



**SUNY START-UP NY
Campus Plan for Designation of Tax-Free Area(s) Memorandum (CPM)**

To: SUNY Chancellor

From: Cory L. Duckworth, President

Re: Jamestown Community College Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan")

Date: 3/14/14

For campus Office of the President:

The arrangement documented in the attached Campus Plan is aligned to the academic mission of [insert campus name] and in accordance with all SUNY policies, procedures, and guidelines.

Signature of campus President

Cory L. Duckworth

Cory L. Duckworth, J.D.

-----FOR SUNY SYSTEM ADMINISTRATION USE ONLY-----

For SUNY's START-UP NY Proposal Review Team Co-Chair: It is recommended by the SUNY START-UP NY Proposal Review Team that SUNY [approve/reject] the attached Campus Plan:

Proposal Review Team Co-Chair

Date

Print Name

For SUNY Office of the Chancellor:

The attached Campus Plan is hereby [approved/rejected] for campus submission to the NYS Commissioner of Economic Development.

Signature of the Chancellor or designee

Date

Print Name



To: Mr. Kenneth Adams, NYS Commissioner of Economic Development
From: President Cory L. Duckworth of Jamestown Community College
Re: Jamestown Community College's Campus Plan for Designation of Tax-Free Area(s)
Date: 3/14/14

I, President Duckworth of Jamestown Community College hereby certify the following:

- a.) we have provided a copy of the enclosed Campus Plan for Designation of Tax-Free NY Area, to the municipality or municipalities in which the proposed Tax-Free NY Area is located, local economic development entities, the applicable faculty senate, union representatives, and student government at least 30 days prior to submitting the plan to you and attached evidence of submission herewith; and
- b.) we comply with Public Officers Law Section 74; State University of New York's Policy on Conflict of Interest and; Jamestown Community College Conflict of Interest Policy (Amended 12/06/08); and attached copies of the polices and/or guidelines herewith; and
- c.) we comply with the Commissioner's rules and guidelines on anticompetitive behavior (NY EDL, art. 21, sect. 440); and
- d.) we are aware of the non-governmental use limitations associated with state issued tax exempt bonds and if our proposed Tax-Free NY Area was financed with tax exempt bonds, we will: 1.) make potential businesses aware of these limitations when marketing property; and 2.) take appropriate steps to ensure that non-governmental use of property funded with tax-exempt bonds will not jeopardize the tax exempt status of state issued bonds; and
- e.) we consulted with the municipality or municipalities in which such land or space is located prior to including such space or land in the proposed Tax-Free NY Area and we have given preference to underutilized properties; and
- f.) we have not displaced or eliminated any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, parking, or any other facility, space or program that actively serves students, faculty or staff in order to created vacant land or space to be designated as a Tax-Free NY Area; and
- g.) the information contained in the enclosed application is accurate and complete.


PRESIDENT'S SIGNATURE

3/14/14
DATE

Attachments/Enclosures:

- 1.) Tax-Free Area Plan with Polygon shapefile of campus area (if available) and/or point data of vacant space (if available), **OR** outline and shaded delineation of proposed tax-free area on a campus aerial photo and/or campus map shaded to indicate land or building containing proposed tax-free space, and floor plans of building space with designated space clearly labeled and shaded.
- 2.) Excel spreadsheet of property to be designated
- 3.) Applicable conflict of interest policies
- 4.) Evidence of submission of Tax-Free Area Plan to interested parties



START-UP NY CAMPUS PLAN FOR DESIGNATION OF TAX-FREE AREA(S)

Campus Name: Jamestown Community College
 Campus Contact Name: John Sayegh
 Campus Contact Title: VP, Continuing Education, External Partnerships, and Cattaraugus County Campus
 Campus Contact E-mail: johnsayegh@mail.sunycc.edu
 Campus Contact Phone: 716.376.7580

THE TAX-FREE NY AREA PLAN SHALL BE DEVELOPED BY THE CAMPUS TEAM AND PROVIDE THE FOLLOWING REQUIRED INFORMATION:

- 1) Specification or identification of space or land proposed for designation as a Tax-Free NY Area identifying the following:
 - i. Provide the name and address of the SUNY, CUNY or community college seeking approval as a Sponsor, the address of the space or land proposed for designation as a Tax-Free NY Area, and a written description of the physical characteristics of the area for designation.

Name: Jamestown Community College (JCC)
Campus Address: 525 Falconer St., Jamestown NY 14702-0020
Address(es) of Proposed Tax-Free NY Area(s) : 525 Falconer St., Jamestown NY 14702-0020
Description of Physical Characteristics of Proposed Tax-Free NY Area(s): <p>Designated Tax Free NY Area: JCC is designating what is known as the Community Center Building. This building is owned and operated by JCC. JCC has not displaced or eliminated any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, parking, or any other facility space or program that actively serves students, faculty, or staff in order to create vacant land or space to be designated Tax-Free NY Area. The building is a three floor structure, for a total of 26,150 square feet of available space. The building is in need of renovation however JCC feels that it is ideal for businesses, new or existing, to launch their operations.</p> <p>JCC's Service Areas: Jamestown Community College has two campuses and one site in the Southern Tier of Western New York serving both Chautauqua and Cattaraugus Counties including the four major cities of both counties; City of Jamestown, City of Dunkirk, City of Olean, and the City of Salamanca.</p> <p>The Jamestown Campus is located 80 miles south of Buffalo on a 107-acre site in the City of Jamestown, New York. Adjacent to the Jamestown Campus is the Manufacturing Technology Institute (MTI), established through a partnership between JCC and the</p>

Manufacturers' Association of the Southern Tier (MAST) regional industries.

The **Cattaraugus County** Campus, located 50 miles east of Jamestown in Olean, New York, serves Cattaraugus and Allegany Counties in New York and McKean and Potter Counties in Northern Pennsylvania.

The **North County** Center is located 30 miles north of Jamestown in Dunkirk, New York.

JCC's Advantage and Competitive Edge: JCC's service area incorporates three locations in the Southern Tier of western New York located not far from the Canadian border: Jamestown, Olean, and Dunkirk.

- JCC's local sponsors: Chautauqua and Cattaraugus Counties and the City of Jamestown.
- The JCC Center for Continuing Education with its three locations in New York state, Dunkirk, Jamestown, and Olean, provides flexible, convenient, and customized training. The Center for Continuing Education responds quickly to meet training needs of all area business and industry employers, works with the credit side to provide customized "corporate college" programs for area employers, and consistently achieves target outcomes for courses and training programs.
- JCC is home to the region's Small Business Development Center (SBDC), which offers services such as assistance with writing business plans free of charge to local entrepreneurs.
- Through the JCC Center for Continuing Education, JCC offers credit-free programs in continuing education, job training, and workforce development.
- Manufacturing Technology Institute (MTI), built with funding assistance from the Chautauqua County Legislature, provides a simulated manufacturing environment complemented by the college's state-of-the-art facilities and total collegiate experience. The Manufacturers Association of the Southern Tier (MAST) and the Chautauqua County Chamber of Commerce are located at MTI. The Cattaraugus County Campus will break ground for another Advanced Manufacturing Institute to attend to the technical and vocational education and training of students and to serve employers located in both Cattaraugus and Allegany Counties. The Cattaraugus County Legislature has already agreed to provide initial funding for this new venture.
- Undergraduate Research Institute – Bio Technology: This degree prepares students for transfer to four-year colleges and universities to major in biology, molecular genetics, biochemistry, biotechnology, and related fields.
- The Chautauqua County Law Enforcement Academy and The Corrections Academy: Provide law enforcement educational training opportunities.
- JCC provides entrepreneurial services ranging from, Certificate in Entrepreneurship to one-on-one business advisement which includes addressing small business needs, as well as development of the human capital. Entrepreneurial services are concentrated in four key areas within JCC: The business department, The Center for Continuing Education, employment services through the Counseling Centers, and the NYS Small Business Development Center.

