

**Executive Summary  
of the PARC Board of Directors Meeting  
September 21, 2009**

**Directors Present:** Gil Duken, Don Garrant, Henry Fortin, Jim King, Steve Bouyea, Marion Bourdeau, and Kevin Carroll

**Others Present:** Bruce Steadman, Lee Mitchell, Kristyn Dantes, Randall Beach, George Rotella, Marie Winterkorn, Steve Gagnier, David Farnsworth, Mike Brodi, Phil Von Bargaen, Dave Comfort, Mike Zurlo, Brian Gladwin, Peter Schuyler, Peter Spear, Dan Eaton, Bob Morse, Don Lee, Rick Perry, Dan Heath, Scott Renzi, Marty Mannix, Roseanne Murphy, Mayor Kasprzak, Bob Frenyea, Jim Abbott, Steve Wood, and Janet Duprey

**Call to Order:** Chairman Duken called the meeting to order at 8:05 a.m.

**Pledge of Allegiance:**

**Public Welcome and Invitation to Comment:** None

**Prior Minutes:**

Chairman Duken asked for a motion to approve the minutes of the June 22, 2009 meeting. Motion to approve by Mr. Fortin, seconded by Mrs. Bourdeau. All in favor thereof.

**Chairman's Report:** Mr. Duken stated that the Annual Meeting of the PARC Board of Directors is a time to review the previous year's management activities and examine the year's financial results with the help of PARC's independent auditor. He noted that the agenda of today's meeting will accomplish these items. In addition, he continued, this year's Annual Meeting is a milestone of sorts that PARC wishes to acknowledge. First, he stated that he wanted to commend the staff and all of PARC's partners for their excellent work in pulling together the FOSET. The Finding of Suitability for Early Transfer, he said, is a critical document that allowed PARC to take title to 99% of the remaining former air base lands. PARC closed on the deed on July 17. It was a six-year process that required detailed involvement from the Air Force, the U. S. Environmental Protection Agency, the State's Department of Environmental Conservation and Department of Health, the Governor's Office, and many other parties. On behalf of the Board of Directors, Mr. Duken expressed sincere thanks to each and everyone of the individuals who helped PARC receive the FOSET and the associated deed.

As a result, Mr. Duken stated that now PARC can honor the purchase agreements that were signed months and years ago on the FOSET parcels. And, with receipt of the deed behind us, PARC may now focus on scheduling closings, marketing the 10 remaining properties, and planning our exit strategy. It truly is our intention, he said, to close the doors of PARC and wind down our mission over the next several months. PARC is working on the schedule now.

Of course, it is subject to marketplace unknowns and many other variables, he noted, but we should have more information for you at the next public meeting.

Second, Mr. Duken continued, because this may be our last Annual Meeting with the contingent of staff now working at PARC, it is the appropriate time to recognize and thank several of our community partners without whose excellent contributions over the years we wouldn't be where we are today. Many of these people have been invited here today, he said, and later in the meeting PARC's CEO, Bruce Steadman, will be discussing their contributions and thanking them on behalf of all of us at PARC.

Mr. Duken concluded by saying that PARC, as always, is indebted to the ongoing and significant help and support we receive from our elected officials; Governor Paterson, Congressman McHugh, Senator Little, Assemblywoman Duprey, Chairman Langley, Supervisor Bassett, and Mayor Kasprzak. PARC, he said, enjoys a special relationship with each of these principals and their respective staffs. He thanked those who were present at this meeting today. Mr. Duken asked for committee reports.

#### **Marketing/Public Relations Committee Report: (Jim King, Chairperson)**

Mr. King stated, as was the case last year, most of the committee's activities this year would be categorized as Marketing as opposed to Public Relations. This is true, he said, primarily because most of the difficult issues that were part of PARC's focus in our earlier years have been satisfactorily addressed or resolved, with the good help of our many public and private partners. So, he continued, our most important activities last year and this year have been working through the FOSET process and marketing the remaining properties.

