

Transcript of Economic Recovery Task Force Meeting via Zoom, February 18th, 2021
Participants on Zoom Call:

Jim Siplon
John Wheatley
Mark Behan
Matt Simpson
Kathy Muncil
Chandler Atkins
Jeff Flagg
Andrea Hogan
Joanne Conley
Liza Oschendorf
Amy Collins
Mike Wild
Wayne LeMothe
Don Lehman
Linda Oldenburg
Jacob Miller
Dave O'Brien

John ([00:00:32](#)):

All right. I'm going to onboard here, get everybody named right.

Jim ([00:00:52](#)):

We'll give it one more minute, John.

John ([00:00:55](#)):

Okay.

Matt ([00:01:02](#)):

David O'Brien, how are you?

David O'Brien ([00:01:03](#)):

Hey, Matt. How are you?

Don ([00:01:06](#)):

Who invited someone from Washington county to the Warren County task force? How did that happen?

Jim ([00:01:12](#)):

We are an inclusive group, Don.

Don ([00:01:14](#)):

There you go. I have a lot of respect for Mr. O'Brien. He's a great addition.

Jim ([00:01:19](#)):

We know we get more done together than we do apart. That's for sure.

David O'Brien ([00:01:23](#)):

Absolutely. Jim and I have been talking about it for a few months now. Jim, we missed your trivia this year.

Jim ([00:01:36](#)):

Well, maybe there's a return in games, but in the future.

David O'Brien ([00:01:41](#)):

We're trying to set something up for ... Graba Rotary Club always used to do a trivia call every January, and this year we didn't. And Chandler was the person who helped us out.

Jim ([00:01:58](#)):

Well, I'm a trivia maven. Back when the SUNY Adirondack did one every year, I was always a participant there, did fairly well.

David O'Brien ([00:02:10](#)):

I told Chris Guppy that she needs to come over to ours because yours is pretty easy compared to ours.

Jim ([00:02:16](#)):

I don't know. I always had fun, that's for sure.

David O'Brien ([00:02:22](#)):

I always went to ACC's also.

Jim ([00:02:29](#)):

Well, let's maybe get started here. Thank you everybody for joining us again on a Thursday. A couple of quick updates for everybody and then we'll go around the horn. We've had some wonderful news on a bunch of fronts I'm sure those of you that are following some of the local goings-on are aware of things like Hacker Boat making their announcement about their growth into the old Perkins building in Queensbury, which is promising.

Jim ([00:03:03](#)):

And Burch Bottling across the street in Queensbury is in the last stages of their build out to fully move into that facility. The combination of those two are going to generate initially somewhere between 50 and 100 jobs, but those are significant operations that are going to be additions to that corridor. So we're really excited to help them as they move forward there.

Jim ([00:03:32](#)):

In addition, we met with Jeff Flagg yesterday from the city to begin a process to re-look the way that we market the city's property in Tech Meadows, which is just on the other side of the Northway from the development that I just shared. The items that I just shared with you, which are on the Queensbury side of exit 18 there.

Jim ([00:03:53](#)):

I think we've got a good plan to look at the better options that we could use to market that around some of the inherent advantages of this being the gateway to the Adirondacks and the access to clean energy. There will be more as we lay that out, but I'm really thrilled to be working with a great partner like Jeff with the city to figure out how we reinvigorate that. A couple of other things, we got the initial survey results from the work that we did in conjunction with ROOST around professional relocation.

Jim ([00:04:30](#)):

I don't know if you remember, but they initiated a study to take a look at the demand amongst their contact base for potentially relocating to the Adirondacks. And we were able to jump into that effort with them and expand their survey scope to include our region, and specifically the Lake George region and the Gore North Creek region were called out in the survey itself. In eight days, that's all that survey was out for.

Jim ([00:05:02](#)):

In eight days, they got 6,773 responses. It's a response rate of nearly 20% to the list they sent it out to. That by itself is staggering. I'm sure Joanne and others who are used to surveys can tell you that getting that kind of response rate is not what you expect. And what that means is that people are so thirsty to tell you that they want to come. They took the time to tell us everything about why they want to come.

Jim ([00:05:36](#)):

Now, I don't have the full set of data, and we're going to meet with Jim to try to get that and make up a press release and perhaps some media event that will allow people to go deep on the data with us as we're able to get our hands around all of it. But I can tell you a couple of really staggering highlights that I saw in the initial results. Only 50% of those 6,773 people were from New York. That's also staggering.

