm grasp on our on-going technology related expenses. These will not only include the items discussed above, but also cloud storage space and additional hardware needs. We will request general budget dollars to cover expenses moving forward.
2. **Permit technology fees:** We are also exploring a model that is often used in other municipalities, instituting a technology fee on permit applications. We are determining how this could work. Our goal is that a technology fee would be less than plan printing costs that applicants currently experience. Some considerations include:
 - a. Should it be a flat fee or percentage fee
 - b. Is the fee optional if people do not want to do electronic plan review

Thank you for your time in reviewing this proposal. The Syracuse Industrial Development Agency is one of the key institutions working to develop the local economy. We hope that you will consider partnering with us to improve this one part of the economic development process.

Appendix A

Pillar	Initiative	Started	Completed
Process	1 Application redesign	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2 Improving insurance exemption form process	<input type="checkbox"/>	<input type="checkbox"/>
	3 Predevelopment goldilocks options	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	4 Project registration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	5 Permit intake meetings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	6 Evening out plan review assignments	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	7 Contracting out for external permit reviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	8 Triaging permit applications	<input type="checkbox"/>	<input type="checkbox"/>
	9 Agile project management scrums	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	10 Glossary of permit statuses and decision tree	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	11 Mid-development meeting	<input type="checkbox"/>	<input type="checkbox"/>
	12 Creating a notification trigger to reach out to applicant if problems exist	<input type="checkbox"/>	<input type="checkbox"/>
	13 Permit approval alert	<input type="checkbox"/>	<input type="checkbox"/>
	14 Internal review of transmittal	<input type="checkbox"/>	<input type="checkbox"/>
	15 Internal resolution procedures	<input type="checkbox"/>	<input type="checkbox"/>
	16 Stop work order rules and process	<input type="checkbox"/>	<input type="checkbox"/>
	17 Credit card payments	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	18 Management dashboard which shows bottlenecks	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	19 Fix permit bottlenecks	<input type="checkbox"/>	<input type="checkbox"/>
	20 Improve process with County plumbing department	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	21 Expedited permit review	<input type="checkbox"/>	<input type="checkbox"/>
	22 Senior admin interns	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	23 Student interns	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	24 Commercial review teams	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communication	25 Create videos to explain permit application needs and permitting process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	26 Market and communicate permit procedures	<input type="checkbox"/>	<input type="checkbox"/>
	27 What to expect checklist	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	28 Application process chart - to communicate process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	29 Short-term website updates	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	30 Long-term website updates	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	31 Design guidelines document	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	32 Customer service training	<input type="checkbox"/>	<input type="checkbox"/>
	33 Customer service satisfaction survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	34 Code analysis form	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	35 Architecture continuing education credits	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	36 Project manager communication strategies	<input type="checkbox"/>	<input type="checkbox"/>
	37 Optional transmittal review meeting	<input type="checkbox"/>	<input type="checkbox"/>
Space	38 Create a centralized space for all plan review and inspection staff to work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	39 Create a new building plan organization system	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	40 Organize and archive existing plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	41 Post project dashboards which show outstanding projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Pillar		Initiative	Started	Completed
People	42	Permit leadership check-ins	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	43	Hiring project managers to advance projects	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	44	Reducing redundant reviews and inspections	<input type="checkbox"/>	<input type="checkbox"/>
	45	Building a permit review and inspection bench	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	46	Cross-training employees	<input type="checkbox"/>	<input type="checkbox"/>
Technology	47	ePermits	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	48	Permit workflow + communication software	<input type="checkbox"/>	<input type="checkbox"/>
	49	Electronic plan review software	<input type="checkbox"/>	<input type="checkbox"/>
	50	Tablet training for inspectors	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	51	Hardware for electronic plan review	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	52	Clean up existing permit software	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	53	Artificial Intelligence for permit reviews	<input type="checkbox"/>	<input type="checkbox"/>
	54	Use density hardware to discover busy permit office times/seasons	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Appendix B
Existing Camino features in it's Land Management Module



Land Management

The first generation of permit software was built to digitize paper workflows. Camino is leading the next wave: software that changes the way governments do work and engage their citizens. Camino's Permit System is built for citizens who want digital services, inspectors who have to work from their phone, and plan reviewers who need intelligent software to cut down growing workloads.



Guided Application Process

Automatically provide every applicant a list of the forms, fees, and documents that are required for their project.



Online Portal

Once an application is submitted, applicants can track their project status in real-time through our online portal.



Automated E-Permits

For small projects that don't require plan review, configure Camino to issue a permit automatically after all requirements are met.



Mobile Inspections

Take Camino with you in the field. Access project information and log inspection results through your phone or tablet.



