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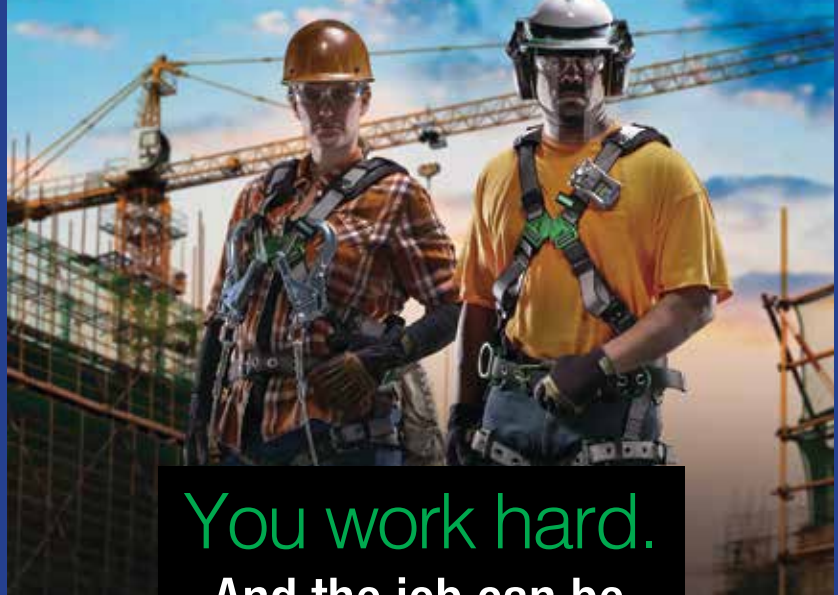
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A Message from the BEST Executive Director **JOHN HEALY**



The Builders Exchange of the Southern Tier had a successful year in 2025, strengthening, promoting, and advocating for the construction industry across the region. We extend our sincere thanks to our membership for your continued support of the association, which enables us to serve the construction sector on your behalf. Our mission remains to improve the building and construction industry in the Southern Tier, and that work would not be possible without the commitment of our members.

Highlights from 2025 include continued membership growth, delivery of OSHA safety training and continuing education to nearly 300 individuals, hosting several well-attended social and network-

ing events, as well as ongoing advocacy on behalf of the industry.

Through the dedication of our staff, our electronic Planroom posted 2,050 projects throughout the Southern Tier in 2025. We thank Jamie Ansell, Amanda Jones, Nicole Relyea, Karen Bates, Kim Walters, and Betsy Healy for their hard work and commitment to the Builders Exchange and its programs.

In 2025, two exceptional board members completed their service on the Board of Directors. We extend our deepest appreciation to Carol Pettinato (Williams Doors & Hardware) and Ryan Patti (R. Patti Concrete & Excavating) for their many years of support and leadership. We wish them continued success in their future endeavors.

As we look ahead, we are pleased to welcome three new members to the Board of Directors. Aaron Olson (JMI), John Atzrott (Northland Contracting), and Mark Freije (Matco Electric.) Each brings valuable industry experience and insights. We look forward to their contributions as we continue advancing our mission.

The construction industry across New York's Southern Tier remained active in 2025, with 2026 continuing that momentum at a reliable pace. Contractors remain cautiously optimistic, supported by a consistent backlog of projects, while working through challenges such as elevated material costs, interest rates, and persistent workforce constraints.

Stability across the region con-

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continues to be driven by public-sector investment, with K-12 and higher education projects serving as key anchors of construction activity. Ongoing demand for infrastructure improvements – including roadwork, water and sewer systems, and community revitalization initiatives – provides a reliable pipeline of work. Healthcare construction and private-sector development are also contributing to forward-looking optimism, particularly in manufacturing, warehousing, and energy-related sectors. Overall, the outlook for 2026 reflects steady progression, with opportunities for continued growth throughout the region.

Labor shortages remain a continuing challenge. An aging workforce and limited entry of skilled tradespeople continue to impact contractor capacity, influencing project timelines and overall industry structure.

To help address these challenges, we established the Builders Exchange of the Southern Tier Foundation, a 501(c)(3) affiliate organization dedicated to workforce development. The Foundation focuses on pursuing grant opportunities, securing donations of tools and materials, and expanding hands-on training programs.

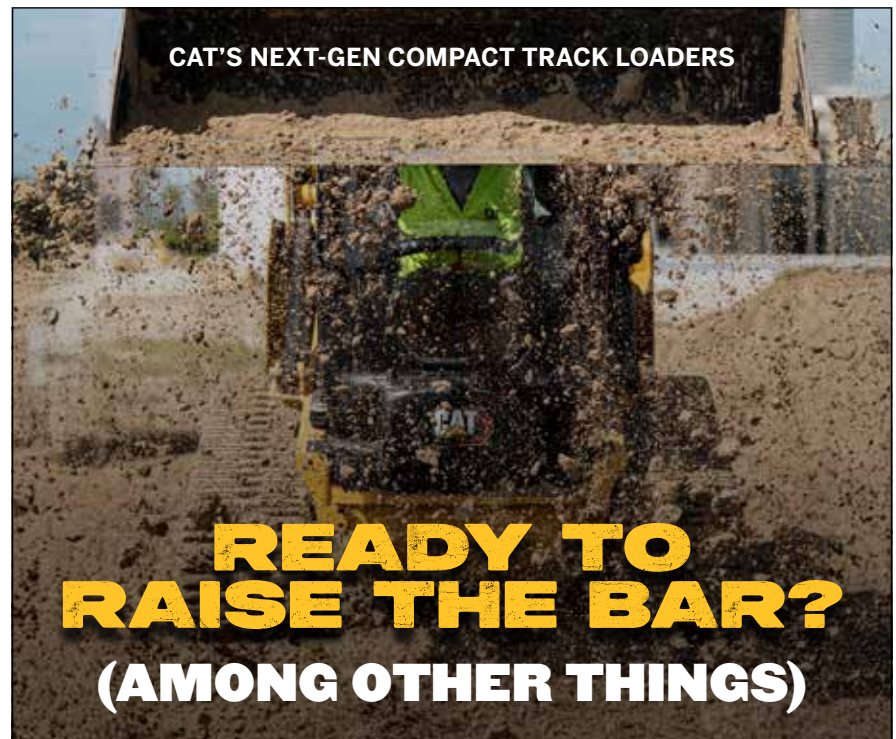
We are proud to continue building our workforce development initiatives through partnerships with Jamestown Community College and Jamestown High School. In 2025, we successfully conducted two construction workforce development classes in collabora-

tion with Jamestown Community College and one program with Jamestown High School.

I would also like to thank Brad Walters for his guidance and leadership throughout the year, as well as our 2025 Executive Committee – Kyle Duggan, Mike Hanagan, Tim Asinger, and Mike Azersky – whose direction and commitment are in-

strumental to our continued success.

We look forward to expanding the value we provide to our members in the year ahead and appreciate the opportunity to serve the construction industry across the Southern Tier. Thank you for your continued support in 2026 and beyond. ❖



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Maddie Rhubart

I am a sophomore majoring in Construction Management. I am on track to graduate in May 2028. My goal is to work with a construction company right out of school. Currently, I work over breaks and go home on weekends once a month to work. Thanks to this scholarship, I will be able to focus on my studies more.

Thank you again for your investment in SUNY Delhi and students like me. I hope to give back to the college someday and help a student reach their educational goals with a scholarship.

Sincerely,
Maddie Rhubart

Home Town: Lyons Falls
NY Major: Construction Management Class of 2028



Brian Buffington

Hello, my name is Bryan Buffington and I am a recipient of the Builders Exchange of the Southern Tier, Inc. Scholarship.

I am honored and grateful to accept this scholarship. This award means a lot to me as it will go very far in helping me achieve my academic goals. It means a lot to be chosen for this award, and it will help me continue the pursuit of my degree.

I originally pursued a degree in architecture after high school. Yet, after a semester, I realized it was not for me. After attending a semester at Broome for liberal arts, I started looking at civil engineering. I did an internship with the DOT over the summer, which helped in my decision to switch my major to Civil Engineering Technology. I have very much enjoyed my studies here at Broome.

Since the switch, I have worked for the DOT over the summer as an inspector. I plan on working for the DOT again this summer. Then I will attend SUNY Polytechnic University next fall to eventually attain my bachelor's degree.

This scholarship means a lot, as it is a huge honor to be selected to receive this award. This award is a great help in working towards getting my bachelor's degree so I can pursue a career in civil engineering.

I am very grateful for the opportunity. Thank you.

Sincerely,
Bryan Buffington



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Mason Keefer

Hello, my name is Mason Keefer and I am a recipient of the Builders Exchange of the Southern Tier, Inc. Scholarship.

Thank you for giving me this scholarship! I am graduating this year to start working for my family landscaping business. I also grow plants and mushrooms, as I take interest in the natural world.

Sincerely,
Mason

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Jackson Moss

Hello, my name is Jackson Moss and I am a recipient of the Builders Exchange of the Southern Tier, Inc. Scholarship.

Thank you very much. One thing you don't know about me is that I used to play travel baseball when I was younger for High Heat. I also volunteered at the Port Dickinson Civic Association for about 8 years. I also have a place up on Lake Ontario.

Again, thank you very much, this award will help me pay for my future college.

Sincerely,
Jackson

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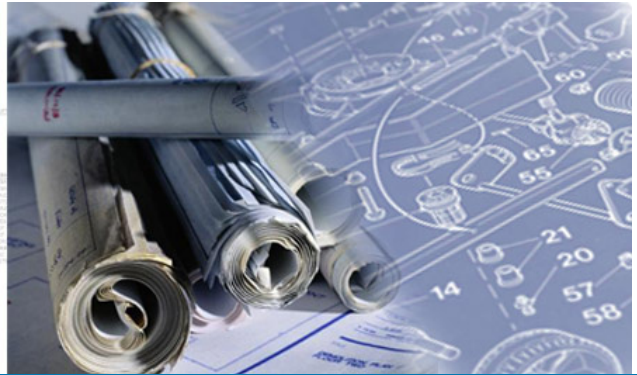
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Parker Drees

Parker Drees is a junior construction management major. He is a member of the baseball team and a part of the student athlete action committee.