- Nursing Program: Nursing students are prepared to provide patient-centered care to individuals across the lifespan with diverse cultures who are experiencing disruptions in biophysical and psychosocial dimensions in a variety of healthcare settings. The graduate will provide care utilizing the National League for Nursing (NLN) Association Degree (AD) competencies, and Quality and Safety Education for Nurses (QSEN) competencies. Students are trained and prepared to take the National Council of State Boards for Licensure Examination (NCLEX-RN) to become a nurse.
 - Occupational Therapy Assistant Program: Upon completion of the occupational therapy assistant program, the associate degree graduate will be educationally prepared to provide service to individuals having difficulties in living due to developmental deficits, physical injury and illness, psychological and social disabilities, and the aging process.
- Sustainability Efforts: Jamestown Community College is committed to providing the education and services necessary to enable, foster, and support the college community's efforts towards sustainable and responsible resource utilization. JCC is integrating "green" practices into all facets of our operations from education through strategic planning and facilities designs. In 2009, JCC's President signed the American College & University Presidents Climate Commitment (ACUPCC), which committed JCC to reduce global warming emissions on all JCC campuses. JCC's carbon footprint, and greenhouse gas emissions, have been calculated. In addition, JCC has begun integrating sustainability into the curriculum (credit and non-credit course programming) and making it part of the lifelong educational experience.
- Construction of a new \$12.0 million "green" science education facility met the Leadership in Energy and Environmental Design (LEED) and received LEED certification at the gold level.
- JCC sites in Jamestown, Olean, and Dunkirk have state-of-the-art facilities available to meet the training and conference needs of business, government, and community groups. These facilities accommodate large and small groups, are fully equipped with the latest technologies, and come with numerous support services.

- ii. Complete the Excel spreadsheet template provided with this document, noting the instructions on page 2. Include the official SUNY Physical Space Inventory (PSI) building number and a clear description of the spaces in the building or floor (when the entire floor is under consideration), or floor/wing (with outer rooms defining the space specifically listed). Include only properties sought to be designated now and exclude potential sites that may be considered in the future (see 2a below). Attach the completed spreadsheet to this plan.
- iii. Provide also a representation of each proposed site drawn in AutoCAD on a scaled campus map with boundaries drawn clearly. Two versions should be created; one

including an imbedded layer from Google Earth or other aerial photograph of the property. The second version should exclude the photographic imagery. Each parcel under consideration must have a unique alpha numeric identifier, clearly labeled on each plan which ties to identifiers in the Excel spreadsheet. If digital files containing Polygon shapefile that delineates area for designation are available, provide these as well. Attach these materials to this plan.

- iv. Provide a campus map with each proposed building shaded. Label each building with the official building number as listed in the SUNY Physical Space Inventory (PSI) along with the building name. For each building shaded and labeled, include floor plans of all areas under consideration with the specific spaces clearly shaded and labeled with official PSI room numbers. If digital files containing Point shapefiles that provide locations of area for designation are available, provide these as well. Attach these materials to this plan.

2) The total square footage of the space and/or acreage of land proposed for designation as a Tax-Free NY Area is:

The Community Center Building that JCC is designating as Tax- Free NY Area is 26,150 square feet of available space. The first floor is 7,380 sq. ft. of available space, the second floor is 10, 030 sq. ft. of available space, and the third floor is 8,740 sq. ft. of available space.

2a) If applicable: You may include here a description of any potential space or acreage of land that you may seek to designate as a Tax-Free NY Area under the START-UP NY Program in the future. This may include campus property that may become vacant, or other properties in your community that are not currently part of your campus but may be desirable for a company partner and with which you may consider an affiliation if an appropriate partner is identified. Do not include these properties in the Excel spreadsheet.

Please refer to chart on the following page.

Additional potential space, or acreage of land that may be sought to designate as a Tax-Free NY Area under the START-UP NY program. None are currently part of JCC's campuses or sites, but are located in JCC's service areas.						
CCIDA Submissions						
Address	Tax Parcel #	Size	Description	Ownership	Contact	Advantages
Peck-Settlement Rd. - Town of Ellicott	371.00-2-25	66 Acres	Vacant Land	Bush Industries	William Daly 716/661-8900	Jamestown BPU utilities, Rail
Peck-Settlement Rd. - Town of Ellicott	388.00-2-2.1	9 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Jamestown BPU utilities
S. Work St. - Town of Ellicott	371.15-1-51 (+)	44 Acres	Vacant Land	Weber Knapp	William Daly 716/661-8900	Jamestown BPU utilities; RR
Harrison St. - City of Jamestown	387.42-3-25;26	2.8 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Jamestown BPU utilities
200 Harrison St. - City of Jamestown	387.50-1-24	1.1 Acre	105,000 SF	CCIDA	William Daly 716/661-8900	Jamestown BPU utilities
Girls Road - Town of Ellicott	336.00-1-33	60 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Adjacent to Airport; Route 60
Turner Road - Town of Ellicott	336.00-1-35.1	11 Acres	6,000 SF	Chautauqua Co.	William Daly 716/661-8900	Adjacent to Airport; Route 60
Airport Drive - Town of Ellicott	336.00-1-35.1	TBD	22,000 SF	CCIDA	William Daly 716/661-8900	Adjacent to Airport; Route 60
Chadwick Drive - Town of Sheridan	63.00-1-39.1	6.5 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Industrial Park; City Utilities; RR
Chadwick Drive - Town of Sheridan	63.00-1-39.4	6.6 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Industrial Park; City Utilities; RR
Chadwick Drive - Town of Sheridan	63.00-1-39.5	11 Acres	Vacant Land	CCIDA	William Daly 716/661-8900	Industrial Park; City Utilities
Route 5 - Town of Sheridan	47.00-1-23 (+)	372 Acres	Vacant Land	Steve StGeorge	William Daly 716/661-8900	CSX & Norfolk-Southern RR
Ripley Interstate Site	240.00-2-27 (+)	140 Acres	Vacant Land	Under Option	William Daly 716/661-8900	NYS Shovel Ready Certified
2-4 S. Portage St. - Village of Westfield	192.20-4-5 (+)	<1 Acre	Office Bldg.	Northington	William Daly 716/661-8900	MUNY Electric; Village Utilities
795 Deer St. City of Dunkirk	96.07-1-17	150'x180'	10,800 SF	CCIDA	William Daly 716/661-8900	City Utilities
Former Cornell Grape Lab	113.08-1-28	29.7 Acres	Vineyard	Cornell Coop	William Daly 716/661-8900	Agricultural/Retail
East Main Complex	113.12-2-16	6.1 Acres	25,000 SF	Dan Sturmiolo	Dan Sturmiolo 716/673-1871	Multi-Tenant Mfg/Commercial
100 Blackstone Ave. - City of Jamestown	371.17-1-2	705'x423'	34,800 SF	Blackstone	Mike Metzger 716/665-5410	City Utilities
100 Blackstone Ave. - City of Jamestown	371.13-5-19	3 Acres	Vacant Land	Blackstone	Mike Metzger 716/665-5410	City Utilities
54 W Main St. - Village of Brocton	161.08-1-46.1	2 Acres	Vacant Land	Chautauqua Co.	William Daly 716/661-8900	MUNY Electric; Village Utilities
175 Maple Ave. - Village of Cassadaga	198.12-1-1.1	8 Acres	School Bldg.	CVCS	William Daly 716/661-8900	Municipal Utilities
Lake Shore Dr. W - City of Dunkirk	79.13-1-83 (+)	8 Acres	46,000 SF	Wheeler	Geo. Wheeler 716/366-2100	City Utilities
93-95 Main St. - Village of Silver Creek	49.05-2-44	84'x400'	10,200 SF	Excelco-Newbr	PJ Azzarella 716/934-6732	Faces Route 20
120 Central Ave. - Village of Silver Creek	32.17-2-23	4 Acres	7,932 SF	Damon Motors	Randall Jolles 716/673-5401	Faces Route 5
Route 20 - Village of Silver Creek	32.00-1-21 (+)	53 Acres	Vacant Land	Valvo	Steve Valvo 716/818-2994	Faces Routes 5 & 20
W. Third St. - City of Dunkirk	79.13-2-76 (+)	2 Acres	15,000 SF	KMPD Prop.	Kevin Muldowney 716/680-2207	Warehouse/Office
Arrowhead Dr. - Town of Dunkirk	96.02-2-2 (+)	28 Acres	Vacant Land	Pat Dashiell	Kristine Morabito 716/499-1902	Adjacent to JCC North Campus
Bourne St. - Village of Westfield	193.09-1-7 (+)	18 Acres	Vacant Land	Mason Terrill	Kristine Morabito 716/499-1902	MUNY Electric; Village Utilities
Nichols Ave. - Village of Westfield	192.12-1-15 (+)	11 Acres	Vacant Land	John Douglas	Kristine Morabito 716/499-1902	MUNY Electric; Village Utilities
City of Jamestown Submissions						
443-499 E. Second St., - City of Jamestown	370.20-7-1	372,408 sq ft	4 story buildi	Buffalo Street Partners/Lou Vidic	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
443-499 E. Second St., - City of Jamestown	370.20-7-4	217.20'x400'	Vacant Land	Buffalo Street Partners/Lou Vidic	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
443-499 E. Second St., - City of Jamestown	370.20-7-3	117'x202.5'	Vacant Land	Buffalo Street Partners/Lou Vidic	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
443-499 E. Second St., - City of Jamestown	370.20-7-32	64.8'x50'	Vacant Land	Buffalo Street Partners/Lou Vidic	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
443-499 E. Second St., - City of Jamestown	370.20-7-31	3.26 acres	Vacant Land	Buffalo Street Partners/Lou Vidic	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
300 Crescent St. - City of Jamestown	387.08-2-20	597.60'x109'	building	Mee Rd., LLC.	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.49-1-15	52,026 sq. ft.	building	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.50-1-44	65' x 85'	Vacant Land	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.50-1-43	59' x 85'	Vacant Land	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.50-1-42	70' x 75'	Vacant Land	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.49-1-14	6,520 sq. ft.	building	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus
City of Jamestown	387.50-1-45	2,925 sq. Ft.	building	Artone Manufacturing	Vince DeJoy 716.483.7542	Adjacent to JCC Jamestown Campus