PARC's marketing this year, Mr. King stated, continued with its three-pronged approach: (1) the "Fast Company" theme via mailers and advertisements; (2) PARC's enhanced website; and (3) personal connections via telephone calls and visits. Once again, he said, we have found that the best way to "market" PARC and Clinton County is to convince the prospect to visit and spend a few hours touring PARC and other County venues. Visitors love this part of the country and state, and like to find excuses to come back. Mr. King noted that the area is blessed with an outstanding quality of life, excellent educational and health facilities, the natural beauty of Lake Champlain and the Adirondack Mountains, and a labor force that works hard and smart.

Currently, Mr. King stated, PARC has 10 available properties remaining to be sold. Of particular importance are: The 22 acres at the corner of New York Road and Route 9, behind the site of the Glens Falls National Bank (formerly home to the base hospital); three parcels along Montana Drive; and three parcels along Arizona Avenue, including this building, the former simulator building. The staff, he said, will be using various initiatives over the next several months to sell these properties.

The Marketing/Public Relations Committee is expecting a good sales year, Mr. King added, based on the good things that are happening at Plattsburgh International Airport and elsewhere in the greater Plattsburgh region, and assuming the overall rebound of the national economy

will continue. Even as PARC winds down over the next several months, he said, marketing efforts will be energized and carried out with professionalism. He noted that it is expected that Marketing will remain this committee's primary focus, with an emphasis on achieving sales of the aforementioned properties to support PARC's financial requirements. The committee is pleased, Mr. King stated, that the staff will be acknowledging the extra efforts of some of PARC's most important community partners - these partners and many others in the North Country have contributed to the success of PARC and have helped make the Public Relations side of this committee easy to manage. Our thanks to all of them.

**Finance Committee Report: (Henry Fortin, Chairperson)**

Mr. Fortin stated that the Finance Committee met with the audit team representing Abbott, Frenyea, Russell and Coffey, PC, on Thursday, September 17, 2009, and is pleased to report that the audit was clean and free of problems, marking the 14<sup>th</sup> consecutive year that PARC has passed this all-encompassing financial review process with flying colors. He said that there will be more detail regarding the audit later in the meeting.

Mr. Fortin said that the financial side of the PARC business is not an easy one. In fact, he stated, it is complex and detailed, especially now that the PARC team has its sights set on closure of the business. However, he continued, PARC's Chief Financial Officer, Lee Mitchell, has instilled a level of financial discipline and responsibility that every staff member is committed to and supportive of. Lee's integrity and forthrightness have become hallmarks of PARC's finances that our staff, contractors, and lenders have come to respect and expect. It is with great confidence, Mr. Fortin noted, that the Finance Committee entrusts the PARC finances to Lee, Lisa Rennell (Financial Analyst), and the rest of the PARC staff.

In many ways, this fiscal year was a difficult one, Mr. Fortin said, caused primarily by the continued delay in receipt of the FOSET deed, resulting in PARC's inability to close on property sales that previously were budgeted to occur by June 30, the end of our fiscal year. So, cash flow was not where we forecasted it to be a year ago. However, he stated, Lee and the staff made continuous adjustments throughout the year in response to the FOSET delay, and made the best of a less than desirable situation. Of course, he noted, this means PARC is poised to have a great year in the July 2009 to June 2010 fiscal year based on several additional closings.

Mr. Fortin stated that the Finance Committee is engaged in the ongoing review and evaluation of PARC's termination plan. As the plan unfolds over the next several months, he said, members of the committee are confident that PARC will continue to satisfy its financial obligations, and represent the community's best interests, on its way to completing the mission. In conclusion, Mr. Fortin said that the Board would like to thank the PARC staff for their continued excellent efforts, and we look forward to the activities of the next fiscal year.

**Personnel Committee Report: (Kevin Carroll, member)**

Mr. Carroll stated that this committee continues to be involved in the proper staffing of the PARC team to make certain that it is consistent with the mission, and sufficient in number and expertise to address the issues of the mission. As has been reported at previous PARC board meetings, he said, it is the intention of the PARC Board and staff to wind down its mission and proceed toward termination of PARC as an ongoing business, as expeditiously and as carefully as possible. He noted that the receipt of the FOSET deed was in many ways the last big milestone standing in the way of the PARC team to begin preparing for its closure.

