



**Sullivan County**  
**Economic Development Committee**  
**Meeting Agenda - Final**

100 North Street  
Monticello, NY 12701

Chairman Matt McPhillips  
Vice Chairman Brian McPhillips  
Committee Member Luis Alvarez  
Committee Member Cat Scott  
Committee Member Joe Perrello

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**Thursday, December 4, 2025**

**9:30 AM**

**Government Center**

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**Call To Order and Pledge of Allegiance**

**Roll Call**

**Comments:**

**Reports:**

1. Division of Community Resources [ID-7930](#)  
Workforce Development  
Monthly Report  
December 2025

**Attachments:** [2025 Economic Dev December Report](#)

2. Visitors Association [ID-7885](#)

**Attachments:** [Sullivan County Visitors Association 2026 Budget Rationale](#)

3. IDA December Monthly Report [ID-7946](#)

4. **Chamber of Commerce**

5. **Partnership for Economic Development**

**Discussion:**

**Public Comment**

**Resolutions: None**

**Adjourn**



# Sullivan County

## Legislative Memorandum

100 North Street  
Monticello, NY 12701

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**File #:** ID-7930

**Agenda Date:** 12/4/2025

**Agenda #:** 1.

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# **Division of Community Resources Monthly Report**

## **Workforce Development**

### **December 2025**

#### **Workforce Development**

- The Certified Nursing Assistant (CNA) class will be ending November 21. The course is being offered through SUNY Sullivan. There is a glitch with testing that the college is working through so the hiring event scheduled for December 2 will be postponed.

There is a wait list and the next class is scheduled for April 2026. The Center for Workforce Development (CWD) will begin recruitment in December.

- The CWD is working with SUNY Sullivan and BOCES on a Construction trades program for March 2026. The program will be housed at BOCES and taught by SUNY Sullivan. The CWD will be responsible for recruitment, support services, job placement and follow up services with the new workers that will increase retention and successful outcomes.
- The NYS Systems Change and Inclusive Opportunities Network (NYSCION) update:
  - ✓ As of October 31, 2025, there are 288 participants who have received services, 220 are currently enrolled and 59 individuals with disabilities have gained employment.
  - ✓ The Disability Resource Coordinator (DRC) sits on three Sullivan County Task Force pillars, SALT, Single Point of Access (SPOA), Sullivan County Treatment Court, National Navigator Exchange, and the NYS Coalition to prevent addiction and support recovery in employment.
  - ✓ The DRC was just invited to sit on the Sullivan County Mental Hygiene Specialty group. Meetings are held monthly.

- **Career Center Services:**

- Business Services

- **In- House Hiring Events**  
Sullivan County Career Center  
50 North ST., Monticello  
11:00AM – 2:00PM

*Suspended until March 2026*

- There have been 12 in house hiring events to date in 2025 hosting 47 businesses and 233 jobseekers.
- The CWD provided services to 4 new business customers and listed 185 jobs in October.
- The next *Business Showcase* will be ready in November showcasing Thompson Sanitation.
- The month of October saw 23,000 views for the CWD Facebook page and reached 6,100, gaining 11 new followers for a total of 1,219. Social media engagement is steady, with a good mix of new and returning users. There were 450 users for October 2025 with an increase in the average session times. Instagram is new to CWD with not enough analytical information at this time.

**Job Seekers**

- There were 670 individuals that came to the Career Center for services in October.

**Temporary Assistance Caseload Profile 2025**

October 2025 Total Caseload - 307	TANF/SNM* Cases - 203	Safety Net Caseload - 104
Medical Issues	3%	3%
Disabled	8%	0
Pregnant/Newborn	3%	0
Needed in Home	4%	0
No Child Care	13%	0
Criminal Justice Involved	12%	68%
Cases Closed	20	29

\*TANF – Temporary Assistance for Needy Families

SNM – Safety Net Maintenance of Effort

## ***The Associated Press November 21, 2025:***

*U.S. employers added a surprisingly solid 119,000 jobs in September, the government said, issuing a key economic report that had been delayed for seven weeks by the federal government shutdown.*

*The unemployment rate rose to 4.4% in September, highest since October 2021 and up from 4.3% in August, the Labor Department said Thursday. The unemployment rate rose partly because 470,000 people entered the labor market — either working or looking for work — in September and not all of them found jobs right away.*

*The increase in payrolls was more than double the 50,000 economists had forecast. But Labor Department revisions showed that the economy lost 4,000 jobs in August instead of gaining 22,000 as originally reported. Altogether, revisions shaved 33,000 jobs off July and August payrolls.*