2b) *If applicable*: The total square footage of the space or acreage of land that you may propose to designate as a Tax-Free Area as identified in 2a, if known.

Not applicable.

- 3) Provide a description of the type of business or businesses that may locate in the area identified in #1.

Target Businesses:

The type of new and existing businesses that align with JCC's mission and which will either locate on JCC's campus or within a mile from JCC's campuses' footprints include:

- Manufacturing: all advanced manufacturing businesses, cutlery, plastics, and electronic components;
- Metal fabrication and related industries, such as machining, welding, and CNC operations;
- Value-added processing, agribusiness, and food processing;
- Chemicals & chemical-based products;
- Agribusiness, food processing, and forest & wood products;
- Glass & ceramics;
- Information technology-related businesses and telecommunications;
- Breweries, wineries, and distilleries;
- Furniture & related wood manufacturing products;
- Exporting industries provided the business manufactures a product and the majority, more than 50% , of the gross sales of their product is outside of New York;
- Health care research laboratories and technologies;
- Special service sector such as back office loan centers and insurance brokerage firms, e.g. GEICO.

JCC's Academic Programs: JCC provides transfer programs for those seeking advanced degrees, occupational training for the career-minded, flexible schedules for working students, and specialized programs for business, industry, and professional groups. JCC offers the first two years of a bachelor's program, awarding Associate in Arts (A.A.) and Associate in Science (A.S.) degrees. For students pursuing a career immediately after graduation from JCC, the college awards two-year Associate in Applied Science (A.A.S.) degrees and various one-year certificates. JCC also offers a variety of non-credit continuing education courses for those who wish to acquire additional knowledge and expand their vocational proficiency.

JCC's Service Areas' Economies: Although economically distressed, the region nonetheless did not endure the drastic swings in its economy in the 2008 downturn as did some other regions around the country. This was, in part, because the area did not experience an overvaluing of housing markets and overextensions of personal borrowing, both significant factors that contributed to the downturns in many other regions.

Over the long term, the region's unemployment rates typically are higher than state and national levels. Per the New York State Department of Labor Local Area Unemployment Statistics Program, in 2012, Cattaraugus County's unemployment rate was 8.9%, Chautauqua County's unemployment rate was 8.5%, and New York State's unemployment rate was 8.5%; while, according to the U.S. Bureau of Labor Statistics, the U.S. unemployment rate was 8.1%.

The region has many specific infrastructure strengths at the community level. For example, communities have infrastructure capacity and service in one or more types of utility infrastructure (e.g., water, wastewater, communications, broadband, natural gas, electricity, etc.) that is adequate for the existing business community, and that also is adequate to encourage new business and investment opportunities.

Economic Development Opportunities:

- **Labor force:** Both Chautauqua and Cattaraugus Counties have a labor supply surplus of unutilized and underutilized workers and, compared to many other domestic regions, the region has a productive work force with a deeply ingrained, excellent work ethic. The region's labor force also is capable of being trained for new skills required for current and future employment opportunities.
- **Manufacturing expertise:** The presence of numerous manufacturing businesses in the region, many employing advanced and high technologies, offers certain advantages for the location and growth of additional manufacturing operations within the region.
- **Locational advantage:** The region's proximity to the eastern metro markets (home to the majority of the US and Canadian *population* base) and the Midwest (foundation of the nation's agricultural *resource* base) provide advantages for the location of businesses needing accessibility to those customers and supply chains, for business in general and agribusiness in particular.
In addition, all JCC locations are conveniently situated with expedient access to interstate highway systems.
- **Broadband service:** Our rural region has been fortunate to receive ongoing investment in its broadband capacity, which has included upgrading existing capacity, establishing service in un-served and under-served areas, providing redundancy in broadband service, and ensuring competition in cost and quality of service.
- **Competitive Utility Costs:** Businesses in the JCC service area benefit from extremely competitive public utility costs, primarily electric power and water, especially in the region with oversight by the Jamestown Board of Public Utilities.

- 4) Provide a description of the campus academic mission, and explain how the businesses identified in #3 will align or further the academic mission of the university or college.

JCC's Mission: JCC is a comprehensive, regional, open-access, student centered institution that embraces academic excellence and meets the service area's learning needs in diverse ways, including liberal arts transfer degree programs, career programs, community service, developmental education, and business and industry training. The college's partnership with the greater community contributes to the social and intellectual improvement, economic development and cultural enrichment of western New York State and northwestern Pennsylvania.

JCC's Partners - Goals and Strategies:

The long-range goal for JCC's participation in the START-UP NY program is to assist the economic development agencies in stimulating growth in the Southern Tier of Western New York, specifically in the counties of Chautauqua and Cattaraugus.

The START-UP NY program will be treated as an integral part of the region-wide renewal, requiring JCC to work with the following: Chautauqua County Workforce Investment Board (CCWIB), Cattaraugus Allegany Workforce Investment Board (CAWIB), Southern Tier West Regional Planning and Development Board (STW) – Local Development District, County of Chautauqua Industrial Development Agency (CCIDA), Chautauqua County Department of Planning & Economic Development, City of Jamestown Department of Economic Development, Jamestown Renaissance Corp., the Cities of Jamestown and Dunkirk, Jamestown Board of Public Utilities, Cattaraugus County Industrial Development Agency (IDA), Cattaraugus County Department of Development, Planning and Tourism, City of Olean Department of Development, City of Salamanca Department of Development, the Board of Cooperative Educational Services (BOCES). The JCC point person for START-UP NY consulted and coordinated the development plan with all of these agencies and organizations. All agencies' representatives and municipal officials took an active role in the creation of the JCC START-UP NY Development Plan. All agencies reviewed the JCC development plan prior to the official submission of the plan.