Mr. Carroll said that while it would not be appropriate at this meeting to discuss specific personnel plans and activities, please let it suffice to say that the PARC Board and staff have developed a plan for reducing further the number of individuals on the staff. Now that the FOSET deed has been received, he noted, it is expected that elements of this plan will be implemented later this calendar year and into the early months of the next calendar year. He stated a more detailed review of this plan should be available for the December public board meeting within the overall closure schedule.

Mr. Carroll noted that the Personnel Committee continues to be pleased with the level of effort and contribution to the success of the PARC mission by the remaining members of the staff. In fact, he said, given the certainty and immediacy of their working their way out of their jobs, the Board is tremendously impressed at the professionalism, resourcefulness, and commitment that these seven people bring to PARC each and every day. In conclusion, Mr. Carroll said, PARC remains in good hands, and this committee is convinced this will continue to be the case as we wind down toward termination of PARC.

**Chief Executive Officer:** Mr. Steadman requested department reports.

#### **Engineering Department Report:**

Kristy Dantes, Director of Engineering & Construction, stated that she would like to give a brief history regarding the former Plattsburgh Air Force Base lands PARC was charged with in 1995 up to where we are today. A review of the history of PARC follows:

- There were approximately 3500 acres of land on the former base.
- These acres were divided into two (2) parts; the EDC, which is the Economic Development Conveyance, and the PBC, which is the Public Benefit Conveyance.
- The EDC was further subdivided into two (2) parts; EDC1 with just over 1000 acres, and EDC2 with approximately 742 acres.
- The PBC is now the Plattsburgh International Airport consisting of approximately 1700 acres.
- PARC was charged with the remaining 1800+/- acres to transfer and develop. In the City of Plattsburgh 57 parcels were subdivided totaling 290+/- acres. In the Town of Plattsburgh 120 parcels were subdivided totaling 1068+/- acres. An additional 442+/- acres consisting of easements, rights-of way, street dedications, railroads, and shoreline were given back to the city and town.

Ms. Dantes noted that the majority of money PARC spent on projects over the years was for abatement and demolition.

- There were 317 structures, including the Base Hospital, Wing Intelligence Building, nine (9) dormitories, the Central Heating Plant, and 300 housing structures, that were demolished.
- Approximately 26 miles of high temp hot water lines were abated and have been completely removed.
- Approximately 50 building interiors were demolished.

She said that PARC constructed six (6) new structures on the former base consisting of over 200,000 square feet. They include 163 Idaho Avenue, 141 Idaho Avenue, 153 Willow Drive, 80 Montana Drive, and the Pratt & Whitney Fuel Farm and the tail enclosure, which are both now part of the County lands. The 250,000 square feet in renovations PARC completed includes the South Side School, 130 Arizona Ave (the old simulator building), the main hanger, Pratt & Whitney offices, two of the nose docks, tenant-specific build outs, and the static display relocation.

PARC's main push for the last year, Ms. Dantes continued, was to get the remaining deeds from the Air Force and then satisfying any easements that were required by the Department of Environmental Conservation. This included putting together the mapping for the parcels and the easements, and the easement descriptions. PARC's three marketing campaigns, as previously mentioned, consisted of the 'Flying High Again' book, the 'Fast Company' brochure, and mailings and the website, and were supported directly by the Engineering Department.

The FOSET consisted of 33 parcels, comprising 540 acres, Ms. Dantes said. These 33 parcels involved 73 environmental easements all of which had to be defined, mapped and described. Twenty-eight of the 33 parcels are obligated for sale. One small remaining parcel consisting of about .03 acres will be transferred to PARC later this year. The FOSET also includes about 2 miles of roads which will then be transferred to the Town. The FOSET was six years in the making and involved the Air Force Real Property Agency, Department of Environmental Conservation, U. S. Environmental Protection Agency, the Department of Health and the CCIDA. This process, which is very close to coming to a conclusion (finalization of the DEC easement process), allows PARC to start its closure plan.