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Should your construction agreement include a waiver of consequential damages?



By Kenneth R. Crystal and
Allen Major, Phillips Lytle LLP

Many form construction agreements include a mutual waiver where both the owner and contractor waive claims against each other for consequential damages. What are consequential damages? And should the owner, contractor and subcontractor agree to waive them? What are the implications of the waiver?

WHAT ARE CONSEQUENTIAL DAMAGES?

Consequential damages (sometimes called special damages) in construction projects are indirect damages or losses incurred by either the owner or contractor arising from the other party's breach, as contrasted with direct damages, described below.

A contractor's claim for consequential damages might include a claim for loss of business opportunities. Suppose an owner delays a project by making design changes mid-construction or takes too much time to make key decisions. In those cases, a contractor might claim damages for keeping their

team on the project for a longer period than anticipated, thus preventing the team from deploying to a different project. In an extreme case, a contractor can face insolvency due to prolonged project delay.

Consequential damage claims made by an owner might include loss of business reputation or insolvency. Suppose an owner agrees to build stores at multiple locations for a national retailer. After construction is severely delayed at one location due to the contractor, the retailer seeks to back out of opening at all locations. The owner might seek consequential damages for losses associated with all locations. An owner might also face insolvency due to increased carrying costs associated with project delay.

DIRECT DAMAGES

Another common type of damages incurred during construction projects that face problems are direct damages, which are losses or damages that are the natural and probable result of a breach of contract. Direct damages com-

monly sought by an owner from a contractor include the cost to correct faulty work or to complete unfinished work. When a contractor seeks direct damages from an owner, it might be for the contractor's additional costs or general condition expenses associated with project delay.

THE OWNER'S INTEREST AND THE CONTRACTOR'S INTEREST

Broadly, owners typically do not want to waive the right to consequential damages, whereas contractors do. It's typically easier, for example, for an owner to prove loss of income due to contractor delay or negligence on a project than it is for the contractor to prove loss of business opportunities due to owner delay caused by indecision or design changes. Also, the magnitude of an owner's claim for consequential damages might be quite large (for example, lost income due to a contractor's failure to complete a large commercial development, which, in extreme cases, could exceed the value of the construction contract). In contrast, a contractor's claim for

consequential damages might be smaller (for example, the lost profit that the contractor could have earned on a different construction project).

An owner might also not want to agree to an unqualified waiver of consequential damages because of possible liability to third parties. Suppose that the neighboring property to a development suffers property damage or the neighbor's business is harmed as a result of the contractor's negligence. The neighbor might sue the owner for damages. The owner will want to seek indemnification from the contractor for the damages sought by the neighbor, some or all of which damages might be characterized as "consequential". The owner's broad waiver of consequential damages might preclude such a claim.

MUTUALITY OF THE WAIVER

Occasionally, the waiver of consequential damages might be one-sided. An owner might want the contractor to waive the contractor's right to consequential damages, while retaining the owner's right. In that case (or when the contractor seeks to have the owner waive their right to consequential damages), the other party should insist that if a waiver is included, it should be mutual.

DRAFTING THE WAIVER

The dividing line between direct damages and consequential damages is not always clear. Sometimes it is a judgment call (and in the case of litigation, the judge's call) whether damages claimed by a party flow directly from the

breach or are consequential. So, the parties may not know definitively in advance whether particular claims are in the nature of direct or consequential damages.

This can be an issue if the parties waive consequential damages in the construction agreement without describing what the term

means. Having waived consequential damages without knowing its precise application at the time of contract, a party seeking such damages due to an issue arising during construction may not know whether it has a valid claim.

To avoid this ambiguity, the parties should define what they mean

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by consequential damages. A well-drafted waiver provision will list the types of damages waived by each party. An owner might waive damages related to loss of use of the project, any rental expenses incurred, loss of income, profit or financing, or insolvency. A contractor might explicitly waive damages related to loss of business, loss of

financing, home office overhead and expenses, loss of profits not related to the project, loss of bonding capacity, loss of reputation, or insolvency.

In practice, a mutual waiver is usually included in the construction agreement, including the AIA Document A201®-2017 General Conditions of the Contract for

Construction. Its inclusion is usually in the contractor's interest, for the reasons discussed above, and the contractor will often insist on it. The owner, while understanding the contractor's position, might want to exclude certain claims from the general waiver of consequential damages. The owner might carve out claims by third parties (such as damage to a neighboring property, as discussed above), damages resulting from the contractor's gross negligence or willful misconduct, and losses covered by the contractor's insurance. With these carveouts, the owner could pursue these claims against the contractor, even if they might otherwise be classified as consequential damages.

LIQUIDATED DAMAGES

Another avenue providing the owner with recourse against the contractor, despite having waived the right to collect consequential damages, is to provide for liquidated damages. A liquidated damages provision in a construction agreement allows the owner to recover a predetermined amount of compensation if the contractor breaches certain contract terms, such as delays in completion. Liquidated damages might be stated as a fixed amount of money for each day of project delay. If the owner can determine in advance what its damages would be if a delay occurs (for example, extra interest owed to its lender), it can be made whole by syncing liquidated damages with its anticipated actual damages. This also protects the contractor by defining and lim-



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iting its exposure. A well-drafted waiver of consequential damages should carve out any agreed-upon liquidated damages.

THE SUBCONTRACTOR'S INTEREST

A subcontractor should demand a waiver of consequential damages in its subcontractor agreement, particularly if the prime contract includes one. A subcontractor without a consequential damages waiver runs the risk that the owner or prime contractor sues it for losses disproportionate to the subcontractor's scope. A waiver protects the subcontractor from financial penalties incurred upstream by the prime contractor and delays caused by factors outside the subcontractor's control, such as design changes or unforeseen site conditions.

A waiver of consequential damages is a tool to allocate risk between parties. While the waiver of consequential damages is usually included in a construction agreement, the issue does not lend itself to a one-size-fits-all approach. Depending on the needs and risks faced by each of the parties for a particular project, the waiver might be broad or narrow. A blanket waiver typically favors the contractor, so the owner should seek to shift the risk by carving out exceptions from the waiver. In any event, the waiver should be well-defined. A competent construction lawyer could advise a party to a construction agreement as to the appropriate scope of the waiver of consequential damages based on the particular facts and circumstances of the project.

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Building smarter in 2026: What the new tax law means for contractors

By Shawn Southard, CPA, Partner, The Bonadio Group

The construction industry is no stranger to change. What sets 2026 apart is not the pace of disruption, but where it's coming from. With the passage of the One Big Beautiful Bill Act (OBBBA), contractors are navigating a tax environment that has a direct and immediate impact on cash flow, project timing, and overall profitability.

This legislation is not simply a compliance update. It represents a meaningful shift in how contractors should think about tax planning alongside operations.

At a high level, the law extends several familiar provisions. The real impact, however, lies in how those rules now intersect with day-to-day construction realities. Changes in timing and structure while subtle on paper can materially affect tax outcomes for contractors managing long project cycles and tight margins.

INCOME TIMING AND CASH FLOW ALIGNMENT

One of the most significant developments is the expansion of the completed contract method. Contractors may now defer income on residential projects until completion, regardless of project size. For many, this addresses a long-

standing disconnect between taxable income and cash receipts. Income is no longer taxed before it is fully realized, improving cash flow and reducing pressure during extended construction timelines.

REINVESTMENT INCENTIVES RETURN

The law also reinforces reinvestment. Expanded Section 179 limits, along with the return of 100 percent bonus depreciation, allow contractors to immediately expense qualifying equipment, vehicles, and tools. In strong years, this creates an opportunity to modernize operations while managing taxable income.

Contractors operating in states such as New York should remain mindful that state conformity does not always follow federal treatment. As a result, taxable income calculations may differ at the state level, making proactive planning essential.

RELIEF FOR INTEREST-HEAVY BUSINESSES

Borrowing conditions have improved as well. Revisions to interest limitation rules allow many contractors to deduct a greater portion of interest expense. This change is especially impactful

for businesses that rely on lines of credit to support payroll, materials, and project mobilization, particularly where cash flow has previously been strained by disallowed deductions.

INCENTIVES FOR INNOVATION: WITH LIMITS

The legislation also encourages innovation. Contractors investing in technology or process improvements may now immediately deduct domestic research and development costs, lowering the cost of modernization. While this benefit may be limited for smaller firms not engaged in design, engineering, or process development, it can generate meaningful savings for those that are.

Not every change moves in a favorable direction. Many energy-related tax incentives are being phased out sooner than anticipated, with most no longer available. This shift may dampen demand for certain projects and compress timelines for those that still qualify.

PLANNING OPPORTUNITIES REMAIN

Despite these changes, longer-term planning tools remain available. Programs such as Qualified Opportunity Zones continue to



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The work itself has not changed. The way contractors manage the business behind the work has.

support development in targeted areas, offering potential benefits for contractors working in those markets.

OPERATIONAL DISCIPLINE STILL MATTERS

While federal tax changes often draw the most attention, strong

internal processes remain just as critical. Clear, consistent procedures drive efficiency and help reduce exposure to penalties. Sales tax compliance is a prime example. In construction, sales tax treatment can vary significantly based on project structure and scope, making proper documentation essential. Exemption certificates and supporting forms are not merely administrative; they're a contractor's first line of defense in an audit.

THE BOTTOM LINE

Contractors best positioned to benefit from these changes will be those who plan ahead. Managing the timing of income, accelerating deductions, and understanding sales tax obligations are no longer optional considerations, they are essential components of a sustainable strategy.

The work itself has not changed. The way contractors manage the business behind the work has. In 2026, building smarter means more than delivering projects on time. It means aligning tax strategy with operational reality.