Jim ([00:06:07](#)):

We're talking about not just movement from the city. We're talking about movement from places as far south as Maryland and Virginia. Significant input from places you would not expect for there to be net migration to this area from. Of those, 91% of the respondents said, if they could find the right housing and structure and ability to work remotely, they would move to the Adirondacks. 91% of the people. I'm stunned by that. Further on of those people, 50% of them make more than \$110,000 a year. Two thirds of them make more than \$85,000 a year.

Jim ([00:07:01](#)):

We're talking about the kind of no impact professional relocation that would be ridiculously valuable to us in terms of the skills that would be coming to our region, the capacity that we would build with this intellectual and human capital. And they're identifying to us the handful of things that are important for us to work if we're going to be the destination they eventually choose.

Jim ([00:07:27](#)):

The top five things that they said are guiding their decision is the availability and cost of housing. And by the way, these are not extraordinary requests. They're looking for two to three bedroom homes that are less than \$350,000. I think that these are windows that we can easily meet. The second biggest factor to them was the access to world-class recreation, which they associate almost predominantly with our region. They believe that it has the greatest collection of outdoor recreation assets in the lower 48.

Jim ([00:08:00](#)):

The third thing was access to healthcare. That is a critical component to them. It's something that John and I are working deeply with the local healthcare institutions on around access to healthcare and broadband, the intersection between those two. But we have clear validation. More than 40% of them said that it is a critical factor as to whether or not they would come here.

Jim ([00:08:20](#)):

The fourth factor was the access to internet and broadband services. And then the fifth factor was the employment that was either available or could be extended. In other words, their ability to work remotely from the region. If we address these five things, and I believe that we're actively working together to do that. We're essentially turning on a spigot that would be opening up a GlobalFoundries in terms of its economic impact to our region.

Jim ([00:08:49](#)):

We're talking about the demand for thousands of people who want to come here and contribute. And all they're asking for is a place to live and an ability to connect to the world, which I think we can do if we put our heads to it. But we don't have to wonder about whether they will come, because they are sticking their hand up and saying, "We are ready to come." And in fact, more than 10% of them said, "We're coming, no matter what. In the next five years, we are moving there." That's a given.

Jim ([00:09:20](#)):

More than 600 of these people said, "We're coming." I'm still staggered by what I'm reading here. And obviously there's a need to get more and to validate this because it's so promising that I'm worried that there may be some bias in the way that we ask the question. But no matter what, it is pretty clear that we are onto something here and something that is clearly in all of our interests. That's a natural segue to go to. One of the critical areas that we're working, which is a broadband. John, maybe you can give us a quick update on the things that are happening there in terms of the participation in our survey and the next steps.

John ([00:10:02](#)):

No, I will. Very happy to. As you know, we have the broadband assessment survey going on right now, running through the end of March. We're starting to get now some really early preliminary data on where the responses are coming from. I'll be breaking it down by town. And the really good news is that we're getting great response from the areas that we were hoping to target, especially the town of Thurman.

John ([00:10:31](#)):

I think everybody in the town of Thurman responded to it, because it's ... I know there's not many people there, but their response rate is way higher than everybody else's. Johnsbury doing very well. Congratulations, Andrea. Thank you so much for spreading the word. And also, Horicon, which former supervisor, Simpson, he's on the line. Representative Saliman doing well. Also, town of Chester. Those areas are doing well.

John ([00:11:00](#)):

Some of the areas that we're going to try and focus on getting some better response from, from what we're seeing right now is Lake Luzerne is a little bit late, town of Hague is a little bit late. Stony Creek and Bolton are okay, but we really could use some added response from them, but so far so good. It looks really good. As far the next phase of this project go, phase three and four which are teed up for gathering this data and organizing it, and also combining it with other areas. We're going to go for the resolutions next week at the EEC board meeting to advance those two pieces of work. We'll fill you in more on that as it happens, but that's the update so far.

Jim ([00:11:46](#)):

That's wonderful news. Dave Wolff, who works on the AdkAction group, that's been working on broadband across the Adirondacks for a number of years. We have a call with him later today as part of his monthly call, but we actually interact with him and people that are part of that effort every single week on a variety of topics. He's actually speaking to the state association of county planners on Friday. I spoke to Wayne about this earlier today.