In summation, Ms. Dantes said that out of the 1800 acres of PARC land, 1182 acres have been sold or transferred, 389 acres are scheduled for closing, 151 acres under negotiation, and 78 acres available for sale.

### **Finance Department Report:**

Lee Mitchell, PARC Vice President and CFO, stated that her report is focused on PARC's financial results for the fiscal year period of July 1<sup>st</sup>, 2008 through June 30<sup>th</sup>, 2009. These results, she said, have been audited in recent weeks by the accounting firm of Abbott, Frenyea, Russell, and Coffey, PC. Bob Frenyea, a partner in the firm, reported that the audit resulted in

an unqualified opinion which is the highest quality opinion. Mrs. Mitchell expressed her appreciation to Mr. Frenyea and the audit team for a very positive process this year. Additionally, she extended her personal thanks to other PARC staff, especially Lisa Rennell and Rocky Harfield, whose work on day-to day accounting and administrative activities of PARC greatly contributes to the audit process running smoothly each year. She continued with a slide presentation reflecting PARC's financial highlights for the fiscal year ending June 30, 2009. A summary follows:

On the income side:

- Approximately 25% of the former Plattsburgh Air Force base property remains under PARC's management.
- Lease activity started the fiscal year with 19 tenants, and ended with 15.
- There were seven property transfers/sales.
- The FOSET deed was received on July 17, 2009. This timing negatively impacted sales results for the fiscal year.
- PARC made application to the Empire State Development Corporation for additional grant funding, Phase 13, in the amount of \$752,000. The application is still pending, and the grant agreement is not yet in place. Therefore, there was no ESDC money recognized as income within the fiscal year. However, PARC is still spending down the balance of the previous Phase 12 Grant.

On the expense side:

- Less property to manage equals less operating expense for PARC.
- Staffing levels were reduced from 14 to seven employees on December 31, 2007. The prior year's financial ending June 2008 reflected six months of cash reduction realized from that change, whereas this year reflects a full year of these cost savings.
- Capital projects costs were significantly down, specifically those planned as grant matching dollars for the Phase 13 Grant. Those projects are on hold until the ESDC grant agreement for Phase 13 is approved and in place.
- Other reductions to administrative and operating expenses were achieved through use of in-house resources and cost-cutting measures.

Mrs. Mitchell reviewed the balance sheet highlights for fiscal year 2009 versus 2008:

- Current assets are down to \$11.77 million vs \$13.08 million from last year.
- Current liabilities are \$4.32 million compared to \$4.36 million, a difference of about \$40,000.
- Net assets dropped from \$8.72 million to \$7.45 million, a reduction in PARC's assets of about \$1.27 million.
- The quick ratio for 2009 is 1.8. As an indication of PARC's good financial health, this year's quick ratio calculation indicated that PARC's current assets exceed current liabilities by 1.8 times.

Mrs. Mitchell said that the revenue for last year was just under \$900,000, breakdown as follows: Property sales - \$650,000; Rentals - \$220,000; and Other Income - \$20,000. Total accrued expenses for fiscal year 2008-09 was \$2.15 million. The accrued expenses are broken down into two subtotals: 1) Combined current year operating expenses = \$1.82 million; and 2) the write-down of properties = \$330,000. The 2008-09 cash basis (excludes grant monies) net

income collected was \$1.27 million vs net expense paid of \$1.73 million, a loss of approximately \$456,000. Mrs. Mitchell stated that the audit report contains a statement of PARC's cash flows for the year that includes the unrestricted activity plus the restricted grant activity, improving that overall figure to just under \$190,000 for the year. In summary, she said, while the results for the fiscal year ending June 30, 2009 involved some red ink, those losses were largely attributable to the timing of the FOSET deed, the upside being that with the deed firmly in hand, the delayed sales activity will roll forward into the fiscal year that began July 1, 2009 as PARC continues to work towards completing its mission.