All information relating to the targeted industries is consistent with the various economic development strategies of the region, namely the Regional Economic Development Council of the Western New York region, the STW Regional Development Strategy, the Downtown Feasibility Study of the Cities of Jamestown and Olean, and the comprehensive and development plans of the municipalities in JCC's service areas; Chautauqua and Cattaraugus Counties.

All agency and municipal representatives that took part in identifying the development potential in their respective communities were asked specific questions such as to identify high growth areas, identify catalytic projects, and identify where growth is encouraged. The municipalities were also asked to discuss any significant development projects which had been either formally proposed or informally discussed at the local level. These questions gave all entities mentioned above the opportunity to identify areas of the community where a particular type of development is encouraged as a function of municipal policy, as well as areas where future growth is most likely to occur, based on the best judgment of the local officials.

JCC's Experience in Education and Training & Alignment with Regional Economic Development Strategies

1. **Academic Programs:** Since the 1950's, JCC has been providing transfer programs for those seeking advanced degrees, occupational training for the career-minded, flexible schedules for working students, and specialized programs for business and industry, and professional groups. JCC offers the first two years of a bachelor's program, awarding Associate in Arts (A.A.) and Associate in Science (A.S.) degrees, which are transferable to four-year institutions. For those pursuing a career immediately after graduation from JCC, the college also awards two-year Associate in Applied Science (A.A.S.) degrees and various one-year certificates. JCC's offerings include two health related programs. The registered nurse education program is licensed by the New York State Education Department (SED) and accredited by the National League for Nursing Accrediting Commission. The Occupational Therapy Assistant (OTA) program is also licensed by SED, and is accredited by the Accreditation Council for Occupational Therapy Education.

2. **Non-Credit Continuing Education:** JCC's Center for Continuing Education maintains a presence at all four college sites including Jamestown and Dunkirk in Chautauqua County, and the Cattaraugus County Campus Center in Olean, New York. It also includes under its aegis a Small Business Development Center (SBDC). The Center for Continuing Education's initiatives evolve to meet the diverse and emerging learning needs of the region's residents by offering open access to a variety of non-credit programming. The breadth of course offerings and the ability to offer customized contract training attracts individuals and organizations. The Center for Continuing Education assumes all non-credit related training activities for the Manufacturing Training Institute (MTI). This includes specialized contract training with local companies as well as open enrollment courses designed to upgrade job skills and training.

3. **Alignment with Regional Economic Development Strategies:** Existing and new target businesses (listed above) that JCC is most likely to attract and support can be labeled as "advanced manufacturing" businesses and health care-related industries. These two align with the listed target sectors as identified in the November 2011 report **Western New York Strategy for Prosperity**. According to the WNY Regional Economic Development Council (REDC), authors of the report, target sectors such as advanced manufacturing and health care related businesses are areas of high concentrations of employment, where the potential for job growth and increased wages is the greatest.

Also, in the *Western New York Strategy for Prosperity* report, under Advanced Manufacturing, it states that the "Regional strategy proposes initiatives to connect manufacturers to the research and expertise they need to keep their edge and to maintain a highly skilled and well educated workforce." This highly skilled and well educated workforce can only be created and maintained through education and skills training. JCC's education and training – credit and non-credit programming – will provide employment opportunity in full time advanced manufacturing positions at existing and new businesses.

Additionally, when discussing job growth and wealth creation in the REDC report, job readiness is the first point noted to assist in a strong work force and economic prosperity. Toward that end, JCC's credit and non-credit programming will be specifically aligned to educate and train students to be prepared for hire in job openings with existing or new businesses in Chautauqua or Cattaraugus Counties.

JCC believes that the training and education of students through our academic programming is only the first step in their training and educational background. JCC's Continuing Education Centers strongly support lifelong learning of all individuals in JCC's service areas.

All five counties that make up our regional council have witnessed a decline in residents in their 20s and 30s. The **Regional Strategic Plan** reports that "strategies must seek to not only keep skilled Western New Yorkers in the region, but also to attract new talent to the region across WNY's industry sectors." JCC's education and training will provide students with the opportunity to get jobs at our area businesses. In turn, our existing businesses and the new ones that we will be able to attract will be stronger, resulting in a stronger industry base, and will thus positively impact

the communities where they operate. Furthermore, the growth of these businesses will attract others to move into our region; an effort supported by REDC's vision statement, ***Vision for a Prosperous Western New York.***

The alignment of businesses with our academic mission will become an important component of our vetting process for Start Up NY businesses. We will develop an intake process that will evaluate to companies' fit with JCC's academic mission, and the ability to enhance learning inside and outside the classroom. The JCC President Advisory Committee on Economic Development (PACED) will evaluate the strength and breadth of our applicant businesses' commitment to our institution and community. Consultation with relevant stakeholders, including community leaders and business leaders, college administration, faculty, and staff will be sought. JCC faculty will be consulted on the development of relevant criteria for evaluation of business alignment with the college. Businesses accepted into the Start Up NY program must be committed to partnering with JCC in the following areas:

- 1) Businesses must demonstrate a willingness to participate in formal and informal teaching and lecturing. This may include involvement in classroom instruction, lectures and demonstrations, and possibly contributions to course development.
- 2) Businesses must demonstrate their contribution to JCC's mission through collaboration with the faculty on research projects, student participation in paid internships, sponsoring faculty and/or students to conduct field work that would benefit JCC's delivery of course work.
- 3) Businesses must provide experiential learning opportunities that may include leadership component for faculty and students. Businesses may consider providing financial support for leadership development and training.
- 4) Businesses may consider providing scholarships for students who seek majors in areas that will directly benefit the company upon the student graduating.
- 5) Businesses must create jobs that match local workforce qualifications. Businesses must take an active role in supporting local and regional development and job training programs. Businesses will be encouraged to take an active role with the Chambers of Commerce for both counties, Small business activities, and other groups that target job growth and regional economic and community development activities. Businesses must also interface with the faculty and students in the four areas of targeted industry clusters that directly align with JCC's academic mission.
- 6) Businesses must provide paid and unpaid internships for students. Businesses will work with the faculty to integrate classroom and intern experiences to ensure that JCC graduates acquire the skills needed to compete for job opportunities in their field of education. Businesses may provide opportunities for students to shadow, observe, and participate in business activities.
- 7) Businesses must specify the number and types of jobs that they project will become available. Businesses will also work closely with JCC faculty to understand the knowledge, skills, and abilities needed and prepare students for employment opportunities.

Business Alignment with JCC's Academic Programs: JCC provides transfer programs for those seeking advanced degrees, occupational training for the career-minded, flexible schedules for working students, and specialized programs for business, industry, and professional groups. JCC offers the first two years of a bachelor's program, awarding Associate in Arts (A.A.) and Associate in Science (A.S.) degrees. For students pursuing a career immediately after graduation from JCC, the college awards two-year Associate in Applied Science (A.A.S.) degrees and various one-year certificates. JCC also offers a variety of non-credit continuing education courses for those who wish to acquire additional knowledge and expand their vocational proficiency.

The targeted businesses listed above align with JCC's mission. Furthermore with its stated "comprehensive" educational offerings through certificates and associate degrees, JCC will address the education, training, and skills needs of current and anticipated additional employment opportunities.