Jim ([00:12:16](#)):

And he is going to tell them that the process that we've initiated here in Warren County, and that we are now locking arms with other counties in the region is the best practice and the model to follow. I'm proud of that. I think it's an exciting moment for us, not only because obviously we're following a process that others see as valuable, but I think also it indicates the power of when groups like these come together to work on common problems.

Jim ([00:12:49](#)):

I think this is the magic sauce that we have going in Warren County that is not ubiquitous. It's not everywhere where you see a group of business people and community leaders coming together with county and local officials to figure out how to work these problems. And I'm really heartened by the idea that the solutions that are coming out of it are being well-received. Because that tells us that it's worth our time, and that what we're doing is providing a template for success in progress, not only for us, but for others.

Jim ([00:13:22](#)):

So I think we could cover more on these things. We'll cover some more detail in Monday's or next week's county meetings. Andrea, when we go into the economic development piece, we'll try to provide some more specific data on all of these items. But I do think it's really encouraging for us all. So with that, maybe we start heading around the horn. I know Chandler, last time we didn't get a chance to talk to you and I know you teach. So I want to give you a chance right off the bat.

Jim ([00:13:56](#)):

I saw your note about the idea of starting to get some responses in terms of economic impact methodologies. What can you share with us about that and others?

Chandler ([00:14:07](#)):

So I was able to get the report that the college had on multiplier effects and so forth in the county. The tax consequences, as well as the income consequences, the sales consequences. It's a company called MC. So gone and pour through that, and I've actually contacted the folks at MC to see if they could help us address the issue about conversions and how that's impacting our sales tax and occupancy tax, and to see whether or not there might be a model or a way for them to assist us in fleshing out a way to do a cost analysis of it all with the multiplier.

Chandler ([00:14:47](#)):

There was also a study that was done by the Cool Arena back in, I don't know, it was '17 or '18. And we got data from that, and I've got the name of the company there, and I'm going to go forward and talk with them as well and see if they've got some ideas to help us. Then Mark, of course, pushed out this morning to us the data that Sara put together showing all the lodging in 2008 versus 2019. I've taken a quick look at that.

Chandler ([00:15:22](#)):

You have to look at both the units as well as the rooms and aggregate the data together, because in some cases, people are reporting their rooms. And in other cases, they're reporting out as units. So for example, a unit could be a three-bedroom cottage or a two-bedroom cottage versus a room. So we have to add the data together. When I did that, I found together, we were down about 18% in room and unit count over the last 11 years. So that's a significant factor too.

Chandler ([00:15:57](#)):

Even if our sales tax revenues are up, their sales tax revenues would be up because the price increase's not up because of the number of rooms we have to offer. So there's a lot to study here as we continue to wrestle with this concept.

Jim ([00:16:12](#)):

There's a couple of things that you highlight Chandler, and I want to comment on. One is the reason that we've asked to get whatever methodology was being used by the college is not because we think that's necessarily the right way to go, but because it's already been used in the county, and we want to at least start there with something that people are familiar with seeing in terms of what the economic multipliers and factors are.

Jim ([00:16:37](#)):

So any initial analysis we do, I'd love to do in a way where we don't have to try to explain apples to oranges, but rather apples to apples. And the other is, I think there's a series of predisposed opinions out there about whether or not we have a capacity or longterm revenue challenge or not. And I want to make sure that we all approach this as a group of saying, we don't know. The question of whether we do or do not have a sustainable economic challenge in front of us is a question we have to answer, but I don't think we start by believing that we do, or we don't.

Jim ([00:17:17](#)):

This is one point of data that I think is insightful. It's not the only one. We got to gather a bunch of them, but I really want to encourage everybody to keep an open mind and to make sure that we invite people from all different perspectives of this problem into its resolution, because it's the only way that we're going to be able to do this effectively. This is not about being right, and it's not about any specific strategy. It's like, we got to go figure out what the truth is today. And then hopefully the right set of solutions will follow from there.

Jim ([00:17:47](#)):

And so Chandler, I really appreciate work that you and Kelly and others are doggedly doing to bring objective data to the table here. And obviously, Sara. I think just that by itself is a really dramatic, insightful point. But it doesn't necessarily suggest we have a capacity problem. It suggests that we may have a transition going on. And I think what we definitely need to see is we need more information to be able to tell us how does that translate economically? But it's a good place to start. Thank you very much.