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PROUD TO SUPPORT THE SOUTHERN TIER!



TheZone set to inspire kids in a state-of-the-art facility

By John Kinder

Northwest Arena was created to enrich our community through year-round events and activities that connect, engage, and transform. TheZone is a brand new, state-of-the-art facility that bridges the gap between education and play. This 6,200-square-foot space is targeted for kids ages 2-13 and features various sports themed exhibits and attractions. TheZone will include a rock-climbing wall, two-level climber, virtual games, a free play area, and much more! Its ADA accessibility ensures everyone can join in on the fun.

TheZone also incorporates STEAM

concepts that merge education and sports, highlighting nutrition, hydration, and physics. Conveniently located in Jamestown, NY inside the Northwest Arena, TheZone offers a rich blend of play and learning, providing a year-round option for local families to explore something amazing right in their own backyard and visiting families the opportunity to experience Jamestown in a new and exciting way. Upon entry, visitors will be immersed in a sports-simulated world that is sure to capture the hearts and minds of all. Whether it's a toddler taking those first steps in life, an early or middle schooler

exploring the world around them, or a pre-adolescent in full stride, there are attractions certain to spark imagination and creativity. Children will also be given an RFID chip to record each experience they have at TheZone so they know when they've hit a personal best score.

Our mission is to INSPIRE all kids to DREAM and GROW in this one-of-a-kind family-friendly environment.

TheZone is in the final phase of construction and has engaged design agencies, contractors, and fabricators at the international, national, and local level. Swan Painting, Insulation Coatings & Consul-



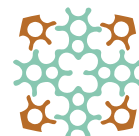
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tants, HCH Interiors, Ideal Coatings, Citadel Services Inc., Ahlstrom Schaeffer, and E.E Austin & Son Inc. are all local contractors who have taken part in the construction of the project.

WORLD CLASS DESIGN

The experience is designed by Jack Rouse Associates and Cortina Productions, renowned firms that have created immersive experiences and interactive digital displays for theme parks, museums, and sports and destination attractions worldwide. In addition to their collaborative work on the nearby National Comedy Center, their portfolio includes the Crayola Experience, LEGOLAND Parks, NASA Space Center Houston, Louisville Slugger Museum, the Smithsonian's National Air and Space Museum in Washington, DC, the Jackie Robinson Museum, and the National Soccer Hall of Fame.

The Goal: TheZone is designed to get kids moving and thinking. Some attractions introduce concepts



Our mission is to **INSPIRE** all kids to **DREAM** and **GROW** in this one-of-a-kind family-friendly environment.

from physics; others teach the basics of hydration and nutrition. All of them connect these ideas to sports and play.

The Vibe: TheZone will be colorful, fun, and inviting all zones with diverse, dynamic activities inside.

The Approach: Physically engaging exhibits will connect the act of play to STEAM concepts illustrating the science of motion and sport. Kids can design their own sports uniform (and see themselves in a digital mirror all suited up) or test their sprint speed against simulated rivals. They can also climb, throw balls, jump, and create their own play.

The Best Part: Fully ADA-compliant and financially accessible

for every family, TheZone will offer enriching, age-appropriate fun for all kids.

INSPIRING KIDS TO LEARN

Tunnel Experience: Run out of the sports tunnel and have your name announced just like the pros in this electric pre-game experience!

Free Play Zone: Open play area which features hoops, balls, nets and a massive Jumbotron that captures the action with instant replays!

Toddler Bullpen: Kids ages 2-5 will develop motor skills as they engage with soft-play equipment in a safe enclosure.

Primetime Climb: Go on a digital scavenger hunt in this ADA acces-

sible, two-tiered climbing structure, equip with slides, lookouts and obstacles.

Locker Room: Learn about nutrition facts and STEAM concepts, create your own sports uniform, and adjust the lighting of the locker room.

TheZone is located on the second floor of the Northwest Arena in downtown Jamestown. We offer general admission hours, birthday parties, private rentals, and endless opportunities for youth-based programs and enrichment. With an anticipated opening of Summer 2026, we look forward to cutting the ribbon as we usher in a new era of youth engagement. ❖



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Building a strong workforce: How SUNY Delhi prepares builders and managers for the construction industry

From job sites across New York State to major commercial and infrastructure projects, construction companies are facing the same challenge: finding skilled professionals who understand not only how to build, but how to lead. Contractors need people who can read plans, understand materials, coordinate crews, and keep projects moving – often all at once.

For more than 90 years, SUNY

Delhi has been preparing students for exactly that reality. Delhi's Construction Technology associate degree, established in 1933, is the oldest postsecondary construction education program in the United States. Designed to prepare students for careers in the building trades, the program continues to serve as a foundation for hands-on construction education.

Building on that legacy, SUNY Delhi introduced its Bachelor of Tech-

nology in Construction Management: Design and Building in 2007, creating a pathway for students to advance from technical construction skills into project leadership.

Together, these programs reflect the reality of today's industry, where success depends on understanding both how a project is built and how it is managed.

Delhi students don't just learn construction in theory – they understand how projects come to-



gether in the field. That's exactly Delhi's strength and reputation.

**LEARNING HOW TO BUILD:
CONSTRUCTION TECHNOLOGY
AT SUNY DELHI**

At the core of SUNY Delhi's construction education is the Construction Technology AAS program, where students focus on the fun-

damentals of building.

The curriculum provides broad exposure to the industry, blending construction with architecture and business classes to prepare students for any sector of the industry, from residential and commercial to heavy civil construction. Students develop a working knowl-

edge of how structures are assembled from foundations and framing to finishes while also gaining an understanding of how projects are organized and executed.

Hands-on learning is central to the experience. In dedicated construction laboratory spaces, students work directly with building

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components and systems, examining how different assemblies function and how materials behave in real-world conditions.

This practical experience moves students beyond theory and gives them the confidence and skills needed to contribute on job sites immediately after graduation. Our graduates enter the workforce with a clear understanding of how buildings go together. Delhi's reputation for producing a highly skilled and dependable workforce is reflected in 100 percent job placement within six months of graduation.

BUILDING ON THE FOUNDATION: ADVANCING INTO CONSTRUCTION MANAGEMENT

For students who want to expand their careers beyond the job site, the bachelor's degree in Construction Management: Design and

Building provides the next step. While the associate degree focuses on how to build, the bachelor's program focuses on how to manage the building process.

Students build on their technical knowledge while developing skills in construction estimating, project scheduling and coordination, contracting law and safety, cost control, and project management, using industry-standard software such as Microsoft Excel, Microsoft Project, Primavera P6, Bluebeam Revu, AutoCAD, Revit, Civil 3D, and Procore.

While the program does not formally offer concentrations, students tailor their coursework through electives that allow them to focus on areas such as commercial, residential, or heavy civil construction.

Students also have an opportu-

nity to test and prove their skills in competitions. Last year, Team Delhi took second place in the ASC Heavy Civil Competition, beating major engineering institutions such as the University at Buffalo, Clarkson University, and Penn Tech. The teams prepared full responses to an industry-level RFP, evaluating drawings, phasing plans, and technical documents, and developed multiple deliverables under tight deadlines before presenting their proposal to a panel of industry judges. Team Delhi was commended for their exceptional professionalism, construction knowledge, and real-world experience far exceeding that of most of their peers.

TRANSFORMATIVE INTERNSHIPS

A key feature of the program is its 800-hour required internship, which immerses students in active





construction environments. Working alongside project teams, students gain firsthand experience in how projects are planned and executed.

This combination of field knowledge and management training is critical in today's construction environment, where project leaders must understand both the technical and organizational aspects of construction.

"I'm proud to represent SUNY Delhi out in the field," construction management major Anthony Matheis '27 says of his summer internship with Perfetto Contracting. "The company has been extremely impressed with my knowledge and work ethic – and I always credit that back to SUNY Delhi. The curriculum at SUNY Delhi truly set me up

for success, and the hands-on experience I've gained in my courses at Delhi gave me a strong foundation in construction management."

Anthony worked on a pedestrian bridge rebuild over the Belt Parkway and a floodwall project in Brooklyn and was involved in every phase of the projects, from concrete placements and field coordination to reviewing specs and managing RFIs.

Dean Sutantio '27 interned with Whiting-Turner Construction, building new fire protection systems in a hospital in Staten Island. His role included reading construction drawings and coordinating with subcontractors and hospital management to ensure a safe and effective environment with strict protocols.

"Internships are extremely im-

portant because the number one thing construction companies look for is what experience you have in the industry," he says.

For many, the internship experience becomes a direct pathway to well-paying careers as project managers, estimators, field supervisors, and construction managers, working on projects across New York State and beyond. Delhi graduates are in high demand by large companies that view them as priority recruits. Graduating seniors report average starting salaries of over \$84,000.

SUPPORTING THE BROADER CONSTRUCTION WORKFORCE

In addition to construction programs, SUNY Delhi is known for trade-focused programs in residential construction (carpentry),



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electrical construction, plumbing, HVAC, refrigeration, welding, and more that contribute to the broader construction workforce. These roles form the backbone of the construction industry that works alongside project managers to bring projects to completion.

Together, SUNY Delhi's applied technologies programs support a comprehensive workforce pipeline from skilled trades professionals to construction managers, helping to meet the ongoing demand for talent across the industry.

CONNECTING EMPLOYERS WITH TALENT

SUNY Delhi maintains strong connections with the industry throughout the region. Faculty are leaders in their fields and bring connec-

tions from years of real-world experience across construction design, planning, materials, and project management. The program is also guided by an active industry advisory board, ensuring that curriculum and training are aligned with current construction practices and workforce needs.

The program offers multiple ways for employers to engage with students.

Employers host recruiting events on campus and can post job openings and internship opportunities through the program's dedicated construction job board, making it easy to connect with qualified candidates. The program also maintains an interactive internship map that highlights where students are gaining real-world experience

with construction firms across the Northeast.