The targeted businesses JCC has identified can be grouped into four sectors:

- a) Manufacturing
- b) Health care
- c) Information Technology/Computer Science
- d) Service-related Businesses

All businesses that fall under one or more of these categories, new or existing, will be accepted in JCC's START-UP NY provided that they align and enhance JCC's mission and its academic programs. In fact, prior to recommending a new or existing business for certification in the START-UP NY program, the President's Advisory Council on Economic Development (PACED), charged to recommend those businesses for certification, will ensure the alignment and connection between JCC's academic mission and the proposed project. Furthermore, PACED will also ensure that JCC's academic programs and offerings are synergistic with the proposed projects for new and existing businesses.

JCC's current academic programs and offerings, credit or non-credit, allow for the creation of partnerships with those businesses, new or existing, that fall under one of the four categories listed above. Furthermore, JCC's academic programs, credit or non-credit, will allow for mutually beneficial relationships between JCC and the targeted industries, new and existing.

All targeted industries under the four previously mentioned categories will be able to take advantage of the services of the Small Business Development Center (SBDC). SBDC offers its entrepreneurial services to new or existing businesses. Some of those services that the SBDC offers are: business plan development, cost analysis, small business start-ups, loan information assistance, financial planning, marketing research, and permit and licensing assistance. In addition, JCC offers a certificate in entrepreneurship education. The certificate program will provide the student an opportunity to develop entrepreneurial skills with an understanding of accounting, marketing, business law, and management as they relate to business ownership. Through electives, the student will have the opportunity to explore various areas of business and add a more in-depth level of skill to be used in becoming a successful entrepreneur.

The first targeted industry that JCC will seek to attract to the START-UP NY tax free zone program

is the **manufacturing sector**. Following are the academic certificates and degrees that JCC currently offers in support of this industry sector and that prepare students for employment opportunities:

- Mechanical Technology A.A.S.
- Welding Technology A.A.S.
- Engineering Science A.S. (transfer program)
- Computer-Aided Design & Computer Numerical Control Certificate
- Machine Tool Technology Certificate
- Welding Technology Certificate
- Industrial Equipment Technology Certificate

JCC's Manufacturing Technology Institute (MTI), located adjacent to the Jamestown Campus, is the ideal venue to learn manufacturing skills. In 2001 MTI was established through a partnership of JCC, the former Private Industry Council of Chautauqua, and the former Manufacturers' Association of Jamestown (now the Manufacturers Association of the Southern Tier, MAST). JCC's MTI was created to serve the manufacturing training needs of the southern tier region. MTI provides 10,000 square feet of simulated manufacturing space where JCC students and incumbent workers gain hands-on experience. MTI is a venue for the development of credit and non-credit academic programs, always developed in response to the expressed needs of employers. Through MAST, JCC maintains very close ties with area employers, ensuring that all JCC programs meet local workforce needs, and curriculum and equipment are relevant.

Several organizations work closely with JCC and support the college's efforts to educate and train the manufacturing workforce. MAST and the Chautauqua County Chamber of Commerce are co-located with JCC at MTI. A regional Dream It Do It™ program helps raise awareness among young people and others of the opportunities in manufacturing careers and addresses the growing shortage of talented and skilled workers in the manufacturing industry. These organizations all have a regional focus that complements the college's geographic focus on creating a revitalized, competitive manufacturing base and retaining manufacturing jobs.

JCC's Cattaraugus County Campus will break ground soon for another manufacturing technology institute to educate and train technical and vocational students. Both manufacturing institutes are well positioned to serve new and existing companies looking to locate and/or expand in either Chautauqua or Cattaraugus Counties.

JCC will attract and certify those new or existing manufacturing businesses, if those companies provide promising apprenticeships and/or internships with a path to job placement opportunities and career advancement. In turn, those companies will benefit from JCC's expertise in curriculum development and training programs. JCC will expect that those targeted industries will make investments developing the workforce by sponsoring apprentice and internship programs that go beyond what is necessary for an entry-level position. These investments include mentoring, counseling, opportunities for further academic engagement, and career advancement pathways.

Healthcare is another targeted industry sector for JCC's START-UP NY program. JCC recognizes that developing and maintaining a workforce dedicated to healthcare, appropriate in skills and numbers, is critical not only for JCC but also the community. Following are the academic programs

that JCC currently offers in support of this industry sector that prepare students for employment opportunities:

- Nursing A.A.S.
- Occupational Therapy Assistant A.A.S.
- Medical Office Technology A.A.S.
- Medical Office Technology Certificate
- Biotechnology A.S. (transfer program)

Nursing JCC's nursing graduates are prepared to provide patient-centered care to individuals of diverse cultures across the lifespan who are experiencing disruptions in biophysical and psychosocial dimensions in a variety of healthcare settings. The graduate will provide care utilizing the National League for Nursing (NLN) Association Degree (A.D.) competencies, and Quality and Safety Education for Nurses (QSEN) competencies. Students are educated and prepared to take the National Council Licensure Examination – Registered Nurse (NCLEX-RN) to become a registered nurse.

The college recently renovated an entire floor on the Jamestown Campus to expand classrooms and clinical laboratory space, and to accommodate new equipment and state-of-the-art educational technology for the nursing program. The renovation allowed expansion of clinical lab capacity to 20 simulated hospital cubicles; two simulation rooms equipped with an audio-video recording system for recording, playback, and debriefing of clinical scenarios; and space to accommodate new technology recently received with grant funds. The following technology is available to students at both the Jamestown Campus and the Cattaraugus County Campus:

- Electronic Health Records (EHR) Simulation Package
- Demo Dose Medication Dispensing Units
- Laerdal SimMan, Nursing Anne, and Pediatric High-Fidelity Patient Simulator Packages
- Laerdal Audio-Video Recording System

A nursing student's readiness for the workforce strongly impacts patient care when that student graduates, passes the NCLEX-RN examination, and works as an RN. Using high-fidelity patient simulators, faculty replicate acute emergent multifaceted real-life experiences, and allow students to view their own performance via AV equipment, accept constructive feedback from faculty and peers, and assess/improve their own skill levels. Complex clinical scenarios give students a variety of experiences they may not get while doing clinical rotations in an actual hospital setting, provide students with experiences in a safe environment where they cannot harm real patients, and help students develop critical thinking and clinical decision-making skills. The scope of high-fidelity patient simulators allows students to interact with patients of both genders and multiple cultures across the entire life span, including a child and a baby.

The nursing program has a major impact on the healthcare community. Faculty have offered to contract with healthcare organizations to utilize JCC's equipment for re-training of their own health professionals. Healthcare providers from several area hospitals and long-term care agencies, as well as the county EMT team, were invited to a JCC Simulation Lab Open House in October 2011. The Nursing Director and Clinical Lab Coordinator provided attendees with an overview of JCC's new simulation lab. Attendees were impressed with the lab simulation capabilities.

Any healthcare company locating near JCC will have a prepared RN workforce and opportunities for heightened student learning because of the nursing program's academic offerings and high-tech simulation labs. The college has lab equipment that might benefit new businesses requiring incumbent employee training. JCC faculty members are open to discussing potential partnerships with new START-UP NY companies. Depending on the nature of the healthcare company's business, these new businesses may become sites for internships or clinical experiences for JCC students.

Occupational Therapy Assistant The JCC Occupational Therapy Assistant (OTA) program is accredited by the Accreditation Council for Occupational Therapy Education (ACOTE). Graduates of this program are educationally prepared to provide service to individuals having difficulties in living due to developmental deficits, physical injury and illness, psychological and social disabilities, and the aging process. Graduates of the program are eligible to sit for the National Certification Examination for the Occupational Therapy Assistant, administered by the National Board for Certification in Occupational Therapy (NBCOT). After successful completion of this exam, the graduate will be a Certified Occupational Therapy Assistant (COTA).