E-Plan Review Support

Plug your favorite electronic plan review system into Camino. Sync files, tasks, and more.



Activity Feed

Quickly see a snapshot of all activity across a project in one central place.



GIS Triggers

Automatically detect whether a project is allowed by zone. Flag requirements for flood zones, fire zones, and historical preservation areas.



Automatic Fee Calculation

Based on project details, calculate the costs for simple and complex, multi-permit projects.



Rules Engine

Configure your system through a visual, user-friendly interface. No coding required.



Real-Time Chat

Respond to applicant's questions directly through Camino. Capture all communication in one place.



Task Management

Quickly assign review and inspections tasks to teammates to drive the process forward.



Workflow Automation

Configure rules so your team is alerted when they need to jump in and work on a task.



Automatic Notifications

Camino intelligently notifies internal users and applicants when there are updates to their project.



Map View

Visualize all past and ongoing projects on a dynamic map view.



Document Upload

Applicants can upload required plans or documents directly to Camino.



Dynamic Forms

Upload existing forms or create new ones using Camino's visual Form Builder.



Finance System Integration

Camino can integrate with your existing finance system to streamline reporting.



Ad-Hoc Reporting

Plug in your favorite reporting tool or use Camino's built-in reports.

Appendix C

Existing Camino features in it's Customer Service Module



Applicant Guide

Camino's Applicant Guide is the easiest way to start a new project in your community. Our intuitive software simplifies complex regulations for applicants and saves time for your team.



Dynamic Checklist

Give every applicant a list of the permits, forms, and fees that apply to their specific project.



GIS Triggers

Automatically detect whether a project is allowed by zone. Flag special requirements for flood zones, fire zones, and historical preservation areas.



Automatic Fee Calculation

Based on project details, calculate the costs for simple and complex, multi-permit projects.



Rules Engine

Configure your Guide through a visual, user-friendly interface. No coding required.



Real-Time Chat

Respond to applicant's questions directly through Camino. Capture all communication in one place.



Permit System Integration

Camino can integrate with your existing permit system to give your applicants a better experience.

City of Syracuse
Industrial Development Agency
201 East Washington Street
Syracuse, NY 13202
Tel (315) 473-3275

EXECUTIVE SUMMARY

Agenda Item: 6

Title: Syracuse Build Initiative

Requested By: Judv Delaney

OBJECTIVE: Review and recommendation to the Board of Directors relative to an allocation of funding in the amount of \$100,000 annually for a period of three years.

DESCRIPTION:

Direct expenditure of fund: Yes No

Type of financial assistance requested

PILOT

Sales Tax Exemption

Mortgage Recording Tax Exemption

Tax Exempt Bonds

Other

SUMMARY: See attached staff memo.

ATTACHMENTS:

1. Staff Memo.

REVIEWED BY:

Executive Director

Audit Committee

Governance Committee

Finance Committee

Meeting: October 7, 2019
(Finance Committee)

Prepared By: J. A. Delaney

City of Syracuse
Industrial Development Agency
201 East Washington Street, 6th Floor
Syracuse, NY 13202
Tel (315) 473-3275

October 3, 2019

Memorandum To: SIDA Finance Committee

From: Judy DeLaney

Re: Syracuse Build Initiative

The Agency has received a request from the Center State CEO Foundation to allocate funding in the amount of \$100,000 annually for the next three years (2020-2023) to fund specific training costs associated with the Syracuse Build Initiative for residents of the City of Syracuse.

The initiative led by the City of Syracuse as anchor partner is designed to build an inclusive workforce of Syracuse residents to ensure a pool of experienced workers from the local community has access jobs in the construction career pathway. Through training opportunities and “community benefit” policies to incentivize developers and contractors to hire local the expected result will be a stronger pipeline to meet the City’s workforce needs now and in the future.

Acting as an intermediary for the program Center State CEO Foundation has been tasked with design, fundraising, and implementation. Specifically the Foundation is requesting the Agency fund the following activities:

- The \$80,000 to Work Readiness and Academic Remediation at EOC:
 - 5 Build Ready classes (focusing on basic construction skills, OSHA, basic academic preparation). We are estimating that each class will have about 18 individuals starting, with 14 graduating. So, this would result in approximately 70 graduates.
 - We anticipate that 52 (75%) of individuals would be placed directly into jobs, apprenticeship programs, or into advanced skill training
 - 4+ Academic Remediation and Test Prep Courses, preparing individuals for Civil Service Tests
 - We anticipate 40 individuals taking advantage of these services, with a 50% rate of passage on the respective exams – enabling up to 20 individuals to acquire municipal jobs
- The \$20,000 for participant stipends
 - will pay for about 1,700 hours of class time (based on minimum wage) for participants pursuing advanced construction/trades modules (beyond the basic work readiness & academic remediation class).