With these connections, students stay engaged with the industry throughout their education, and employers have access to a steady pipeline of emerging talent.

A RARE SKILL SET

SUNY Delhi's time-tested approach, grounded in hands-on training and expanded through management education, produces well-rounded construction professionals who know the trade from soup to nuts. It's a rare combination that's hard to find.

Charlie Clark '20 put it like this: "During my internship, I worked with students from engineering schools who were only used to looking at general concepts and didn't understand the building components of how things really work. At Delhi, we get to practice what we learn in the classroom. At the end of my internship, the company sat me down and offered me a salaried position as soon as I graduate from Delhi."

As the construction industry continues to evolve, the need for professionals who understand both building and management will only grow. For more than 90 years, SUNY Delhi has answered the call for skilled trades and management, helping students build careers while supporting the workforce needs of New York State.

Today, that mission continues. When construction companies hire SUNY Delhi graduates, they gain hard-working professionals who are experienced, job-ready, and prepared to hit the ground running on day one. ❖



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- **Less fiduciary responsibility:** Fiduciary duties are shifted to the MEP sponsor, the 3(16) administrative fiduciary, and the 3(38) investment fiduciary, significantly reducing the burden on participating employers.
- **Lower costs:** Pooling assets and participants across multiple employers creates efficiencies and economies of scale, which can potentially reduce overall plan costs.

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Every business is unique, and your retirement plan should reflect that. You remain in control of the design, while we sit on the same side of the table as you – helping you build a plan that reflects your company's values and future.

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Laborers' Local 785 covers 8.5 counties in the Southern Tier of New York!

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Alfred State College proud to build the Southern Tier



Alfred State College has construction graduates working all over the United States at every level of construction, performing trades, quality control, construction management, general contracting, and land development. Our graduates also contribute to the industry right here at home in the Southern Tier. The stories below represent the breadth of careers available to our BS Construction Management graduates; Alfred State is proud to educate young people from the Southern Tier and have them make valuable contributions to the industry right here in our backyard.

FRED THOMPSON '01 - VP LECHASE CONSTRUCTION SERVICES

Fred Thompson grew up on a dairy farm in Addison. He currently works in LeChase's Corning office and lives in Woodhull. While he supports initiatives across the entire company, most of his con-

struction career has been rooted in the Southern Tier.

"Staying local has allowed me to develop deep, long-term relationships and gain a strong understanding of the communities, institutions, and industries we serve," he says.

Fred currently serves as Vice President at LeChase Construction Services, overseeing the firm's Southern Tier operations along with providing corporate oversight of the company's safety and warehouse operations. LeChase Southern Tier office officially opened in 1999 and serves not only the Southern Tier but also central Pennsylvania. For more information, check out Corning, NY - LeChase Construction Services, LLC online.

When asked what is special

about the Southern Tier, Fred offered this: "Working in the Southern Tier means working with hard-working, grounded people who value honesty and partnership. The variety of work, ranging from higher education and healthcare to industrial and research facilities, keeps the region dynamic and rewarding. There's a strong sense of community and trust here, and that elevates every project we deliver."

Fred's opinion on the construction outlook for the Southern Tier is steady and cautiously optimistic. While the region faces the same pressures as the broader industry - including labor shortages, rising costs, and shifting economic conditions - ongoing investments in education, manufacturing, re-



search and development, and infrastructure continue to support modest growth.

Fred feels the Southern Tier offers strong opportunities in:

- K-12 capital projects, as many districts are preparing for needed upgrades
- Higher education, driven by ongoing campus investments
- Manufacturing and technology, supported by the region's skilled workforce
- Renovation and modernization, as facilities look to improve safety, efficiency, and sustainability

Fred is engaged in a number of community-focused activities, including serving on several boards, involvement with YMCA youth soccer and high school sports, participating in Boy Scouts programs, and supporting local museums, hospitals, and colleges. In addition, Fred has served as president of the Alfred State Construction Management degree advisory board. "I have always appreciated the strong relationship I have had with Alfred State College."

Fred is proud of a wide range of projects, from complex power plant work to manufacturing projects such as Alstom's new facility in Hornell, NY.

"I am especially drawn to projects that have the greatest impact on the community, such as the recently completed CMOG – Studio Next project in Corning and the St. James Hospital in Hornell," he says. "These projects strengthen the fabric of our communities and bring people together."

CLINT BREWER '14 – PROJECT MANAGER, KINLEY CONSTRUCTION

Clint Brewer earned his bachelor's degree in construction management engineering technology in 2014 and is currently a Project Manager for Kinley Construction. He was born, raised, and still works in Portville, NY.

Kinley is a full-service general contractor from on-site construction to design-build, to construction management. The Kinley name has been associated with local business in Western New York for over 125 years. To learn more about them, visit kinleycontractors.com.

When asked what is special about working in the Southern Tier Clint shared this: "Working in the Southern Tier is unique because contractors across all trades genuinely work together – for the good of our clients and for the good of the community. There's a strong small-town feel to doing business here, and for me, the Southern Tier is home."

Clint likes the bright outlook for construction in the Southern Tier. "We continue to see a steady flow of new projects, both public and private, which is encouraging."

In Clint's opinion the biggest challenge – here and everywhere – is workforce recruitment.

"There always seems to be more work than available people to do it. That applies across the board, from skilled trades to management and supervisory roles," he says. "It's a significant gap we need to keep working to close. In many ways, our biggest challenge is also our big-

gest opportunity. We have a real chance to attract the next generation into construction and help them see the long-term career paths our industry provides."

In his spare time, Clint likes to spend time with his family or in the outdoors – two things the Southern Tier is famous for. He was proud that Kinley constructed a series of four bathhouse facilities at Allegany State Park in the Quaker Area. As a frequent visitor to the park, improving facilities that see such heavy community use was meaningful. He is grateful for the Park's Department commitment to building timber frame structures designed to stand the test of time.

"We recently completed a facility for Allegany Rescue and EMS, which is right in the same town as Kinley's office. The building now serves as a home base for their crew and equipment. They provide an essential service that often goes underappreciated, so it was rewarding to help build something that supports them and benefits the community in a big way."

DERRICK CLARK '16, LEAD ESTIMATOR OTIS MINNESOTA

Derrick is from Alfred, NY and continues to live here as he serves as lead estimator for Otis Minnesota from the company headquarters in Wellsville, NY.

Otis Minnesota Services (OMS) maintains, repairs, upgrades, and modernizes transmission infrastructure – enabling increased operational efficiency while minimizing environmental impact. They find some work in the local area but primarily do work outside of the



Southern Tier. OMS employs 750-800 nationally; of that, approximately 30-50 employees reside in the Southern Tier. For Otis Minnesota, construction is on the uptick and the next several years will be remarkably busy. For more information visit them otisminnesota.com

Derrick also thinks the biggest challenge is finding people that

want to work in the trades.

"This isn't just a Southern Tier issue; it's a country-wide issue," he notes. "Even as a union contractor, it's difficult to find good help. There are a lot of opportunities for people who are willing to work in the trades. The pay and benefits are particularly good. It is definitely a good way to make a living. The other challenge we have as a contractor in the gas industry is the current legislation that is trying to ban natural gas".

Derrick is also active in local youth sports. Every year youth soccer does a night under the lights, and Otis Minnesota and their partners donate light plants to put on this event. Derrick is also an active member of the construction management advisory board for Alfred State College.

Derrick is especially proud of every job he's a part of as it helps to heat homes or helps to deliver gas to the pump. Pictured here is from

a job OMS completed in 2021 in the town of Greenwood after the flood that destroyed a lot in the area.

All our alumni feel that workforce shortages will be a challenge for the industry, primarily in the skilled trades. Alfred State College has two-year degrees that can take a young person from knowing nothing to be able to confidently contribute to the skilled trades in areas like heavy equipment operations, masonry, carpentry, electrical, HVAC work, and plumbing. For those interested in management, we have BS Construction Management, BTech Construction Supervision, and AAS Construction Engineering Technology degrees to help anyone get their start.

While the graduates profiled here are proud of the things they construct, Alfred State's product is the students we produce. We're proud of the contributions they make to the construction industry in the Southern Tier and nationwide. ❖

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Building momentum: Allegany County's blueprint for industrial growth



Allegany County, the Western NY Wilds, is a destination with low cost of living. Under the leadership of Executive Director Craig Clark, P.E., Ph.D., and a dedicated staff and Board of Directors, the Allegany County Industrial Development Agency (ACIDA) is converting underutilized assets into high-value hubs for manufacturing and clean energy.

A NEW CHAPTER OF LEADERSHIP

Following a regular board meeting on April 9, 2026, the ACIDA ushered in a new era of leadership. A new suite of officers and five specialized committees were appointed

to guide the county's economic future.

The ACIDA extends its deepest gratitude to the outgoing members for their years of service and welcomes the incoming board:

- Chair: Steve Mauro
- Vice-Chair: Joe Hart
- Treasurer: Doug Frank
- Secretary: Terri Ross
- Board members: John Ricci, Bill Meunier, Tom McElheny.

This new leadership team is committed to working in partnership with the ACIDA staff to continue the dedicated work of the former board, ensuring that the projects initiated over the last several years reach their full potential

while identifying new avenues for regional prosperity. With a blend of experience in finance, education, industry, and local governance, the future of the IDA looks exceptionally bright as they build upon a legacy of fiscal strength and community-focused development.

INDUSTRIAL REVITALIZATION: THE CUBA BUSINESS PARK

A major milestone was achieved in December 2025 with the successful closing of the Cuba Business Park project. This initiative exemplifies the ACIDA's strategic approach to revitalizing industrial assets. The 34-acre site, featuring four buildings totaling approxi-



mately 190,292 square feet, was donated by Great Lakes Cheese in partnership with the ACIDA to ensure the property was quickly repurposed.