*Healthcare and social assistance firms added more than 57,000 jobs in September, construction companies 19,000 and retailers almost 14,000. But factories shed 6,000 jobs and the federal government lost 3,000.*

*Average hourly wages rose just 0.2% from August and 3.8% from a year earlier, edging closer to the 3.5% year-over-year increase that the Federal Reserve's inflation fighters like to see.*

*During the 43-day U.S. government shutdown, investors, businesses, policymakers and the Federal Reserve were groping in the dark for clues about the health of the American job market because federal workers had been furloughed and couldn't collect the data.*

*The report comes at a time of considerable uncertainty about the economy. The job market has been strained by the lingering effects of high interest rates and uncertainty around Trump's erratic campaign to slap taxes on imports from almost every country on earth. But economic growth at midyear was resilient.*

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## ***Indeed's 2026 UD Jobs and Hiring Trends Report: How to Find Stability in Uncertainty, November 20,2025***

### ***Key Takeaways:***

- A series of new economic forecasts from Indeed Hiring Lab suggest that in 2026, job openings are poised to stabilize, but may not grow much; unemployment is likely to rise, but not alarmingly so; and GDP growth looks to remain positive, but somewhat anemic.*
- Sustaining current GDP growth in 2026 may depend on the ability of high-income households to continue to spend at elevated levels.*

- *If immigration policy continues on its current path, we can expect labor supply to remain tight in a variety of fields, including construction, hospitality, engineering, and medicine.*
- *If hiring remains strong in healthcare, and job creation continues in line with rates observed in recent years, job openings could remain relatively high and unemployment could remain low, especially if conditions improve in other sectors.*
- *If the mismatch in skills and experience between the jobs that are available and the workers that are available to fill them persists, hiring is likely to remain stagnant, and unemployment duration is likely to remain long.*
- *Federal worker layoffs and funding cuts have yet to meaningfully move the unemployment rate or GDP, but the recent weakening of the labor market and rising “low-hire” environment suggest that pressures are growing.*
- *Regional dynamics matter: In 2026, where you live and what you do will matter for your professional prospects at least as much as movements in top-line national trends.*

### **Conclusion:**

*The labor market in 2026 is likely to feel different, but not unrecognizable. Across our consensus, upside and downside scenarios, unemployment, job openings, and GDP growth all remain within sight of where they are today — not too hot, not too cold, simply stable. The most probable outcome is not a dramatic break from current conditions, but an extension of today’s “low-hire, low-fire” environment in which both employers and job seekers face a slower, more selective market. The range of plausible outcomes is real, but so is the message from the data: big swings are unlikely.*

*But small changes in the aggregate can often feel like big changes around the margins. Demand has cooled from a year ago in nearly every professional sector, but the pullback has been uneven. Opportunities remain relatively plentiful in fields including civil engineering and healthcare, and in many small and mid-size MSAs, particularly in the Sunbelt and Mountain West. But job seekers in media, scientific R&D, and other harder-hit professional fields, and those in large coastal MSAs with slower population growth and more exposure to tech and professional services, are likely to face tougher conditions. In 2026, where you live and what you do will matter for your professional prospects at least as much as movements in top-line national trends.*

*The broader macroeconomic backdrop will also be defined by cross-currents. Consumer spending has so far kept GDP growth on solid ground, but it has increasingly been powered by higher-income households. Wage growth has cooled and inflation has eroded purchasing power for many lower- and middle-income workers. The full details and impacts of new tariff policies, immigration restrictions, and changes to federal spending are likely to remain uncertain for some time, and that uncertainty itself sits in the background of all our scenarios. Each of these forces has the potential to nudge the economy and labor*

*market toward the upper or lower end of our forecast ranges, or, in the case of a particularly severe shock or beneficial breakthrough, beyond them.*

*For employers, this environment underscores the importance of being both disciplined and opportunistic. In tighter local or occupational labor markets, maintaining a competitive edge on pay, flexibility, and career development will remain critical to attracting and retaining talent. In areas or sectors where more candidates are chasing fewer jobs, employers may find an opportunity to raise the bar on hiring, invest in training, and rethink role design to better match evolving skills and business needs. For job seekers, a slower but still growing economy means that patience and persistence will be essential, as will a willingness to adjust search strategies — including where they look, which roles they consider, and which skills they choose to build.*