**Legal Report:** Mr. Randall Beach of Whiteman, Osterman and Hanna, LLP said he had two resolutions to bring to the Board. The first was a resolution accepting the independent auditor's report and financial statement for fiscal year 2009, commencing July 1, 2008 and ending June 30, 2009, prepared for the Plattsburgh Airbase Redevelopment Corporation by Abbott, Frenyea, Russell, and Coffey, PC. Motion made by Mr. Garrant; seconded by Mr. Fortin. 7-0 in favor thereof. The second was a resolution approving the acts of the officers and directors in the name of or on behalf of the Corporation since the annual meeting held on September 15, 2008. Motion made by Mr. Fortin; seconded by Mr. King. 7-0 in favor thereof.

**Chief Executive Officer:** Mr. Steadman thanked the Board of Directors for another great year of support and help, and for being willing to empower the staff to make decisions and to move the business of PARC forward without involving themselves with minor details. He also praised his remaining staff for their hard work over the years knowing full well that they are working themselves out of a job. He said that PARC has been successful not only because of the Board and staff, but also because of the excellent political representation that we have. He acknowledged those who were present today: Assemblywoman Janet Duprey; Marty Mannix standing in for Mr. Bassett, Town Supervisor; and the City of Plattsburgh Mayor Kasprzak.

Mr. Steadman noted that there is a group of people who pick up the ball and run with it from time to time when PARC has needed them. It was about four years ago when the idea came to the staff that it would be nice if PARC had a "Hall of Fame" as a way to publicly thank all those people for their extra efforts in helping PARC achieve its mission. These are people, he said, who frequently work behind the scenes, who often don't get the headlines, but without whose outstanding commitment and diligence our community wouldn't be where it is today, and, certainly, PARC wouldn't be where it is today. Mr. Steadman stated that there are 18 people PARC wanted to recognize today who stood out by their extra effort, enthusiasm, professionalism, and personal conviction to see PARC succeed.

(See attached Press-Republican news article)

**Chairman:** Mr. Duken opened up the elections of the Board officers for the upcoming year. Motion to elect Gilbert Duken as President/Chairman of the Board of Directors made by Mr. Fortin; seconded by Mr. King. 7-0 in favor thereof. Motion to elect Henry Fortin as Vice Chairman made by Mrs. Bourdeau; seconded by Mr. Garrant. 7-0 in favor thereof.

**Old Business:** None

**New Business:** None

**Chairman:** Mr. Duken acknowledged Mr. Steadman, who has made several comments today, as PARC's leader. He has been at PARC since 1998 and became Chief Executive Officer (CEO) in 2006. Any organization, Mr. Duken continued, is only as successful as the leadership available to the organization, and leadership, he said, is somewhat rare today. Being Chairperson of the Board is difficult enough, he stated, but Mr. Steadman not only has to work with us but also with the many people here today. It's a very complex job as you can see from the number of people recognized today. When Mr. Steadman became CEO, he said, the first thing the Board wanted to do for him was to get the house in order and develop good on-going communication skills with all of the parties that are out there, and he has that type personality to get the job done. And he's done it extremely well. Mr. Duken said he couldn't ask for a better person to develop relationships with people, and he read a brief statement regarding Mr. Steadman.

"As PARC Board members, we might differ from time to time on some issues, but there is one area where we all agree and that is our high regard and appreciation for our CEO and President, Bruce Steadman. We know that our successes are due in large part to Bruce's leadership and communication skills. These skills not only facilitate this Board to work constructively, but contribute significantly to PARC's productive and harmonious relationships with many government and economic development agencies, as well as the land developers that have contributed to PARC's success. Bruce's team spirit is a model for staff, and management knowledge and his style gets things accomplished. It seems appropriate, therefore, to pause for a moment at this annual meeting to say, "Thanks, Bruce.""

**Public Comment:** None

Mr. Duken asked for adjournment to retire to Executive Session. Motion by Mr. Garrant, seconded by Mrs. Bourdeau. 7-0 in favor thereof.

**Call to Order:** On a motion by Mr. Carroll, seconded by Mr. King, Mr. Duken reconvened the public meeting. 7-0 in favor thereof.

Mr. Garrant moved to adopt a resolution on the topic of Jeffords Steel, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mr. Fortin moved to adopt a resolution on the topic of Conveyance of Remaining Roads and Streets, seconded by Mrs. Bourdeau. 7-0 in favor thereof.