The new owners, Cuba Business Park LLC, initially will be investing over \$1 million to renovate the Cuba facility for light manufacturing, and commercial use. In a continued partnership with the ACIDA, these same owners are continuing to focus on developing the Wellsville Business Park, reinforcing their commitment to the County's industrial inventory. While filling the new Cuba space remains a focal point for 2026, these projects are both positioned to create sustainable employment for Allegany County residents.

POWERING THE FUTURE: CLEAN ENERGY EXPANSION

The ACIDA added two additional solar projects in Independence, NY, to their operating solar portfolio, now encompassing 19 ground-mount projects, injecting over \$180

million into the local economy. These projects represent over 85 MW of clean energy and thousands of labor hours for local trades.

Two additional clean energy projects are expected to come online in the next 12 months.

Moraine Solar, a 94 MW nameplate capacity project, located in the Town of Burns, transitioned to active construction in February 2026. Civil construction and racking installation are expected to commence in July 2026.

The Alle-Catt Wind project, a \$414 million endeavor, ramped up significantly in 2025. With 28 turbines slated to produce 126 MW across Rushford and Centerville, the project plans to support approximately 400 construction workers—many of whom were local hires at prevailing wages. Residents can expect to see turbines erected in the coming months.

STRATEGIC INFRASTRUCTURE AND ACADEMIC GROWTH

The ACIDA's reach extends into

the county's academic and hospitality sectors, creating a steady pipeline of construction contracts.

Alfred University Saxon Hill Sports Complex, a \$30 million athletics and recreation facility located atop Jericho Hill in the Town of Alfred on 200 acres of land, was financed through the Allegany County Capital Resource Corp (ACCRC) via a \$20 million tax-exempt bond. To date, more than \$10 million in private philanthropy has been raised by the University in support of the project. The complex is currently under construction and slated for completion this summer and the baseball field is already being used.

The Gateway Project, located at the intersection of State Route 19 and I-86, the "Gateway to Allegany County" is site-ready. With County utility designs for waterline improvements and a package sewer plant underway, the ACIDA is advancing designs for new offices, an art and agricultural products marketplace, a hotel, and two restaurants.

SUPPORTING THE SMALL BUSINESS ECOSYSTEM

Through the successful extension of the Allegany County Micro-Enterprise Grant, the ACIDA management of the grant continues to support local entrepreneurs and small businesses. Following the full deployment of the initial \$300,000 CDBG grant in 2024, a second \$300,000 round assisted eight additional companies in 2025, including: Bill's Cuts & Smokehouse, Critical Burn, Hog Wild, Living Acres Farm, Mother Gaia Landscaping, Peligan Inspections, The Shop at Main, and Wellsville Wellness.

“Networking with other grantees and county economic development-minded people was a big bonus,” noted Adam Heblethwaite, owner of Belmont Wine & Spirits.

With the recent release of 2026 CBDG funding, Allegany County is actively pursuing another round to ensure this crucial economic lifeline remains vibrant.

**EMERGING OPPORTUNITIES:
BIOMASS AND BROWNFIELDS**

Awarded an RBDG grant through the USDA in late 2025, the ACIDA is working to make Allegany County the first rated BDO Zone in New York State. By targeting an “A” rating for woody biomass feedstock, the county aims to signal low-risk

viability to developers, with three prime Allegany County sites to be reviewed for development.

Officially opened on January 1, 2026, the Allegany County Local Development Corporation (ACLDC) provides secondary funding (\$30k–\$100k) to supplement commercial lending. Inquiries are already rising, with over 20 businesses seeking information in the first quarter.

Utilizing a \$500,000 EPA Brownfields Assessment Grant, the ACIDA, in partnership with HRP environmental consultants, has initiated Phase I and II assessments in Friendship and Scio. Permission is currently being sought for several sites in Wellsville to ensure a steady inventory of land ready for modern

redevelopment.

With over \$475 million in total investment from projects closed in 2025, the ACIDA has proven its ability to deliver results that matter to the Southern Tier’s builders, contractors, and residents.

ACIDA second annual event for developers and partners will be hosted in October 2026. Details will be available soon for the invitation only event.

CONTACT FOR DEVELOPMENT OPPORTUNITIES:

Craig Clark, P.E., Ph.D.,
Executive Director, Allegany County
Industrial Development Agency
Phone: 607.968.0214
Web: www.acida.org ❖

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<div style="text-align: center; border-bottom: 2px solid red; margin-bottom: 5px;"> <h3>Cuba Business Park</h3> </div>  <ul style="list-style-type: none"> • Prime I-86 Access (Just Off) • Developed Industrial Space Available • High-Bandwidth Fiber Infrastructure • Strategic Co. Rd. 6 Location 	<div style="text-align: center; border-bottom: 2px solid red; margin-bottom: 5px;"> <h3>Wellsville Business Park</h3> </div>  <ul style="list-style-type: none"> • High-Bay Warehouse & Assembly Spaces • Reliable Municipal Electric • Large-Scale Existing Infrastructure • Fully Serviced Utilities
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ACIDA ECONOMIC DEVELOPMENT GOALS

 <p>Managed Economic Growth and Development</p>	 <p>Conserve Rural and Scenic Beauty</p>	 <p>Protect Vital Agricultural Resources</p>
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📍 **Contact:** Craig Clark, PE PhD, Executive Director 📞 **607.968.0214** 🌐 www.acida.org



SouthWorks and the Ithaca Empowerment Center: A new model for development, workforce access, and regional opportunity

By Melissa Suchodolski, Development Partner, SouthWorks.
Chairperson, Ascend Workforce Solutions

Across New York and beyond, communities are rethinking what successful development should look like. For too long, redevelopment has been measured primarily by physical outcomes: square footage restored, dollars invested, tenants secured, and tax base increased. Those metrics matter, but they are incomplete. The more important question is whether development can also serve as a direct engine for human advancement. Can projects be designed not only to transform buildings and sites, but also to expand access, readiness, and mobility for the people who live closest to the opportunity?

At SouthWorks in Ithaca, that is

exactly what we are working to do.

SouthWorks is a large-scale adaptive reuse and redevelopment effort on a historic former industrial campus. Once fully realized, the site will include housing, commercial and office uses, manufacturing space, and community-serving amenities within a mixed-use environment that reflects both the legacy of the property and the future needs of the region. The vision is ambitious: bring a dormant industrial asset back to life, respond to housing demand, attract employers, support entrepreneurship, create jobs, and establish a more inclusive and durable model for regional revitalization.

Yet the most compelling idea behind SouthWorks is not simply

that a site can be rebuilt. It is that development itself can be structured as a workforce system.

That belief comes into focus through The Ithaca Empowerment Center and the broader workforce strategy being advanced there through Ascend Workforce Solutions.

A HISTORIC SITE WITH A NEW PURPOSE

SouthWorks sits on land that once stood at the center of Ithaca's industrial identity. For generations, the site supported manufacturing and production that shaped the local economy and provided livelihoods for working families. Like many industrial campuses across the Northeast, it eventually became a symbol of underused potential:



Photo By Coleen Foley



Photo By Coleen Foley

architecturally significant, strategically located, and economically important, but no longer functioning at the scale or purpose for which it had originally been built.

The redevelopment of SouthWorks seeks to reverse that trajectory. Rather than allowing the site to remain an isolated remnant of the past, the project is being reimagined as a place of production, housing, innovation, and community investment. This is not demolition and replacement for its own sake. It is deliberate repurposing. It honors the legacy of the site while building new relevance around today's realities: housing affordability, labor shortages, sustainability,

shifting industrial practices, and the need for stronger regional talent pipelines.

The SouthWorks plan includes a broad mix of uses intended to create a true ecosystem rather than a single-purpose development. Housing is central, with a mix of affordable, workforce, and market-rate options. Commercial and office space will support business activity and services. Manufacturing and light industrial uses preserve the site's long connection to making and production. Public amenities and community-serving components help ensure the campus functions as part of the region's economic and social fabric

rather than as an isolated private investment.

That scale creates unusual opportunity. SouthWorks is large enough, long enough in duration, and broad enough in scope to do more than host construction activity. It can become a platform for training, talent development, career exposure, and long-term employer connection across multiple phases of work.

THE ITHACA EMPOWERMENT CENTER AS WORKFORCE INFRASTRUCTURE

At the center of this strategy is The Ithaca Empowerment Center, envisioned not simply as another component of the project, but as





Photo courtesy of Shira Evergreen.



a workforce hub and community anchor. It's intended to house an integrated ecosystem of support that connects training, employer engagement, case management, childcare, and professional services in one place.

That physical proximity matters.

One of the most persistent failures in workforce systems is fragmentation. Training is often delivered in one place, support services in another, employer relationships somewhere else, and the actual jobsite in an entirely different setting. Participants are expected to navigate a maze of disconnected systems while also managing transportation, childcare, income

instability, and the personal demands that come with trying to build a different future. Then everyone is surprised when persistence becomes difficult. An astonishing outcome, apparently, when systems are designed as obstacle courses.

The Ithaca Empowerment Center is meant to reduce that fragmentation. It brings workforce development closer to real employers, closer to active jobsites, and closer to the supports that help individuals persist. It creates a home base where preparation, coaching, connection, and opportunity can operate together rather than in silos.

For Ascend Workforce Solutions,

that is core to the model. Ascend was built around the idea that workforce development is most effective when it is embedded in the conditions of real work. In construction, readiness is not only about completing a curriculum. It is about understanding pace, communication, safety, team dynamics, field expectations, jobsite culture, and how to show up consistently in demanding environments. Those things are difficult to teach in abstraction. They are best learned through direct exposure, hands-on practice, and structured employer engagement.

A PLACE-BASED, EMBEDDED, DECENTRALIZED MODEL

The Ascend approach at SouthWorks is place-based, embedded, and decentralized.

Place-based means it's rooted in the actual conditions of Ithaca and the Southern Tier. It responds to regional labor needs, housing pressures, employer demand, and the opportunity created by one of the most significant redevelopment

efforts in the area. It's not a generic program dropped into a market. It is shaped by the realities of the place itself.