The program customarily has been responsible for educating students in the traditional areas of practice such as school systems, rehabilitation facilities and nursing homes. ACOTE has expanded its standards and now mandates that students gain exposure to non-traditional/emergent areas of practice in which occupational therapy practitioners do not typically practice, such as mental health agencies, child daycare centers, and agencies offering support services to the aging. The following are examples of emergent areas of practice established locally for student fieldwork:

- Chautauqua County Office for the Aging
- Mental Health Association of Chautauqua County
- Chautauqua Adult Daycare Center
- Total Senior Care
- Emeritus of Lakewood Assisted Living Facility
- Corry Manor and Golden Living Center - Kinzua Skilled Nursing Facilities Activity Departments
- Chautauqua Opportunities Connections South Head Start
- Home Care & Hospice

The OTA Director and Academic Fieldwork Coordinator develop general fieldwork curriculum for all new sites, providing hands-on learning experiences with populations in need of occupational therapy services as well as appropriate lab materials for enhanced learning experiences for students. Faculty and staff have built excellent relationships with community agency staff who might not have otherwise been familiar with JCC's OTA program. Many of these staff members now appreciate the occupational therapy services their clients receive from OTAs.

New START-UP NY companies locating near JCC that are in need of occupational therapy assistants will have a prepared workforce as well as opportunities for heightened student learning because of the OTA program's academic offerings and expanded clinical fieldwork sites. Faculty and administration are open to partnerships between JCC students and start-up company clientele. The college may be willing to use these companies as clinical fieldwork sites as appropriate.

Medical Office Technology JCC offers A.A.S. and certificate programs in Medical Office Technology (MOT). After completing the courses in the certificate program, students are ready for entry level employment in a variety of healthcare sites. Students choosing the degree program have a specialized medical background in medical transcription, medical coding, and medical insurance. Embedded in the Medical Office Procedures, Medical Transcription and Medical Coding classes are the steps to certification, providing graduates with a path to a number of occupations.

Certification possibilities are:

- C.C.A. - Certified Coding Associate
- C.C.S. - Certified Coding Specialist
- C.C.S.-P. - Certified Coding Specialist: Physician-based
- R.M.T. - Registered Medical Transcriptionist
- C.M.T. - Certified Medical Transcriptionist

The MOT Degree and Certificate programs have been registered and approved by SUNY as online programs. The college anticipates an increase in enrollment now that the MOT programs are registered online.

New START-UP NY companies locating near JCC that are in need of medical office technology graduates will have a prepared workforce as well as opportunities for heightened student learning because of the A.A.S. and certificate programs available. The Business course “Professional Development/Internship” is a graduation requirement for all MOT A.A.S. degree students. The college may be willing to use start-up companies as sites for internships for A.A.S. students as well as any certificate students who would choose to pursue an internship experience.

Most graduates of all the healthcare programs described above remain in this geographical area. Healthcare industries that start up or expand near any of JCC’s campuses or centers will have access to a well-educated workforce that is committed to living and working in the southern tier.

Biotechnology JCC offers an A.S. degree in Biotechnology, which provides innovative curriculum, cutting-edge equipment and supplies, and undergraduate research opportunities to connect students to the growing biotechnology sector in the region. The strength of this program is underscored by articulation agreements with very reputable area colleges, including SUNY at Buffalo, Rochester Institute of Technology, and SUNY Environmental Sciences and Forestry. This degree prepares students for transfer to a four-year college to major in biology, biochemistry, molecular genetics and related fields. The program also provides strong preparation for graduate school, medical, veterinary, dental, and pharmaceutical school as it provides the robust, interdisciplinary training that modern baccalaureate science programs demand. Though the program is only six years old, students taking this curriculum have been accepted to SUNY Stony Brook and University at Buffalo medical schools, and D’Youville School of Pharmacy, among other health-related colleges. Students benefiting from the JCC biotechnology curriculum continue their educations seamlessly toward a variety of well-paying life science fields.

The Biotechnology program is located in a new science building on the Jamestown Campus that features visible green technology and cutting-edge biotechnology facilities and equipment. Students benefit from dedicated biotechnology learning spaces, including a modern tissue culture facility, dark room for fluorescence microscopy work, and undergraduate research lab spaces. The

hallmark of the JCC Biotech program is that students participate in authentic research projects throughout the program. Biotechnology students perform on-site research in multiple fields, including immunology, breast cancer, mosquito evolution, and Lyme disease.

The program is currently supplemented by two large NSF grants totaling 4.4 million dollars. The first funds the Community College Undergraduate Research Initiative (CCURI) as a collaborative effort between Finger Lakes Community College and three other community colleges. As part of the executive committee for the initiative, the Biotechnology Coordinator is involved in disseminating undergraduate research experiences to community colleges nationwide. For JCC specifically, this grant provides funds to deepen student research experiences by providing supplies, equipment, travel funds and paid research internships. Students in this program travel to national scientific conferences and present their research annually, including the American Association of Immunologists Conferences and Experimental Biology Conferences.

The second NSF grant supports the dissemination of high impact STEM education practices to high schools in the JCC service area. High school teachers attend a week long boot camp to update themselves in the fields of biochemistry, molecular biology and cellular biology and engage in 90 hours of research. Successful participation in this program qualifies teachers to teach a course in their high schools called *Biology: A Molecular Approach*, which visibly uses efficacious STEM education practices outlined by NSF in *Vision and Change in Undergraduate Science Education: A Call to Action*, including case-based learning, interdisciplinary teaching and research-based labs. This initiative will also provide \$10,000 in new biotech equipment for the high schools to participate in the research projects, as well as thousands of dollars in supplies and teacher training opportunities. Through these efforts, the JCC Biotech program is impacting nearly 50% of the school districts in the JCC service area.

Finally, the Biotechnology Coordinator chairs the funding committee for the WNY SUNY STEM Hub and thus is working actively with colleagues across Western NY to improve STEM education. Through all of these activities, the program is already significantly impacting regional biotechnology workforce pipeline development. New START-UP NY life science companies locating near JCC will have a well-prepared workforce made up of students who began their postsecondary education at JCC and are committed to living and working in the Southern Tier of Western New York.

Information Technology/Computer Science is another targeted industry sector for JCC's START-UP NY program. JCC has made major investments in new technologies due to the college's belief in the importance of infusing up-to-date information technology into the educational process. Following are the academic programs that JCC currently offers in support of this industry sector that prepare students for employment opportunities:

- Information Technology A.A.S.
- Information Technology Certificate
- Computer Science A.S. (transfer program)
- Computer Information Systems A.A.S.
- Network Administration Certificate
- Web Design Certificate
- Office Technology A.A.S.
- Office Technology Certificate

Several of the college's A.A.S. and certificate programs as well as the A.S. degree may be completed online.

The programs listed above are diverse, but generally prepare students to meet their technology-related career goals or transfer to a four-year college to pursue a bachelor's degree. Programs range from certificates that prepare graduates for entry-level jobs in information processing, help desk assistant, and general office work to associate degrees that provide in-depth understanding of computing technology fundamentals and skills to perform installation, configuration, maintenance, or troubleshooting.

New START-UP NY companies locating near JCC that have an information technology focus will have a well-prepared workforce. Opportunities for heightened student learning will be available through traditional classroom experiences or online venues, further increasing access to higher education. The college may be willing to use startup companies as sites for internships for students who choose to pursue an internship experience.

The final targeted industry sector, **Service-related Businesses**, is much more general and may include any or all of the industries listed above (manufacturing, healthcare, information technology, or computer science). Any entrepreneurial company that offers a service that people need must have the personnel or consultant support for marketing, webpage design, accounting, business administration, financial management, and human resource management. Following are the academic programs that JCC currently offers in support of service-related businesses that prepare students for a variety of employment opportunities:

- Business: Business Administration A.S. (transfer program)
- Business: Accounting A.A.S.
- Business: Business Administration A.A.S.
- Communication A.S. (transfer program)
- Media Arts A.S. (transfer or entry level employment)
- Digital Graphic Design & Publishing Certificate
- Entrepreneurship Certificate

New START-UP NY companies locating near JCC that are in need of general business services will have a prepared workforce as well as opportunities for heightened student learning because of the college's business and communications program offerings. The college may be willing to use startup companies as sites for internships for students who choose to pursue an internship experience.