Mr. King moved to adopt a resolution on the topic of Multina USA, Inc., seconded by Mrs. Bourdeau. 7-0 in favor thereof.

Mr. Bouyea moved to adopt a resolution on the topic of Traffic Way Investments, LLC, seconded by Mr. Garrant. 7-0 in favor thereof.



Mr. Garrant moved to adopt a resolution on the topic of MRS of Clinton County, Inc., seconded by Mrs. Bourdeau. 6-0 in favor thereof (1 Abstain - Mr. Duken).

Mrs. Bourdeau moved to adopt a resolution on the topic of Mount Whitney Meadows, LLC, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mr. Garrant moved to adopt a resolution on the topic of Lakeside Container, Inc., seconded by Mr. Bouyea. 7-0 in favor thereof.

Mr. King moved to adopt a resolution on the topic of Douglas E. Pilon, Sr., seconded by Mrs. Bourdeau. 7-0 in favor thereof.

Mr. Garrant moved to adopt a resolution on the topic of HOMI Properties, LLC, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mrs. Bourdeau moved to adopt a resolution on the topic of DHC of Plattsburgh, LLC, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mrs. Bourdeau moved to adopt a resolution on the topic of an Environmental Easement Agreement, seconded by Mr. King. 7-0 in favor thereof.

Mr. Fortin moved to adopt a resolution on the topic of Richard Dandrow and Julie Dandrow-Reidy, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mrs. Bourdeau moved to adopt a resolution on the topic of Idacon, LLC, seconded by Mr. King. 7-0 in favor thereof.

Mr. Fortin moved to adopt a resolution on the topic of Greg S. Brienza and Linda B. Brienza, seconded by Mrs. Bourdeau. 7-0 in favor thereof.

Mr. Fortin moved to adopt a resolution on the topic of The Barracks, Inc., seconded by Mr. Garrant. 7-0 in favor thereof.

Mrs. Bourdeau moved to adopt a resolution on the topic of a Reciprocal Easement Agreement, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mr. Garrant moved to adopt a resolution on the topic of HOCMEC, LLC (Herbert O. Carpenter), seconded by Mr. King. 7-0 in favor thereof.

Mr. King moved to adopt a resolution on the topic of the State University of New York, seconded by Mr. Bouyea. 7-0 in favor thereof.

Mrs. Bourdeau moved to adjourn the public session, seconded by Mr. Carroll. 7-0 in favor thereof.



## PARC honors hall of fame members

By DAN HEATH  
Staff Writer

October 12, 2009 03:28 am

### EDITOR'S NOTE

Dan Heath was one of the 18 people honored by PARC, which noted he was honest, forthright, asks insightful questions and has been very helpful in informing the public about the group's activities.)

PLATTSBURGH — The Plattsburgh Airbase Redevelopment Corp. recently honored 18 people for extra efforts in helping it achieve its mission.

PARC President and CEO Bruce Steadman said the PARC Hall of Fame is a chance to recognize those who frequently work behind the scenes.

He said they have been thinking about it for about four years.

"The idea came about that someday we wanted to be able to thank publicly all the people that have stepped forward and helped PARC far and above what their 'normal' responses might have been and who have stood out by their extra effort, their extra enthusiasm, their extra professionalism and their extra personal conviction to see PARC succeed," Steadman said.

#### MIKE BRODI

City of Plattsburgh Public Works Superintendent Mike Brodi was recognized for always responding positively.

Steadman said he couldn't remember a time PARC staff made a request and Brodi didn't say, "No problem."

#### STEVE GAGNIER

He said Steve Gagnier, site manager for the U.S. Air Force Real Property Agency, was acknowledged for his cooperative work in redevelopment.

At many other former Air Force bases, the Real Property staff and redevelopers are at odds, but not in Plattsburgh, Steadman said.

#### DAVID FARNSWORTH

David Farnsworth, site coordinator for the Real Property Agency, was credited with always being on task. Steadman said he never failed to know the answer to a question or where to find that answer, even while dealing with about 40 remediation projects.