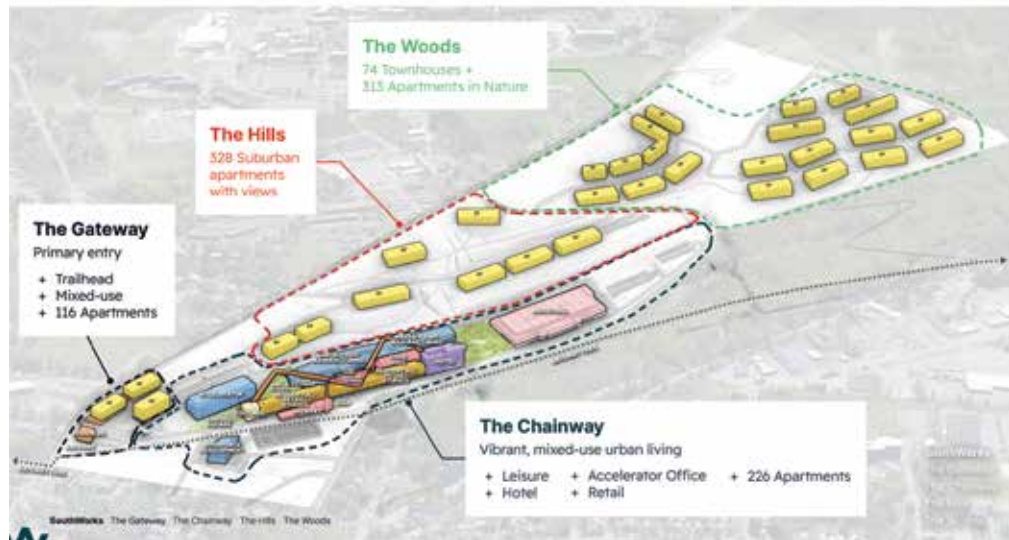
Embedded means workforce development is part of the development strategy from the beginning. It is not an add-on introduced after the capital stack is assembled or the marketing language is written. The worksite becomes a learning environment. Employers become active partners in shaping preparation. Career access is tied to real development activity, not hypothetical opportunities.

Decentralized means the model is designed to work through a network rather than relying on one institution. Schools, community organizations, workforce agencies, contractors, apprenticeship partners, open-shop employers, labor organizations, colleges, childcare partners, and regional employers all have a role to play. The goal isn't to replace existing providers, but to connect them more intelligently around real labor demand and shared outcomes.

This networked structure is one of the great strengths of the SouthWorks approach. It creates multiple points of entry for multiple populations. Young people exploring career pathways, adults seeking stable employment, underemployed residents looking to move into the trades, women and people of color who have been historically underrepresented in construction, and individuals who need a bridge back into the workforce can all engage through different on-ramps. The model does not depend on a single doorway. It creates many.

A community of neighborhoods

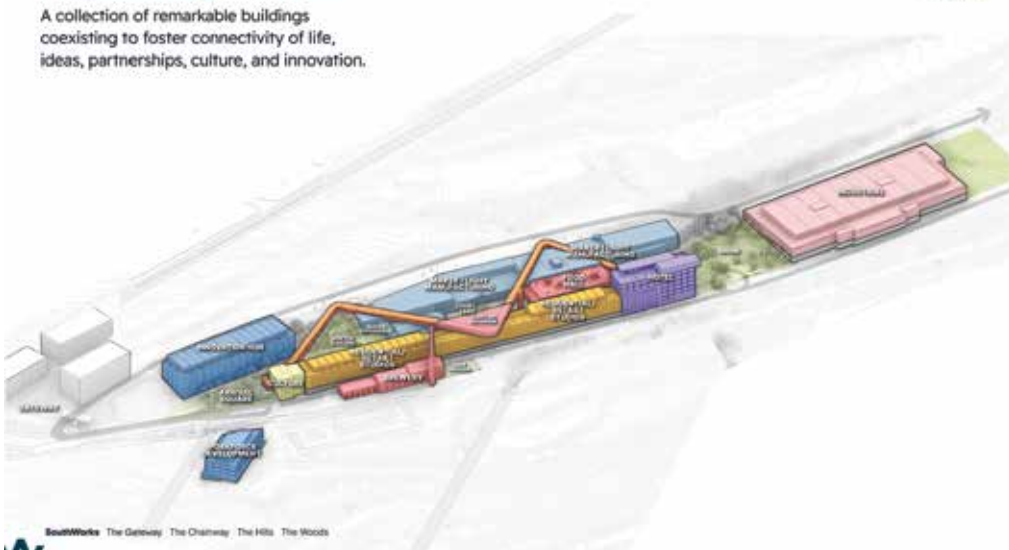
SOUTHWORKS



Complementary mix of uses

SOUTHWORKS

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EXPANDING CHOICE THROUGH MULTIPLE CAREER PATHWAYS

One of the most important strengths of this workforce strategy is that it's not designed to steer participants toward only one outcome. It is designed to prepare them well enough that they have meaningful choices.

The Ithaca Empowerment Center can serve as an on-ramp into the construction industry, helping individuals build the foundational

habits, exposure, and competencies needed to take the next step that is right for them. For some, that next step may be a formal apprenticeship pathway. For others, it may be direct-to-work opportunities with contractors or employers who need talent now. For others still, it may involve additional credentialing, specialized skills training, or a staged path that allows them to build confidence and stability before advancing further.

That flexibility isn't a weakness

– it’s one of the model’s greatest strengths.

Too often, workforce systems are designed around institutional preferences instead of participant realities. They assume one “best” path without fully accounting for where an individual is in life, what barriers they are navigating, what supports they need, how quickly they need to earn income, or what kind of work environment may be the best fit. Ascend’s approach is intentionally different. It’s whole-person centered, and individuals aren’t treated as a unit to be placed, but as a person to be supported, developed, and empowered.

A whole-person approach recognizes that career decisions are shaped by more than aptitude alone. They are influenced by childcare needs, transportation reliability, family responsibilities, physical readiness, confidence, prior work history, income urgency, and long-term goals. A truly effective workforce model helps people understand their options and supports them in choosing the path that is best aligned with their circumstances and aspirations.

That’s why this model creates value across the full employer landscape.

For apprenticeship and structured training partners, it offers a stronger feeder system. Individuals can gain exposure to the work, build basic readiness, strengthen safety awareness, improve communication, and develop the consistency and field habits that increase the likelihood of success in the next stage. When someone enters a formal training pathway with a clearer understanding of what the work demands, persis-

tence and retention are more likely to improve.

For direct-hire employers, the same benefits apply. Employers gain access to individuals who have already been introduced to the realities of the industry, coached in workplace expectations, and supported in building the practical and interpersonal skills that matter on a jobsite. The gap between training and employment narrows. Hiring becomes more informed, and early-stage retention can improve because participants are entering work with more realistic expectations and stronger preparation.

For the region, this creates a broader and healthier talent pipeline. More people can see themselves in the industry. More employers can engage in shaping readiness. More participants can enter the field through pathways that reflect their needs and goals rather than being forced into a one-size-fits-all system.

This is especially important in construction, where the industry needs multiple doors of entry, stronger retention, and better alignment between community access and employer demand. A model like SouthWorks helps build that bridge. It gives participants meaningful exposure and practical support while preserving their agency to determine what comes next.

Ultimately, the program is not about directing people toward a predetermined answer. It is about expanding their options, increasing their readiness, and helping them move toward sustainable opportunity with greater clarity and confidence.

DEVELOPMENT AS A LIVING CLASSROOM

What makes SouthWorks especially powerful is that the workforce strategy is tied to an active, multi-phase redevelopment project. The site itself becomes a living classroom.

Participants don’t have to imagine what construction careers look like from a distance. They can see the work. They can understand sequencing, trades coordination, project expectations, and the rhythm of a real jobsite. They can interact with field leaders, employers, and skilled tradespeople in an environment where learning is grounded in actual work rather than simulation alone.

This matters because exposure changes aspiration. Many people are capable of succeeding in construction but have never had meaningful proximity to the industry. They don’t know what careers exist beyond a vague idea of “construction.” They may not understand the range of roles, the advancement potential, the wages, or the pride that comes with building tangible things. When workforce development is placed inside a live development environment, those possibilities become visible.

For employers, this creates a more responsive pipeline. Training can be shaped by real demand. Feedback from the field can influence curriculum and coaching. Participants can be introduced to employer expectations earlier. Hiring becomes less abstract and more relational.

For the region, it creates a stronger return on investment. Public and private dollars supporting development are no longer only pro-

ducing physical assets. They are also helping build human capital, labor force participation, and long-term career pathways.

THE IMPORTANCE OF WRAPAROUND SUPPORT

Another essential strength of this model is that it treats support services as core infrastructure rather than optional extras.

Construction workforce development often falls short when systems ignore the practical barriers that keep people from completing programs or sustaining employment. Transportation, childcare, financial instability, stress, family obligations, and lack of consistent coaching can derail even highly motivated participants.

The Ithaca Empowerment Center addresses that reality directly. By integrating support services into the workforce environment, the model recognizes that persistence isn't just about motivation. It is also about whether the surrounding conditions make participation possible.

This is particularly important for populations that have been underrepresented in the trades, including women, caregivers, and individuals from communities that have had limited access to construction career pathways. A workforce system that does not account for those barriers will continue to reproduce the same inequities it claims to solve. A system that does account for them can begin to open the field in a more authentic way.

Just as important, wraparound supports help individuals make better choices for themselves. When people are stabilized, informed, and coached, they are

better positioned to select the next step that truly fits their lives, whether that means immediate employment, apprenticeship, further training, or another pathway altogether.

A REGIONAL OPPORTUNITY, NOT JUST A PROJECT FEATURE

The significance of SouthWorks extends well beyond one development site. This model has the potential to influence how redevelopment is approached across the region and beyond.