*This is a moment when timely, granular data matters more than ever. Official statistics will continue to provide an essential snapshot of where the economy is and has been. But in an era of heightened uncertainty and occasional data gaps, near real-time labor market information can help fill in the picture of where conditions may be headed. Indeed's Job Postings Index, wage data, and local labor market indicators can give employers, job seekers, and policymakers a clearer view through the fog. We will continue to monitor these trends, refine our scenarios, and share new insights as the year unfolds.*



# Sullivan County

## Legislative Memorandum

100 North Street  
Monticello, NY 12701

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**File #:** ID-7885

**Agenda Date:** 12/4/2025

**Agenda #:** 2.

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# Sullivan County Visitors Association

## 2026 Budget Rationale

### Introduction

As the steward of a \$1 billion tourism economy, our responsibility is twofold: to drive measurable visitation and spending, and to ensure those benefits flow back into our community. This budget reflects a balanced approach—rooted in industry best practices, informed by data, and designed to deliver both economic impact and community value.

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## 1. Marketing & Promotion – 52.4% (\$2.2M)

The largest share of our budget goes exactly where it should—into market-facing promotion.

- **Why?** Research shows that 70–80% of travelers begin their planning online. To remain competitive, we must dominate digital spaces where decisions are made.
- **How we're investing:** Paid social, search/display ads, storytelling and owned content development are combined to build awareness, inspire trips, and drive bookings.
- **Innovation highlight:** Our **Mobile Visitor Centers** embody innovation—instead of waiting for visitors to come to us, four brand-forward vehicles—take our destination to festivals, events, and high-traffic locations. This is visibility that static centers can't achieve.

**Benchmark:** Destinations International recommends that DMOs allocate 50–60% of their budget to marketing. At 52.4%, we are on the conservative side of industry best practice.

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## 2. Group Sales & Partnerships – 6.5% (\$275K)

Groups, meetings, and travel trade partnerships amplify our reach and diversify our visitor base.

- **Why?** Group business drives high-value visitors, often midweek, helping smooth seasonal peaks and valleys.
- **How we're investing:** Co-op programs with partners stretch dollars further, while direct group engagement ensures we compete in meetings markets.

**Benchmark:** Even modest investment here generates strong returns. Many DMOs dedicate 5–10% here; our 6.5% keeps us competitive without over-weighting.

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## 3. Research, Analytics & Technology – 10.7% (\$450K)

In today's environment, accountability and transparency are non-negotiable.

- **Why?** We must prove impact to stakeholders and continually optimize strategy.
- **How we're investing:** Visitor dashboards, brand health tracking, and predictive modeling provide actionable insights and validate ROI.

**Benchmark:** Destinations International encourages allocating at least 10% of resources to research. At 10.7%, we lean into a data-driven culture.

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## 4. Community & Product Development – 7.1% (\$300K)

Tourism only succeeds when the community thrives.

- **Why?** Residents are the backbone of our brand, and reinvesting in them builds long-term support and product strength.
- **How we're investing:** A \$300,000 grant pool directly supports local organizations, festivals, and initiatives, extending tourism's benefits to the grassroots level.

**Benchmark:** Few DMOs dedicate real budget to reinvestment. This is more than marketing—it's reinvestment. By visibly sharing resources, we strengthen our “social license to operate” and prove tourism works **for everyone**.

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## 5. Administration & Operations – 23.2% (\$975K)

Operational excellence is the foundation of performance marketing.

Why this matters: As a 501(c)(6) destination marketing organization, nearly every staff member contributes directly to tourism marketing and visitor generation. Our operational investments are not overhead—they are the infrastructure and human capital that power a \$1 billion visitor economy.

How we're investing:

- **Staffing & Benefits (\$650K):** Ensures retention of the marketing, communications, and analytics talent that directly executes campaigns, partner programs, and visitor engagement initiatives.
- **Overhead & Organizational Infrastructure (\$275K):** Covers insurance, rent, technology, finance, and legal functions—each of which supports compliance, data security, and operational continuity that enable high-impact marketing.

**Leadership Allocation:** As CEO, time is divided between administrative functions and direct marketing leadership (typically 50/50 or 70/30). This structure ensures strategic oversight, fiscal responsibility, and hands-on marketing direction without unnecessary management layers.