A general note on internships: Jamestown Community College is fully committed to experiential learning and embraces the value that internships and other opportunities provide to both the student and the employer. Within each of the four categories described above the college has a strong track record of screening, matching, placing, and assessing student interns through the services of a dedicated staff member in collaboration with discipline-based faculty members. The college is also committed to expanding internship opportunities to include students within academic programs in which internships are not required. These internships will provide a solid basis for further development of "soft" skills in a real-world environment. START-UP NY companies within the college's service area will be eligible to engage either paid or unpaid interns during the fall,

summer, and spring semesters. The internships provided by JCC reflect the three key premises of the promise the college makes to its students to connect them to their goals by providing challenging educational experiences in a caring environment.

Finally, the JCC Center for Continuing Education with its locations in Dunkirk, Jamestown, and Olean provides flexible, convenient, and customized training. The Center for Continuing Education responds quickly to meet training needs of all area business and industry employers, works with the credit side to provide customized “corporate college” programs for area employers, and consistently achieves target outcomes for non-credit course work and training programs.

The targeted industry sectors listed above align with JCC’s academic mission, “to prepare students for successful employment, transfer, and life-long learning. We equip students with the knowledge, skills, and attitudes necessary to succeed in their professional endeavors, and to lead in service to their communities.”

- 5) Provide a description of how participation by these types of businesses in the START-UP NY Program will generate positive community and economic benefits, including but not limited to:
- Increased employment opportunities;
 - Increased opportunities for internships, vocational training and experiential learning for undergraduate and graduate study;
 - Diversification of the local economy;
 - Environmental sustainability;
 - Increased entrepreneurship opportunities;
 - Positive, non-competitive and/or synergistic links to existing businesses;
 - Effect on the local economy; and
 - Opportunities as a magnet for economic and social growth.

Generation of Positive Community & Economic Benefits

Businesses must generate positive community and economic benefits such as:

- Average payroll wages equal to or higher than the national industry average;
- High potential to generate tax revenues for the host municipality and New York State;
- Export products or the potential for export outside New York and the nation;
- Potential for import substitution (i.e. an industry that fills a need currently being supplied from outside New York State);
- Industry multiplier (the amount of money generated in the regional economy for each dollar spent by the company; or similarly, the additional jobs generated as a result of employment of a worker in the industry).

Criteria for Targeted Business Selection

The criteria for selecting targeted companies for START-UP NY program may include a combination of the following:

1. *New* businesses eligible for START-UP NY tax incentives and other benefits should meet the following criteria:
 - Be a new business to New York State;
 - Align with and further JCC’s academic mission;
 - Create positive economic and/or community benefits;

- Create internship and experiential learning opportunities in partnership with academic programs that integrate classroom instruction, paid work experiences, and may lead to full time employment for JCC students;
 - Create net new employment opportunities for the residents of JCC's service areas;
 - Be a new startup company to New York;
 - Be a company from out-of-state relocating to New York.
2. *Existing* businesses, who are currently operating in New York in JCC's service areas, or contemplating moving from another location in New York into JCC's service area, may also be eligible for START-UP NY tax incentives and other benefits provided that they meet the following criteria:
- Introduce a new line of business;
 - Align with JCC's academic mission;
 - Do not move from an existing New York location;
 - Do not shift jobs from an existing New York location;
 - Offer internship and experiential learning opportunities to JCC students;
 - Create net new employment opportunities for the residents of JCC's service areas.

- 6) Provide a description of the process the Sponsor (campus) will follow to select participating businesses. The description should identify the membership of any group or committee that may make recommendations, the final decision-maker, and the criteria that will be used to make decisions. This group or committee must include representation from faculty governance. The criteria may include some or all of the following:

A. Academic and Research Alignment

1. Is the business in an industry aligned with current and/or developing University research, scholarly, and creative activity?
2. Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full-time jobs) for students and graduates?
3. Does the business provide areas for partnership and advancement for faculty and students?
4. Will the business provide access to research instrumentation, tools, and/or equipment necessary to advance the academic and research mission?
5. Will the business fund scholarships, campus facilities or other academic services or amenities?
6. Will the business and/or its employees contribute to instruction or provide student mentoring?
7. Does the business offer the use of company resources, intellectual property or expertise to support the academic mission?

B. Economic Benefit

1. How many net new jobs will be created?
2. Is the business viable in both the short- and long-term?
3. Will the business attract private financial investment?
4. Does the business plan to make capital investments (e.g., renovation, new construction)?
5. Are the new jobs in critical areas of the economy?
6. How will the University financially benefit from the terms of the lease?

C. Community Benefits

1. Does the business have the support of one or more municipal or community entities?
2. Is the business recruiting employees from the local workforce?

3. Does the business invest in underserved, economically distressed regions?
4. Will the business rely on suppliers within the local and regional economy?

Certification of businesses who qualify for START-UP NY – President’s Advisory Council on Economic Development (PACED):

JCC President, Dr. Cory Duckworth, will establish the President’s Advisory Council on Economic Development (PACED). Membership of PACED will be comprised of public and private partners in addition to members of the JCC faculty. The council will work with the president to review business applications and recommend approval to JCC’s Board of Trustees (BOT). JCC’s BOT will approve and forward the application for certification to the appropriate New York State agencies for their review, approval, and certification under the START-UP NY Program.

PACED serves in an advisory capacity to JCC president. Other members of the committee include: Chautauqua County IDA, Cattaraugus County IDA, Development Director of the Cities of Jamestown and Olean, representatives from our NY State Senate and Assembly, Director of the Small Business Development Center, at least two business representatives, Two members of JCC faculty

The purpose of PACED is to have a council which acts in an advisory capacity to JCC’s BOT and its sponsor agencies in both Chautauqua and Cattaraugus Counties. PACED will strive to improve the Southern Tier of Western New York State’s economy by facilitating and encouraging the development of economic opportunities in the industrial and commercial business districts and to create a stable, healthy, and diversified economy and employment base. Since PACED is advisory in nature, JCC’s BOT will be the ultimate body to approve and forward the certification application to the appropriate New York State agency. PACED’s mission and purpose are outlined below:

- Encourage and inspire education, economic, and community development in JCC’s service areas in both Chautauqua and Cattaraugus Counties
- Encourage and inspire private investment and serve as an advocate for JCC’s service areas’ public and private interests
- Drive the well-being of the community by creating a healthy economy through attraction of new business, and retention and expansion of existing businesses
- Inspire, initiate, review, approve, and recommend projects that will stimulate economic growth in JCC’s service areas.

PUBLIC OFFICERS LAW

§ 74. Code of ethics.

1. Definition. As used in this section: The term "**state agency**" shall mean any state department, or division, board, commission, or bureau of any state department or any public benefit corporation or public authority at least one of whose members is appointed by the governor or corporations closely affiliated with specific state agencies as defined by paragraph (d) of subdivision five of section fifty-three-a of the finance law or their successors.

The term "**legislative employee**" shall mean any officer or employee of the legislature but it shall not include members of the legislature.

2. Rule with respect to conflicts of interest. No officer or employee of a state agency, member of the legislature or legislative employee should have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity or incur any obligation of any nature, which is in substantial conflict with the proper discharge of his duties in the public interest.