Too often, workforce commitments in development are symbolic. A few targets are set. A few partnerships are named. A few reports are written. Then the project moves on and the infrastructure disappears. SouthWorks offers the chance to build something more lasting: a permanent framework where development, employer demand, support services, career exposure, apprenticeship-connected pathways, and direct-to-work opportunities are intentionally linked.

That kind of framework can strengthen the local labor market, support succession in the trades, and create more durable regional collaboration among developers, employers, training partners, educators, and community organizations.

It also strengthens the civic case for redevelopment itself. When communities can see that a project is not only transforming buildings, but also opening real doors for residents, trust increases. Development becomes more credible as a public good. It feels less like something happening to a community and more like something being built with it.

THE FUTURE WE ARE BUILDING

The future of development should not be measured only by lease-up rates, construction value, or the aesthetics of a restored structure. It should also be measured by whether residents gain access to the careers being created, whether employers can find and grow talent, whether multiple pathways into the industry are available, and whether support systems are designed to help people actually succeed.

That is the promise of SouthWorks.

Here, adaptive reuse and economic inclusion are not separate conversations. Workforce development is not an afterthought, but a structural component of the project itself. The Ithaca Empowerment Center is intended to serve as a practical bridge between aspiration and opportunity, between exploration and readiness, and between community access and long-term career mobility.

The SouthWorks Workforce Team believes development should do more than rebuild space. It should help rebuild pathways. It should create places where people can see themselves in the future of their region and find a real route into it.

SouthWorks gives us the opportunity to prove that model at scale.

When done well, this work will do more than reshape one historic campus in Ithaca. It will help demonstrate a better way to connect revitalization, workforce access, employer engagement, and individual empowerment for years to come. ❖

Radiological considerations in environmental site investigations

By Mark Legeza, Senior Project Manager,
Atlantic Testing Laboratories



Radiological hazards – whether from naturally occurring radioactive materials (NORM), technologically enhanced naturally occurring radioactive materials (TENORM), legacy uses of radioactive sources, or decommissioning of former industrial and military sites – are increasingly recognized as significant components of environmental investigations. Elevated gamma fields, alpha- or beta-emitting radionuclides, and contaminated soils or building materials impose unique technical and regulatory requirements that differ from those associated with conventional contaminants.

For professionals conducting Phase I/II site assessments or remedial investigations, understanding the nature of radiological risk is essential. This discussion summarizes key radiological issues encountered during environmental work, outlines standard investigative approaches, and highlights decision points common across regulatory frameworks.

NATURALLY OCCURRING AND TECHNOLOGICALLY ENHANCED MATERIALS

NORM and TENORM may concentrate in by-products from industries such as mineral extraction, water treatment, oil and gas production, phosphate processing, paper manufacturing, and steel production (e.g., slag). These materials can become legacy concerns when waste streams or contaminated media are left in place, disturbed, or redeveloped.

Even at facilities without a radioactive materials license, building materials and soils may contain residual radionuclides (e.g., uranium, thorium, and radium decay series). Concrete, slag fill, scale deposits, and sediments can contain elevated levels of radiological constituents, warranting further isotopic characterization.

LEGACY LICENSED USES

Industrial and military facilities previously authorized to use radionuclide sources, irradiators, or processing equipment may leave behind activated components,

shielding, or contaminated soils requiring radiological screening. The analytical and survey protocols for these materials differ from those used for chemical contaminants and must align with applicable guidance such as 10 CFR 20, 10 CFR 40, or 10 CFR 61.

An initial step typically involves a gamma count-rate survey using portable Sodium Iodide (NaI) or High Purity Germanium (HPGe) detectors to establish ambient background levels. These surveys help delineate anomalous areas and guide targeted sampling in zones exhibiting elevated readings.

MEDIA SAMPLING AND LABORATORY ANALYSIS

While field screening provides a non-intrusive assessment, isotopic-specific sampling is often required for definitive characterization. Discrete media – soil, sediment, building material, or water – are collected under controlled conditions and analyzed by accredited laboratories. Common

Even at facilities without a radioactive materials license, building materials and soils may contain residual radionuclides (e.g., uranium, thorium, and radium decay series).

radionuclides of concern include Ra-226/228, Th-230/232, Pb-210, and the U-238/235 decay series, with activation products analyzed as needed.

INTEGRATION WITH CHEMICAL AND PHYSICAL HAZARD ASSESSMENTS

Radiological hazards often coincide with chemical or physical hazards such as asbestos, lead, and hydrocarbons. Integrating radiological screening into existing sampling programs avoids redundant mobilizations and ensures comprehensive risk evaluation. For example, a building slated for renovation may contain radionuclide-bearing materials along with lead-based paint or asbestos; a unified sampling strategy optimizes both logistics and cost.

If a project may involve TENORM or other potentially radioactive materials, Atlantic Testing Laboratories (ATL) provides experienced environmental professionals located across New York State who can offer consultation, sampling,

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and analytical services to characterize radiological conditions and ensure compliance with applicable regulations.

For more information, contact Mark Legeza at 315-386-4578, info@atlantictesting.com, or visit atlantictesting.com.

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Phoenix Fabricating-Butler Slope build up roofing system over existing 1890's "saw-tooth" roof building



PHOENIX FABRICATING – JAMESTOWN, NY BUTLER SLOPE BUILD-UP REROOF WITH MR-24 STANDING SEAM ROOF AND BUTLERIB

Phoenix Fabricating's Jamestown, New York facility, originally constructed in 1890, stood as a testament to early American industrial architecture. Its defining feature – a traditional "saw-tooth" roof system – had served the building for more than a century. However, after decades of exposure to Western New York's harsh snow and wind conditions, the roof had reached the end of its functional life. The owner required a long-term, high-performance roofing solution that would modernize the facility and honor its historic integrity.

Kessel Construction responded with an engineered solution that exemplifies the innovation, adaptability, and technical excellence of metal building systems. Rather than demolish the original roof structure, Kessel designed and installed a Butler® Slope Build-Up structural system directly over the existing saw tooth roof. This approach eliminated the inefficient saw-tooth geometry while leaving the 130+ year-old structure fully intact.

The project encompassed approximately 19,800 square feet of



Historic saw-tooth configuration prior to slope build-up installation.

new roofing. The slope build-up framing system infilled the alternating vertical and sloped sections of the saw-tooth configuration, creating a modern double-slope roof profile. This transformation significantly improved drainage performance, eliminated snow-trapping valleys, and enhanced the building's long-term structural reliability.

A key distinction of this project is that no portion of the original roof system, masonry, or structural framework was removed. The new system was engineered to integrate with the existing facility after third-party structural analysis confirmed load capacity under the New York State 2020 Building Code requirements.

The new primary roofing system utilized Butler's MR-24® standing seam metal roof panels. These

24-gauge aluminum zinc-coated steel panels are 24 inches wide and mechanically field-seamed using a Butler exclusive electrically operated roof runner that forms a Pittsburgh double-lock seam. The seam replicates the sealing integrity of a soda can – creating a continuous, weathertight joint that is unpierced by exposed fasteners except at structural anchorage points. This design provides superior resistance to wind uplift and water infiltration while accommodating thermal movement.

Three inches of unfaced fiberglass insulation were incorporated to enhance the building's thermal performance and energy efficiency. The result is a high-performance roofing system capable of withstanding Western New York's demanding winter conditions while significantly improving interior comfort and operational reliability.

INSTALLATION OF BUTLER SLOPE BUILD-UP STRUCTURAL SYSTEM



New structural framing installed above existing saw-tooth roof without demolition.

The lower roof area at the north end of the facility required a different approach. Spanning members were placed over the existing wood substrate, and Butlerib II® 26-gauge Galvalume panels were installed as a “fastened down” system complete with appropriate trims and edge details. These transitions required careful sequencing to ensure watertight integration between the existing masonry walls and fastened systems.

Below the new roofline, the exposed vertical faces of the former saw tooth configuration were enclosed using Butler StylWall® Flat architectural panels. To create a clean, cohesive façade, 26-gauge panels were installed over metal girts and channels. Vented soffit

trim, gutters, internal downspouts, flashings, and edge accessories completed the envelope, providing both functional drainage and architectural continuity.

The technical complexity of this retrofit cannot be overstated. Unlike new construction, this project



Finished double-slope configuration replacing original saw tooth geometry.

required precise field measurement and layout to adapt a modern engineered metal building system to a 19th-century structure with inherent dimensional irregularities. It should be mentioned twice, a 19th-century structure with inherent dimensional irregularities.

Installation crews worked above an aging roof system that remained in place, requiring enhanced safety planning, structural coordination, and protection of the existing building envelope during construction.

Because demolition was avoided entirely, the project significantly reduced landfill waste and minimized disruption to ongoing facility operations. This adaptive reuse strategy demonstrates how metal

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building systems can extend the life of legacy structures while aligning with sustainable construction practices.

From an engineering standpoint, the slope build-up system redistributed loads more efficiently across the structure while eliminating water and snow accumulation points common in saw tooth roofs. The result is not only improved weather performance but also a longer service life and reduced maintenance burden for the owner. The galvalume finish is currently carrying real time useful life testing of over 60 years.

This project represents an exemplary application of metal building systems technology in a retrofit

environment. It demonstrates that engineered metal systems are not limited to new construction but are equally effective in transforming and preserving historic industrial facilities. The integration of structural innovation, high-performance standing seam technology, and architectural finishing elements highlights the versatility and durability of metal construction.

The Phoenix Fabricating reroof stands as a model for how aging industrial infrastructure can be revitalized through thoughtful engineering and precision installation. By building over rather than tearing down, Kessel Construction preserved history, minimized environmental impact, and delivered a

modern, code-compliant roofing system designed for decades of performance.

The project reflects the core values recognized by the metal building industry: innovation in metal building systems, technical expertise, structural integrity, craftsmanship, and long-term value to the building owner. Through creative engineering and meticulous execution, this 19th-century facility has been given a 21st-century roof – without losing its historic character.