**Benchmark:** While charitable nonprofits often target 20–25% for administration, industry best practice for DMOs allows a broader 20–30% range, given the marketing-centric nature of staff functions. At 23.2%, we remain lean, efficient, and directly aligned with performance-driven peers such as county and state-level destination organizations. In summary, our operational spending is not overhead—it's mission delivery infrastructure, ensuring that every campaign dollar is executed efficiently, compliantly, and with measurable impact.

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## Conclusion

This \$4.2 million budget is strategically weighted and fully defensible:

- **Over half dedicated to marketing**, the core driver of visitation.
- **Increased group sales & partnerships**, ensuring balance across leisure, trade, and meetings markets.
- **Robust research & analytics**, proving ROI and accountability.
- **Community reinvestment**, showing residents that tourism dollars flow back home.
- **Efficient operations**, at the exact range for a high-functioning nonprofit.

### ESTIMATED ROI SCENARIOS FOR A \$1B TOURISM ECONOMY

BUDGET SCENARIO	BUDGET LEVEL	% OF \$1B ECONOMY	VISITOR SPEND ESTIMATE	PERFORMANCE POSITIONING
Treading Water	\$3 million	0.30%	<b>\$60,000,000</b>	Maintains baseline visibility and impact; limits expansion into new markets.
Strategic/Innovative	\$4.2 million	0.42%	<b>\$94,400,000</b>	Competitive funding - fully supports data-driven marketing and analytics investment.
Growth Mode	\$5 million	0.50%	<b>\$120,000,000</b>	Enables market share growth, audience expansion, and faster conversion cycles.

This allocation sustains our \$1B impact, while also demonstrating that tourism is not just an economic driver—it's a community partner. This plan ensures tourism continues to deliver meaningful benefits for both visitors and residents.

## Budget Breakdown by Category

### Marketing & Promotion

**52.4%**

Paid Social Media:	500,000
Organic Social Media & Community Engagement:	250,000
Search/Display Advertising:	600,000
Content Development (Photo, Video, Storytelling):	250,000
Owned Media:	300,000
Mobile Visitors Centers:	300,000
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	\$2,200,000

### Group Sales & Partnerships

**6.5%**

Group & Meeting Sales:	100,000
Travel Trade & Tour Operator Engagement:	25,000
Partner Co-Op Programs:	150,000
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	\$275,000

### Research, Analytics & Technology

**10.7%**

Visitor Data Platforms & Dashboards:	175,000
Brand Health & Awareness Studies:	100,000
Business Intelligence & Predictive Modeling:	175,000
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	\$450,000

### Community & Product Development

**7.1%**

Grant Program Support & Sponsorships:	300,000
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	\$300,000

### Administration & Operations

**23.2%**

Staffing, Benefits & Payload:	650,000
Community Involvement & Sponsorships:	50,000
Overhead (Rent, Insurance, Legal, Finance):	275,000
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	\$975,000

TOTAL BUDGET	\$4,200,000
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# Sullivan County

## Legislative Memorandum

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**File #:** ID-7946

**Agenda Date:** 12/4/2025

**Agenda #:** 3.

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### ACTIVITY REPORT -NOVEMBER 2025

### COUNTY OF SULLIVAN INDUSTRIAL DEVELOPMENT AGENCY (IDA), SULLIVAN COUNTY FUNDING CORPORATION (SCFC), THE SULLIVAN COUNTY INFRASTRUCTURE LOCAL DEVELOPMENT CORPORATION (TSCILDC), SULLIVAN COUNTY RESORT FACILITIES LOCAL DEVELOPMENT CORPORATION (SCRFLDC)

November 28, 2025

The IDA Board held its regular meeting on November 10. At that meeting the Board adopted the following resolutions:

- Resolution authorizing the extension of the sales tax abatement period for the **NY Forestburgh I, LLC** project. This relates to the development of a solar photovoltaic electricity generating facility in the Town of Forestburgh.
- Resolution suspending the employment goals for projects undertaken pursuant to the Agency's **Tourism Industry and Destination Resort Uniform Tax Exemption Programs**, for the employment periods relevant to the calculation of the 2026 and 2027 Payments in Lieu of Taxation.
- Resolution authorizing the enhancement of financial assistance relating to the **International Contractors Corp. and Jam Two, LLC** project. This project relates to the expansion of an existing roofing contractor shop and metal roof panel fabrication plant in the Town of Bethel.

IDA staff members are currently processing two applications for Agency benefits, and we expect to present them to the Board for consideration in early 2026.

The next regular meeting of the IDA Board is scheduled for Monday, December 8, 2025 at 11:00 AM in the Legislative Committee Room.