Chandler ([00:18:20](#)):

Thank you, Jim.

Jim ([00:18:21](#)):

Maybe we keep going on my screen here. On that same topic, I see Gina, you just rolled in. So I'm going to give you no opportunity to get comfortable. [crosstalk 00:18:35].

Gina ([00:18:40](#)):

So we just had Lake George Regional CVB meeting, so I apologize for being late. We meet once a month, on the third Thursday of the month. So, that meeting is basically our hospitality industry, and we had a guest speaker today on sales techniques as people are really getting to start to sell again. The biggest feedback that came is our wedding market is just starting to truly explode, and people are thrilled by the fact that the capacity will grow to at least 150, depending on your space. So that's great news.

Gina ([00:19:15](#)):

Great news about Great Escape and our other amusements that came out yesterday. Again, is tremendous, because some people forget that those little arcades, most of our hotel properties have arcades that generate anywhere between 15 and \$50,000 of revenue, believe it or not. A little arcade at the Lake George RV Park generates five figures in revenue that they did not generate last year. So it's not just about The Great Escape or some of our other amusements, although it is because they generate so much business for us, but that whole opening up allows a lot of other businesses to now thrive. so we're thrilled by that.

Gina ([00:19:57](#)):

But other than that, I won't take any of Liza's thunder as she talks about the PUSH program, because we're a part of that and we're thrilled. I think that's all I got.

Jim ([00:20:07](#)):

Well, it sounds like you can pass the ball, Liza.

Liza ([00:20:13](#)):

Thank you, Jim. Good morning everyone. Yes, we're very excited about the launch of the PUSH training program, Pathways Up for Success in Hospitality. I sent out the business marketing materials this morning. So the chambers will push that out. Don will push that out. We've already have businesses enrolling as PUSH partners, and we also have individuals enrolling as PUSH participants. So that's exciting.

Liza ([00:20:40](#)):

And Kathy Muncil has been really helpful with scheduling meetings with the school superintendents and they on board for getting more teenagers working. So some of them will be enrolling in PUSH as well, but also separate from that, we're just going to be doing more job fairs and hiring events with teenagers and promoting summer work to them. So we're really excited about that. And I'm happy to answer any questions anybody has about the PUSH training program. Or Jim, do you want me to share any other updates?

Jim ([00:21:11](#)):

Well, certainly feel free to share anything that you want, but one thing that I want to make sure that we address is, if somebody enters into the hospitality workforce, does that change their status in terms of where are they standing on vaccinations? By being, for instance, not just a member of the general public. Now they're a part of the consumer facing public. I don't know. Is there an answer to that?

Liza ([00:21:38](#)):

Yeah. That's something that has come up in several of these meetings. We certainly want to make sure that our workforce is protected. And definitely as I'm trying to share with parents that it's safe for their teenagers to work. Teenagers could be the last to get vaccinated, so that could be a concern, but we also know we just don't have enough vaccines. And that continues to be the issue. I know there's other people ... Don's on here who could maybe speak to that.

Liza ([00:22:05](#)):

And so it's day by day, week to week and seeing how many vaccines we're going to get to serve our entire population, but definitely our workforce in the hospitality industry is critical.

Jim ([00:22:18](#)):

Don, I don't want to put you on the spot, but I read something that said that the vaccines are only available to those that are 16 and older currently. And I don't know that we've had the dialogue about whether or not a 16-year-old that's in a job that is public facing is different than just a 16-year-old in general. Has that come up in any of the stuff you guys are a part of?

Don ([00:22:41](#)):

Yeah. Essential worker is essential worker. If they qualify to these phases, the age doesn't matter. A 16-year-old grocery store worker is going to qualify. Right now the big problem is trying to prioritize which workers, because so many are eligible right now in Phase 1B. And Supervisor Hogan reached out earlier about restaurant workers.

Don ([00:23:06](#)):

We haven't been able to get to them yet. We just haven't had the vaccine to do that. So right now they're getting into some grocery store workers, taxi cab drivers. But no. Basically, with an essential worker, there's no age restriction. You could be a 18-year-old grocery store clerk and you're eligible.

Liza ([00:23:28](#)):

The other challenge for teenagers that we faced last summer was that they do need to have a physical along with their working papers. And so we're going to try to make sure that we're heavily communicating that. That they need to schedule their physicals. It was a challenge last spring and summer, because they were only taking certain appointments, or some offices were closed, but we hope it's not as much of an issue this year.