The Phoenix Fabricating Slope Build-Up Reroof is a clear example of how metal building systems continue to evolve, adapt, and lead the industry in performance-driven solutions. ❖



By building over rather than tearing down, Kessel Construction preserved history, minimized environmental impact, and delivered a modern, code-compliant roofing system designed for decades of performance.



Matco Electric Corporation: Our legacy of excellence, innovation, and talent



By Ryan Freije, Vice President, Matco Electric Corp.

Matco Electric Corporation stands as a respected frontrunner in the electrical construction industry. We're known for our long history, commitment to innovation, and the depth of talent within our organization. Founded in 1965 and headquartered in Vestal, New York, we've grown from a regional electrical contractor into a full-service electrical construction/technologies firm serving a wide range of industries across the Northeast, and we continue to complete work across the country. Over more than five decades, our team at Matco Electric has built a reputation grounded in technical expertise, reliability, and a strong customer-first philosophy. We're family-owned and operated, con-

tinuing to grow with the support of our 400+ employees.

OUR COMPANIES HISTORY HAS BEEN BUILT IN GROWTH AND ADAPTATION

Our success is closely tied to our ability to evolve with the changing demands of the electrical industry. Since our founding, the company has continuously expanded its services and capabilities, adapting to new technologies and emerging markets. What began as a traditional electrical contractor has developed into a full-service electrical technologies' organization, capable of handling complex construction, testing, and maintenance projects.

Throughout our history, we've stayed focused on long-term rela-

tionships and sustainable growth, serving customers for over 50 years and demonstrating our resilience in an industry that's constantly evolving due to advancements in automation, power distribution, and digital technology. Our company continues to construct and service different sectors of business including healthcare, AI & data facilities, schools, colleges, manufacturing, processing plants, utility, power generation facilities, and prisons.

Rather than limiting ourselves geographically, Matco has built a reputation for flexibility and responsiveness, stating that its "only geographical limitations are those of its customers." This mindset has allowed our company to support projects of varying sizes and com-

plexities across the United States. The individuals that make up our company don't have the word "no" in their vocabulary when dealing with our customer base. This culture we've created continues to make our company successful.

LARGE SCALE PROJECTS RECENTLY COMPLETED

Franklinville, NY – Our Elmira Office took on a challenging project building a state-of-the-art cheese manufacturing facility developed by Great Lakes Cheese Co., Inc. in Franklinville, New York. The new Great Lakes Cheese plant – a major expansion and one of the largest investments in the company's history – represents a transformative project for the dairy and manufacturing sectors in Western New York. The facility, which replaces the older Cuba, NY site, spans nearly 600,000 square feet and was designed to greatly expand cheese production capacity while sup-

porting the regional dairy supply chain and boosting local employment. This was an extremely fast-paced and complex project. Our crews worked seven days a week to help bring the facility online. The scale, coordination, and urgency of this build demonstrated the depth of our field leadership and our ability to execute under demanding schedules.

Johnson City, NY – Our team celebrating the successful completion of its electrical construction work on the UHS Towers project at the United Health Services (UHS) Wilson Medical Center campus in Johnson City, New York.

The UHS Towers development – officially known as the UHS Wilson Main Tower – represents one of the largest expansions of the hospital in more than three decades. This six-story, approximately 183,000-square-foot clinical facility includes 120 private patient rooms, a new emergency and trauma

center, an advanced MRI suite, surgical support areas, and a rooftop helipad, providing a dramatic upgrade to health care services available to the Southern Tier community.

Since UHS first broke ground on the Wilson Project, multiple contractors and specialists have contributed to bringing the vision to life – and Matco Electric's skilled electrical teams have been an integral part of that collaborative effort. The company's work encompassed the full scope of electrical systems throughout the tower, including power distribution, lighting, communications infrastructure, emergency systems, and other critical electrical installations that support 24/7 patient care and operational reliability. (Based on Matco Electric's typical role in large health-care projects.)

Matco Electric's involvement in this project underscores our company's long-standing partnership with UHS. Our team has been providing electrical support and value-added services for UHS facilities since the early 1970s – a relationship built on trusted performance in complex, live-hospital environments where uninterrupted service and strict safety compliance are paramount.

Auburn, NY – Our Ithaca Office played a key role in supporting the electrical systems and infrastructure work for the expanded Cayuga Milk Ingredients facility in Auburn, New York. The project is part of a significant \$270 million, two-phase expansion aimed at transforming the dairy processor's operations

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The expanded facility – a 235,000-square-foot consumer goods plant on Eagle Drive – enhances Cayuga Milk Ingredients' capacity to process milk into value-added dairy products with the addition of ultra-high-temperature (UHT)/aseptic low-acid packaging systems and new processing equipment in the first phase, followed by further machinery upgrades and wastewater treatment improvements in the second phase.

Matco Electric's work on the project included delivering critical electrical construction and integration services that help power state-of-the-art production lines, facility utilities, and safety systems that are essential for modern dairy manufacturing. While the broader construction effort engaged numerous contractors and suppliers, Matco's contribution supported the robust infrastructure needed for continuous operations in a high-demand food processing environment.

The expanded facility – now fully operational – is expected to create jobs, support regional dairy agriculture, and strengthen New York's position in the global dairy market.

TEGG: PREVENTATIVE MAINTENANCE & TESTING

While construction remains a core strength, our TEGG division is a critical part of who we are. Through preventative maintenance and electrical testing services, we help clients protect and extend the life of their electrical infrastructure.



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We operate throughout the Northeast, helping facilities maintain safe, reliable systems aligned with NFPA 70E and NFPA 70B standards.

By combining construction expertise with testing and maintenance services, we support hospitals, industrial facilities, utilities, and large commercial operations where dependable power systems are mission critical.

We also stand behind our work long after a project is complete. With 24-hour emergency service and ongoing maintenance programs, we remain accountable to our clients every day – not just during construction.

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THE DEPTH OF TALENT BEHIND THE COMPANY

At the heart our success is its workforce. Our organization consistently emphasizes the expertise, dedication, and collaborative spirit of its employees. Our company highlights that its staff includes "some of the most talented people in the industry," creating an environment that encourages teamwork and innovative problem solving. Our office staff, who handle our union relationships, payroll, and accounting, also play a significant role in keeping all the parts moving.

Our group fosters a culture built on collaboration and continuous improvement. Skilled project managers, estimators, electricians, field technicians, and testing professionals work together to deliver solutions tailored to each customer's needs. This team-based approach not only strengthens project outcomes but also cultivates a workplace where employees can grow professionally.

COMMUNITY IMPACT AND INDUSTRY PRESENCE

Over the decades, Matco Electric Corporation has developed a strong presence within the com-



munities it serves. As a family-owned business, the company emphasizes relationships not only with customers but also with employees and local partners. Every year, we partner with local charities to support those in need. Our team believes in giving back and supporting our communities.

OUR COMPANY BUILT ON EXPERIENCE AND TALENT

Matco Electric Corporation's history is defined by steady growth, technical excellence, and a deep commitment to people. With more than half a century of experience, our company has demonstrated its ability to adapt to changing technologies while maintaining the values that have guided it since its founding. Its broad range of ser-

vices, strong customer relationships, and highly skilled workforce position Matco Electric as a trusted leader in the electrical construction industry.

The depth of talent within the organization – from seasoned project managers, and estimators to highly trained testing technicians – forms the backbone of its continued success. Through collaboration, innovation, and a relentless focus on quality, Matco Electric continues to power projects that shape communities and industries alike. As our company moves forward, our legacy of excellence and dedication to service ensures that we will remain a respected force within the electrical contracting and technology sector for years to come.❖



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Pine City, NY 14871
T: 607-215-0410
williamsconstructionny.com/home

Winning Tree LLC

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Jamestown, NY 14701
T: 716-720-1548
winningtree716.net

Wm T. Spaeder Co., Inc.

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Erie, PA 16510
T: 814-456-7014
wmtspaeder.com

XL Excavating

Mark McManus
25912 Route 19
Cambridge Springs, PA 16403
T: 814-434-8352
padirtmovers.com

Yorks Landscape Group, LLC

Chris Skojec
PO Box 7
Corbettsville, NY 13749-0007
T: 607-821-8572

ZMK Construction, Inc.

Kyle Brame
3430 Route 434
Apalachin, NY 13732
T: 607-687-0981
zmkconstruction.net

Zuke's Excavating, LLC

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Binghamton, NY 13904
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Have any questions or comments?**

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APPLICATION FOR MEMBERSHIP

Company Name: _____

Address: _____

City: _____ County: _____ State: _____

ZIP: _____

Phone: _____ Fax: _____ Mobile Phone: _____

E Mail Address: _____ Web Address: _____

Number of Employees _____ Billing Email: _____

Name of owner(s), Partners or Officers of Corporation: _____

Name of person to whom communications should be addressed: _____

State Type of Business your company is engaged in: _____

I (we) certify that the foregoing statements are correct and hereby make application for membership in the Southern tier Builders Association, Inc.

I (we) agree to promote the objectives of the Association to the best of our ability and to comply with the appropriate sections of the constitution and By-laws, it being understood that those sections relating to collective bargaining agreements between the Association and unions are not applicable to this membership.

Date: _____

Signed: _____

Title: _____

FIRST PAYMENT MUST ACCOMPANY THIS APPLICATION

Membership classification _____ list Trade/Trades your company is involved in

Sponsoring Member: _____ Date received: _____

Action taken by Executive Board _____ accepted _____ rejected date: _____

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This application is subject to approval by the Board of Directors of the Builders Exchange of the Southern Tier, Inc. (BEST). Should you at any time decide to cancel or not renew your membership, notification of such cancellation or non-renewal must be presented to BEST in writing on or before January 31st of the calendar year. Failure to notify the BEST of non-renewal or cancellation of membership will cause your dues to be prorated accordingly.

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