#### PHILIP VON BARGEN

Philip Von Bargaen, head of the Town of Plattsburgh Planning and Engineering Department, was recognized for being exacting.

That helped PARC staff be better at what they needed to do, Steadman said.

#### DAVID COMFORT

Town Water and Wastewater Director David Comfort was credited for constantly thinking outside the box and a willingness to listen to other ideas.

"Dave Comfort has been a breath of fresh air at the Town Water and Sewer Department since Day 1," Steadman said.

#### MICHAEL ZURLO

Clinton County Administrator Michael Zurlo was acknowledged for being demanding and asking questions that often required additional research.

Steadman said, "I'm glad you're demanding because that keeps us on our toes."

#### RODNEY BROWN

He said Clinton County Planning Department Director and Assistant County Administrator Rodney Brown has as much integrity as anyone he's ever met.

Steadman said Brown has an amazing ability to synthesize complex ideas into one stream of thought.

#### BRIAN GLADWIN

Brian Gladwin, regional vice president of NBT Bank, was described as accommodating.

He's one of the few bankers Steadman has dealt with who understands that business plans always change, and he has always been willing to help PARC get to the next page.

#### PETER SCHUYLER

Natural Resource Consulting Vice President Peter Schuyler was credited for being straight forward and unrelenting in helping mitigate environmental issues.

"If an issue needs resolving, Peter will find a way to resolve it," Steadman said. "When we talk, I know I'm getting a straight answer."

#### DAN EATON

Dan Eaton, an engineer with the New York State Department of Environmental Conservation, was noted for his ability to stay calm during the sometimes contentious process of obtaining the Finding of Suitability for Early Transfer, which allowed PARC to obtain final deeds.

"The DEC has a tremendous resource in Dan Eaton, and it's been a great part of my job working with him," Steadman said.

#### PETER SPEAR

Natural Resource Consulting Services President Peter Spear, PARC's wetlands consultant, patiently uses scientific and artistic detail in defining wetland delineations, Steadman said.

He said both the Army Corps of Engineers and DEC recognize Spear's ability to accurately make those delineations.

#### DON LEE

Steadman said Don Lee, who recently retired as the Town of Plattsburgh codes-enforcement officer, is one of his favorite people in the world.

"Don helped PARC when he was with the town in countless ways. I just have so much respect for this guy, and I know so many others at PARC do, as well."

**ADORE FLYNN KURTZ**

Adoré Flynn Kurtz, executive director of the County of Clinton Industrial Development Agency and president of The Development Corp., was praised for the job she did to transition land from the Air Force to the IDA and then to PARC.

"That was not an easy position to be put in. She has done that job well without being obstructionist," Steadman said.

**BOB MORSE**

Bob Morse, an engineer with the U.S. Environmental Protection Agency's Federal Facilities Section who was responsible for Plattsburgh Air Force Base, was noted for being pragmatic and his ability to be a voice of reason. Steadman said Morse has a great ability to sort ideas out and was able to tell PARC when something was not going to receive EPA approval.

**RICK PERRY**

City of Plattsburgh Building Inspector Rick Perry brought focus to his dealings with PARC.

He was always ready to get to work the minute he entered a room, Steadman said, and knew who needed to be involved to get things done.

**SCOTT ALLEN**

AES Northeast co-founder and head of mapping and surveying Scott Allen was involved in survey work done for most of the numerous PARC subdivisions.

Steadman said Allen possesses an ability to look at a map and mentally see it in three dimensions, which enabled PARC to create those subdivisions.

**SCOTT RENZI**

Scott Renzi, a construction manager with Empire State Development Corp., has been excellent to work with, Steadman said.

He is very methodical and has a great attention for detail, regardless of project size. That has helped PARC receive financial aid even in the troubled economy, Steadman said.

**TOP OF THE LIST**

Steadman said the danger of making such a list is someone will be left off.

"Really, over the years, literally hundreds of people have given their time, resources and effort to make successful redevelopment of the former Air Base a reality.

"But, today, we are recognizing those at the very top of the list, who clearly have been instrumental in giving us their help and support."

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