Jim ([00:23:54](#)):

Dave, are you raising your hand?

David O'Brien ([00:23:58](#)):

Was. I was going to make a comment about vaccines. I think vaccines, if I remember correctly, are not available for those under 18, at this point, because of limits on the COVID ... Both vaccines, they haven't been tested properly on those under 18.

Jim ([00:24:15](#)):

Is it 18 or 16, Don? I've read both.

Don ([00:24:19](#)):

I'd have to check on that. I've also seen both, and I'm not sure what New York State will end up going with. I believe it's 16, but I'll double check that.

David O'Brien ([00:24:27](#)):

Maybe one was 16, one was 18.

Jim ([00:24:31](#)):

Obviously, there's need for continued dialogue here and some continued push for clarity here, but there's the potential, Liza. Imagining for a second that supply continues to get better over time, that some of these workers might move in eligibility by definition, by making themselves available to this workforce, if they're not already in the workforce. So that's really the point I'm trying to make is to figure out whether or not that is an opportunity or not.

Liza ([00:25:02](#)):

Right.

Jim ([00:25:03](#)):

And for those that are under 16, for sure it's going to represent a potential issue for us. If there are completely ineligible to be vaccinated, I think that's going to be a challenge in terms of how we get some of those kids involved in the workforce. But we don't need to solve it here. I think we got plenty of

people here who can help us run the best answers that we can get down. Liza, is there more? I moved away from you.

Liza ([00:25:31](#)):

Yeah. Just a couple more things. Thank you. So we're ready to share the bike-share proposal for our county from CDTA and GGFT. And we're looking at a tentative public meeting for Wednesday, March 3rd. And that's not just county folks. There will also be representatives from Glens Falls, Queensbury, Lake George transportation councils just so we can get questions answered, and then determine how to move forward, but we're very excited about that.

Liza ([00:25:59](#)):

And the goal is still to launch the spring. That bike-share program cycle is April through November season. So three seasons of biking. And then childcare is still a hot topic, of course. So I had a meeting with WDI just about how subsidized childcare programs could maybe in the future be extended to Warren County. We'll see. We're continuing those conversations and partnerships. And then I participated in a call with Senator Dan Stec this week and Southern Adirondack Child Care Network just about all the childcare issues on our workforce as well. So that was productive.

Liza ([00:26:36](#)):

But again, we just need to continue to advocate for funding, but also I think we need to solve this issue collectively. We need the private and the public sector to come together on addressing some of these challenges and not just wait on advocating for funds from legislators. So we're continuing that conversation. I don't have the data yet from the childcare survey, but when I do, I will be passing it along.

Jim ([00:27:04](#)):

Liza, on that point, I met with Cali Brooks from the Adirondack Foundation earlier this weekend, and they have an initiative as part of their long-term planning to at least see whether or not they have a role to play in helping their communities with community-based childcare access. And I don't know that they have any definitization around it, but they invited us to participate in the process with them. So that's something that you and I should look to try to involve ourselves in as they unveil that.

Liza ([00:27:34](#)):

Great. Thank you.

Jim ([00:27:38](#)):

Anything else?

Liza ([00:27:40](#)):

That's all for me for today.

Jim ([00:27:42](#)):

Good job. Lots to talk about there. I think we lost Matt before I got a chance to call him. I always seem to do that to somebody. So I feel terrible, but it was great to have Matt here for a little while. And I'm sure you heard some of what was going on. Joanne, you're next on my window. How are things?

Joanne ([00:28:04](#)):

Things are very good, Jim. We're excited to hear about the openings that can take place, indoor amusements. Coincidentally, we'll be able to open partially just around spring break. So that could be good for us this time of year. And then outdoor amusements. I know Rebecca just nodded her head. And so I'm curious, at 33%, is that a good number for the park, and how many people can you accommodate at 33%? It could be a considerable number.

Joanne ([00:28:37](#)):

So just looking ahead to the summer, I think that gives us a lot of optimism, much to look forward to. Rebecca, is 33% a considerable number? It's a huge park, outdoors.

Rebecca ([00:28:51](#)):

Yeah. Obviously, yesterday was huge. You could probably all hear me screaming from my office. And so many people on this call and across the community were a big part of yesterday. So a win for the entire community. That's the question we're getting, what's 33% look like? We've been on calls all morning. We actually have some calls scheduled with the state next week as they're showing up the guidance.