3. Standards.

- a. No officer or employee of a state agency, member of the legislature or legislative employee should accept other employment which will impair his independence of judgment in the exercise of his official duties.
- b. No officer or employee of a state agency, member of the legislature or legislative employee should accept employment or engage in any business or professional activity which will require him to disclose confidential information which he by reason of his official position or authority.
- c. No officer or employee of a state agency, member of the legislature or legislative employee should disclose confidential information acquired by him in the course of his official duties nor use such information to further his personal interests.
- d. No officer or employee of a state agency, member of the legislature or legislative employee should use or attempt to use his or her official position to secure unwarranted privileges or exemptions for himself or herself or others, including but not limited to, the misappropriation to himself, herself or to others of the property, services or other resources of the state for private business or other compensated non-governmental purposes.
- e. No officer or employee of a state agency, member of the legislature or legislative employee should engage in any transaction as representative or agent of the state with any business entity in which he has a direct or indirect financial interest that might reasonably tend to conflict with the proper discharge of his official duties.
- f. An officer or employee of a state agency, member of the legislature or legislative employee should not by his conduct give reasonable basis for the impression that any person can improperly influence him or unduly enjoy his favor in the performance of his official duties, or that he is affected by the kinship, rank, position or influence of any party or person.

- g.** An officer or employee of a state agency should abstain from making personal investments in enterprises which he has reason to believe may be directly involved in decisions to be made by him or which will otherwise create substantial conflict between his duty in the public interest and his private interest.
- h.** An officer or employee of a state agency, member of the legislature or legislative employee should endeavor to pursue a course of conduct which will not raise suspicion among the public that he is likely to be engaged in acts that are in violation of his trust.
- i.** No officer or employee of a state agency employed on a full-time basis nor any firm or association of which such an officer or employee is a member nor corporation a substantial portion of the stock of which is owned or controlled directly or indirectly by such officer or employee, should sell goods or services to any person, firm, corporation or association which is licensed or whose rates are fixed by the state agency in which such officer or employee serves or is employed.

4. Violations. In addition to any penalty contained in any other provision of law any such officer, member or employee who shall knowingly and intentionally violate any of the provisions of this section may be fined, suspended or removed from office or employment in the manner provided by law. Any such individual who knowingly and intentionally violates the provisions of paragraph b, c, d or i of subdivision three of this section shall be subject to a civil penalty in an amount not to exceed ten thousand dollars and the value of any gift, compensation or benefit received as a result of such violation. Any such individual who knowingly and intentionally violates the provisions of paragraph a, e or g of subdivision three of this section shall be subject to a civil penalty in an amount not to exceed the value of any gift, compensation or benefit received as a result of such violation.


 <p>Category: HR / Labor Relations Legal and Compliance</p> <p>Responsible Office: University Counsel</p>	<p>Policy Title: Conflict of Interest Document Number: 6001</p> <p>Effective Date: October 01, 1995</p> <p>This policy item applies to: State-Operated Campuses</p>
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Summary

Faculty and staff of the State University of New York (University) are encouraged to foster an atmosphere of academic freedom by promoting the open and timely exchange of scholarly knowledge independent of personal interests and are required to avoid conflicts of interest. Where potential or actual conflicts exist, faculty and staff are expected to consult with appropriate University officers and abide by University policy. This policy represents a restatement of existing University policy and pertinent state and federal law and regulations.

Policy

Faculty and staff of the State University of New York (University) are encouraged to foster an atmosphere of academic freedom by promoting the open and timely exchange of scholarly knowledge independent of personal interests. In keeping with this obligation, they are also required to avoid conflicts of interest.

In instances where potential or actual conflicts exist, faculty and staff are expected to consult with appropriate University officers and abide by this University policy. It is the responsibility of campus officials charged with implementing this policy to identify potential or actual conflicts of interest and take appropriate steps to manage, reduce, or eliminate them.

This policy represents a restatement of existing University policy and pertinent state and federal law and regulations.

1. University faculty and staff may not engage in other employment which interferes with the performance of their professional obligation.
2. University faculty and staff are expected to comply with the New York State Public Officers Law provisions on conflict of interest and ethical conduct.
3. University faculty and staff, to the extent required by law or regulation, shall disclose at minimum whether they (and their spouses and dependent children) have employment or financial interests or hold significant offices, in external organizations that may affect, or appear to affect, the discharge of professional obligations to the University.
4. University campuses shall ensure that all faculty and staff subject to pertinent laws and regulations disclose financial interests in accordance with procedures to be established by the Chancellor or designee. Campuses shall retain the reported information as required, identify actual or apparent conflicts of interest and seek resolution of such conflicts.
5. Each campus president shall submit to the chancellor's designee the name and title of the person or persons designated as financial disclosure designee(s) and shall further notify the chancellor's designee when a change in that assignment occurs. The chancellor's designee shall also be notified of any reports regarding conflict of interest that are forwarded to state or federal agencies.

Definitions

Conflict of interest — any interest, financial or otherwise, direct or indirect; participation in any business, transaction or professional activity; or incurring of any obligation of any nature, which is or appears to be in substantial conflict with the proper discharge of an employee's duties in the 'public interest. A conflict of interest is also any financial interest that will, or may be reasonably expected to, bias the design, conduct or reporting of sponsored research.

Other Related Information

[Outside Activities of University Policy Makers](#)

[Ethics in State Government - A Guide for New York State Employees](#)

[National Science Foundation, Grant Policy Manual](#)

Procedures

There are no procedures relevant to this policy.

Forms

There are no forms relevant to this policy.

Authority

[42 CFR 50, Subpart F](#)

The following link to FindLaw's [New York State Laws](#) is provided for users' convenience; it is not the official site for the State of New York laws.

[NYS Public Officers Law, Section 73-a, and 73 and 74](#)

In case of questions, readers are advised to refer to the New York State Legislature site for the menu of [New York State Consolidated](#).

[Board of Trustees Policies - Appointment of Employees \(8 NYCRR Part 335\)](#)

State University of New York Board of Trustees Resolution adopted June 27, 1995

History

Memorandum to presidents from the office of the University provost, dated June 30, 1995 regarding revision to University conflict of interest policy to bring it in conformity with federal guidelines issued by the National Science Foundation and the Public Health Service.

Appendices

There are no appendices relevant to this policy.

ITEMS TO INSERT:

1.) DEPARTMENT OF ECONOMIC DEVELOPMENT EXCEL SPREADSHEET TEMPLATE LISTING ALL DESIGNATED PROPERTIES

JCC	UniqueID	Owner	PropertyType	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType	SqFt	Description
ex. City of Albany	BIO0012 5	SUNY Albany	1	1400 Washington Ave	Albany	12222		ABC Building 14	B	4,750	Third floor
City of Jamestown	CSCE001	Jamestown Comm. College	1	525 Falconer Street	Jamestown	14702-0020		Community Center Building	B	26,150	First, Second, & Third Floors
* 1= on campus 2= 1 mile off campus 3= State Asset		** A=entire building B=floor within building C=Room within building D=land on campus E=land off campus F=entire building off campus G=partial building off campus H=state asset									

2.) COPY OF ANY OTHER APPLICABLE CONFLICT OF INTEREST POLICIES OR GUIDELINES

3.) EVIDENCE OF SUBMISSION OF TAX-FREE AREA PLAN TO INTERESTED PARTIES, I.E., COPIES OF CORRESPONDENCE SENT AND RECEIVED

Note that program regulations require 30-day notice to potential stakeholders, including the chief executive officers of the municipality or municipalities in which the subject properties are located, a local economic development entity, faculty senate, campus student government, and union representatives, and require “evidence” of the campus’ communications to these local stakeholders. Please note that you **MUST** include copies of all correspondence in your formal submissions to SUNY and ESDC. It is important that the plan be mailed **via first class mail** to each of the unions representing state employees, including the local (or statewide if no local exists) leadership for UUP, CSEA, PEF, PBA, GSEU and NYSCOPBA. Community colleges must also notify the unions representing their employees. If you are unsure whom to contact, please let us know and we can assist you in making this notification.