City of Syracuse
Industrial Development Agency
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- Assuming a 16 week advanced training schedule, this stipend budget would cover 3 individuals' stipends. (assuming 35 hour class time per week). This will constitute a pilot program with local trade unions.

In its agreement the Agency will request a quarterly report on the progress of the Initiative with certain benchmarks to be achieved. Stephanie Pasquale, Commissioner of the City's Neighborhood and Business Development Office will be in attendance at the Finance Committee meeting to answer any questions regarding the program.

Funding of this request furthers the Agency's purposes to promote economic development and provide opportunities to improve prosperity and the standard of living for the residents of the City of Syracuse.

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City of Syracuse
Industrial Development Agency
201 East Washington Street
Syracuse, NY 13202
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EXECUTIVE SUMMARY

Agenda Item: 7

Title: Agency Budget (2020)

Requested By: John Vavonese

OBJECTIVE: Review and recommendation to the Board of Directors relative to the Agency's proposed 2020 budget.

DESCRIPTION:

Direct expenditure of fund: Yes No

Type of financial assistance requested

PILOT

Sales Tax Exemption

Mortgage Recording Tax Exemption

Tax Exempt Bonds

Other

SUMMARY: Attached.

ATTACHMENTS:

1. Proposed Budget.

REVIEWED BY:

Executive Director

Audit Committee

Governance Committee

Finance Committee

Meeting: October 7, 2019
(Finance Committee)

Prepared By: J. A. Delaney

SYRACUSE INDUSTRIAL DEVELOPMENT AGENCY
2020 PROPOSED BUDGET

REVENUE:	2018	2019	2019	2020
	Actual	(thru 9/30/19)	Budget	Budget
AGENCY, OPERATING & APPLICATION FEES	1,776,342	560,860	800,000	800,000
DESTINY ANNUAL SIDA FEE	3,800,000	-	-	-
LOAN INTEREST INCOME	83,830	-	-	-
BANK INTEREST INCOME	8,691	3,384	4,000	4,500
RENTAL INCOME	55,749	20,341	20,340	20,950
OTHER INCOME	371,594	-	-	-
TOTAL REVENUE	6,096,206	584,585	824,340	825,450
EXPENSES:				
DEVELOPMENT EXPENSES:				
DISTRIBUTION OF DESTINY EXTENSION FEES	-	67,500	200,000	200,000
LAKEFRONT EXPENSES - MAINTENANCE	29,789	23,736	40,000	40,000
SIDA OWNED PROPERTIES - MAINTENANCE	3,530	16,565	110,000	125,000
LAKEFRONT IMPROVEMENTS (from 2000 SIDA/DESTINY BOND Proceeds)	-	-	100,000	100,000
LAKEFRONT IMPROVEMENTS (from Carousel Mall PILOT revenue)	13,103	70,801	100,000	100,000
GRANT DISTRIBUTION	331,317	32,145	-	-
AXA GARAGE RENOVATION-SLDC	-	252,806	-	950,000
DESTINY SIDA FEE DISTRIBUTION - CITY	3,382,000	-	-	-
DESTINY SIDA FEE DISTRIBUTION - COUNTY	418,000	-	-	-
CITY CROSSROADS CLEANUP	3,900	1,638	170,000	170,000
OPERATIONS AND ADMINISTRATION:				
OFFICE EXPENSES	43,297	15,421	25,000	25,000
LEGAL - CITY LAW DEPARTMENT	7,187	-	-	-
STAFF - NBD	193,548	268,574	330,000	272,000
NATIONAL DEVELOPMENT COUNCIL	75,000	57,500	77,000	83,000
PROFESSIONAL FEES: LEGAL AND AUDITING	1,637,660	234,129	300,000	200,000
TAXES AND INSURANCE	28,420	31,160	31,000	31,000
DOWNTOWN COMMITTEE	22,531	95,643	218,000	146,400
SYRACUSE BUILD	-	-	200,000	100,000
FINANCING AND OTHER FEES				
HUD 108 DEBT SERVICE: INTEREST	9,758	4,220	6,746	1,931
LOSS ON DEYS/SEDCO MORTGAGE WRITE OFF	4,790,185	-	-	-
BANK AND OTHER FEES	11	110	-	-
DEPRECIATION EXPENSE: ARMORY CENTER GARAGE	112,613	-	-	-
TOTAL EXPENSE	11,101,849	1,171,948	1,907,746	2,544,331
PROJECTED SURPLUS/ USE OF RESERVES	(5,005,643)	(587,363)	(1,083,406)	(1,718,881)