Rebecca ([00:29:11](#)):

The question mark is, what are they basing 33% off of? So we don't actually have that answer yet, whether it's our historical high or whether it's a square footage measurement, all of which we've done and prepared for. So either way you slice it, it's a great start for us. We're also looking at metrics and want to ask the state what's the next step. And if by Memorial Day weekend, the numbers are at this, because 33 become 50.

Rebecca ([00:29:33](#)):

So those are all the questions we're asking right now, but the long and short of it, 33, we're very happy with that. We're excited. It's really an opening for us this spring. 33%, our season pass-holders will be able to enjoy the park off spring, and even into the summer. That's a number that we're comfortable with at bringing a really, really nice return to the park this summer. Of course, anything higher, we can still very safely entertain folks much higher than 33%. So we're going to continue to work on that.

Rebecca ([00:30:02](#)):

The indoor waterpark piece, 25% is a little bit more difficult. We've been operating really safely since July at about 25% with our pools. So opening the entire waterpark, we were hoping for a little bit higher, but again, it's a great starting point. We're confident that we can continue to operate safely and that number can grow as well. So from a lodge standpoint, the spring break timing is huge for the underwater park, and we're very excited to capitalize on that and entertain guests safely and continue to see growth.

Rebecca ([00:30:30](#)):

But no. What a relief. The giant elephant that was sitting on my chest has certainly trodden out the door and we're ready to go for an awesome summer. So thank you everyone, and we're ready to do it.

Jim ([00:30:45](#)):

That's exciting news. Plus there's a new elephant ride, with that elephant that trode it out the door.

Rebecca ([00:30:48](#)):

It's Adirondack stampede type rides, more of a bucking bronco.

Jim ([00:30:55](#)):

Well, since we're in the arena, Kathy are you there, and can you provide us an update from your perspective?

Kathy ([00:31:04](#)):

Good morning everyone. I'm actually waiting for my sister who's getting her shot out in Utica. So I'm on the phone. We're thrilled that all these things are opening. Our guests are thrilled as well, because we alert them when these things happen, and the response we get is great. We've had a good holiday weekend and a reasonable holiday week. Reservations are looking reasonable compared to last year, which was a good year up until like two weeks from now.

Kathy ([00:31:38](#)):

And we are looking at the employment issue as continuing to be one of the major things that will hold us back. But really making ground, as Liza said, with the schools, and understanding that the 14 and 15 year olds and 16 year olds need to be spoken to differently than the 17, or 16, 17. And both these brought some clarity at a meeting we had. So hopefully in the next week or two, we'll have a plan that we're all in agreement on with a major push to high schools in class the 15th, 16th, and 17th of March. Then we can really get the kids involved.

Kathy ([00:32:18](#)):

The other thing that we have to do, and I was going to talk to Gina about this is to get the businesses to identify specific jobs with the understanding that we may have to change the way we've set up job descriptions in the past and create pockets of work that fit 14 and 15 year olds with flexibility. We greatly understand that we're not going to get them in the workforce at 40 hours, et cetera. We're there to teach them to be better participants in our community and to be proud that they'll help us get out of this COVID mess. Any questions, I'm open to it.

Jim ([00:32:54](#)):

So how is the tail-end of winter fest for you guys? And is it what you expected? Better, the same?

Kathy ([00:33:04](#)):

I think it's better than we expected. And I say that because there's happy guests and they are outside. Everybody has done such a great job in highlighting their business to keep them safe and be outside. Even the fireworks went off without a hitch at all. We didn't have any of the issues. And we have a unique space in Lake George to accomplish that. And of course we have unique spaces all around.

Kathy ([00:33:26](#)):

We're looking at the winter fest model as one that allows for basically highlighting existing businesses. And there may be a place for that in other shoulder months as well. And that conversation will certainly be solidified once we finish this process of February, which is two more weekends, and then we report everything back to the county because they sold 1800 wristbands. And there's been really positive response.

Kathy ([00:33:55](#)):

The downside has been that we ran out of vendors to provide these unique services. So we had to change the wristband. And I don't know if Christian's on. He could give you more details, but we're finding this collaborative model of immediate action is really helping to handle things. If it's snowy on this day, then we change course a bit, but it's really working out positively.

Jim ([00:34:20](#)):

You raised a really great point, Kathy. I want to commend Gina and everybody that's been involved in how that's run. Because you watched what happened in Saranac and you were concerned. And yet the combination of having a strategy together with a foundation of safety and putting COVID related measures in place for a long period of time means we have a culture now. And that culture allowed us to then manage an event better and more safely. And that's not an accident.

Jim ([00:34:51](#)):

And I want to thank you for it. Everyone benefits from the investment that you guys have made collectively. And we clearly have more work to do to help you, but we're certainly proud of what you did. Thank you.

Kathy ([00:35:07](#)):

We also know that we need to make the parents of these children ... To go back to children for just a moment. High school kids. Know that we have a safe environment. It's a very safe environment. So we will continue to have that and encourage them to be out in a public area where they have not had that luxury of sorts in this past year. So we are continuing to educate everybody who participates in this whole process.

Jim ([00:35:35](#)):

Well, Rebecca, Kathy, really wonderful updates. Thank you.

Rebecca ([00:35:41](#)):

The only thing I would say is ... I know I answered Joanne's question, but Joanne, did we pull anything else from you? Is there anything else that you had? Because I know we jumped right off for you. I feel bad.

Joanne ([00:35:52](#)):

I've been working with a number of people on other projects that we've talked about on this call. So all good, Rebecca.

Rebecca ([00:35:59](#)):

Okay, good. I felt bad.

Jim ([00:36:01](#)):

And Joanne, I probably move prematurely there. I'm sure you had more to say. I apologize.

Joanne ([00:36:05](#)):

Well, I will say that in working with Sara on this lodging report, there's been a need to update that for the last many years and it's always been very confusing. A motel room is a hotel room, but the cottage cabin thing, or do you have an efficiency, and how do you count all of those rooms? So I think it's just been a push to get us to the finish line. And working with Sara in fall in my office, made a lot of phone calls.

Joanne ([00:36:33](#)):

And it's just calling the property. How many actual rooms do you have and not duplicate? "Oh, I have three rooms and I have three efficiencies. Is that a total of three or a total of six?" So now that that's all in the format that you saw, which is lovely in that GIS format, but we have it in a spreadsheet. So any time something new opens or something closes, it'll be up to date at a moment's notice.

Jim ([00:37:00](#)):

Your office has been wonderful, Joanne, and working together with Sara to get good data that we can all use, it's just been a triumph. Thank you very much.

Joanne ([00:37:10](#)):

You bet. And I know Mark is on the call. He hasn't spoken yet, but Sara Mannix has some results to a winter survey that we participated in along with Gina and some of the other properties in Lake George, relative to the take on visiting this winter season and what people wanted to do when they were here, why did they visit, why did they not visit? So there's a lot of data coming out of these couple of working groups.

Jim ([00:37:40](#)):

Sounds like it's your turn, Mark.

Mark ([00:37:42](#)):

Yeah, I was just going to jump in if I could, Jim. What's wonderful, as you said, what the tourism department has been doing so well and is such help to us, and what Sara Frankenfeld and the county planning department has been doing is helping us pull together data sets that we can use to evaluate strategy and think about next steps, using data to make decisions going forward. I think that's one of the great breakthroughs of the public private partnership that's built up here.

Mark ([00:38:10](#)):

We have an RFP going to the tourism and NOC tax committee meeting next week to pull some more data and looking at our competitive destinations, what are their best practices? What are their growth rates? How are they achieving that? What could we learn from them? Plus the internal data. And what I'm really excited about is just a complete embrace of data driven decision-making. Fantastic. It's going to serve us for a long time, I think.

Jim ([00:38:37](#)):

Are there more things you want to talk about, Mark?

Mark ([00:38:40](#)):

No, that's the real highlight. The winter fest, I think, has been a big success and there's discretion now of what do we do next year? The winter carnival likely will come back, but could we brand all of the winter activities countywide from the holiday season right through March, as Warren County Winterfest, or is there's something going on every weekend? So there's a real effort to try to expand that process and to use those kinds of events to build the 12 months season we're all trying to foster.

Jim ([00:39:12](#)):

Well, that's wonderful news. While we're talking on the county issues, Wayne, you're next on my screen. What news do you have for us?

Wayne ([00:39:24](#)):

Not a whole bunch. Jim, you just should've gotten a email from the county planners association for the meeting tomorrow.

Jim ([00:39:33](#)):

I did. Thank you.

Wayne ([00:39:33](#)):

So, you'll have the invite because I'll be over at the board meeting. I was in another meeting this morning. I'm sure most of you have been. But as I said there, I got bored the other day and did something foolish and started looking at property transfers in Warren County for 2020, and predominantly zeroed in on the 210 property code, which is single family residential.

Wayne ([00:40:04](#)):

And I think, Jim, this segues into what you were talking about, the survey that ROOST was doing on people interested coming to the area. And given that if there's a industry standard of debt to income ratio of 28% for mortgage capability, there is no community in the county that can straight up, based on their incomes, afford the houses that are being transferred. Most of them require anywhere from a 10 to, in some cases, \$350,000 down payment if they're going to mortgage the median property value that was sold for residential.

Wayne ([00:40:47](#)):

I think that segues into the issue of people coming here, because the median income in the county is a little over 60,000. So if you're talking in 80,000 but yet you've got 80,000 income of people that are looking to come here, but yet there's still a mortgage gap of \$70,000 at that range, you're only knocking it down to a \$40,000 gap that they've got to bring with them to just afford the median property value.

Wayne ([00:41:20](#)):

The lowest median value for transfers was the town of Warrensburg. And the highest was Bolton. I don't think there's any surprises with Bolton being the highest, just looking at my property taxes. So I think that's information that's useful. It's just one snapshot. There were 610 property transfers for single family residential in the county. I'm going to go back and look at previous years and see if that's up, down, and the relationship to the property transferred, the median selling price versus income. Is it still at the same ratio? Is it worse? Is it better?

Wayne ([00:42:09](#)):

So if it's worse, if the housing prices are up, that's a higher demand. If the housing prices are down relative to the median income, then that means there's less of a demand. So I want to go back and look at that. So that's just crunching numbers. And sometimes I get bored and I just start crunching numbers.

Jim ([00:42:31](#)):

Well, I appreciate you bringing all this information to us. It highlights a number of things. One of the things that we met with this week was Densay. He's the new leader of Southern Adirondack Realtors. A local association of realtors. And the reason I met with him is because, number one, I want to see what data he could share with us that would be even more timely than the public data that we're able to access. But also, I wanted to enlist his support in forming a similar work group to the one we have here and that we have around tourism and hospitality, specifically focused on housing.

Jim ([00:43:07](#)):

Because I had a premonition even before we got these results from the survey that the net migration, just from living in Glens Falls and seeing what's happening around me anecdotally, the median prices on my own street have gone up dramatically. The supply, according to Densay, in the county is less than three months, which means that clearly there's already a housing shortage that is in play, and that as prices continue to escalate, we have a continued pressure on affordable housing.

Jim ([00:43:39](#)):

And I said, what we need to do is quickly organize the right people together to take this on as a challenge that comes from this level of attraction and success. And we have to address all elements of it. It's not enough to try to figure out how to provide housing for the people who are moving here. We must also provide housing for the people who live here and work here. And all of these things are equal components of the problem.

Jim ([00:44:06](#)):

Now, I am heartened to say that he agreed fully with this, and agreed to engage his community, including the builders association and those that are involved in affordable housing work to date in organizing this group. And so I'll be looking for input from all of you about how would we organize a subgroup like that to follow in the same path. But Wayne, the data that you just shared is going to feed that.

Jim ([00:44:31](#)):

And of course, we already have a affordable housing effort underway between us and the county, and clearly that is needed. There's interest in the city of Glens Falls in expanding beyond the affordable housing project that they've just put in place to potentially more. And I think all of these are going to be components of the problem and perhaps deserve its own specific work group that we will take on over time. Thank you Wayne for that. Dave.

David O'Brien ([00:45:05](#)):

When you did your opening remarks, I made some notes. But the first two on the list that are so important ... And I want to share a couple of things, but one of the things, we looked at housing. We

talked about affordable housing in terms of apartments in the area. One of the things the area is missing is the type of housing [inaudible 00:45:24] Square's going to provide.

David O'Brien ([00:45:26](#)):

It's going to provide upscale apartments, because older people will be moving from their homes, making those available to people. But right now we don't have a lot of upscale housing for people who are moving from a home to a apartment because they're changing their way of life. But I think it's so important that we need to look at housing as being part of economic development.

David O'Brien ([00:45:49](#)):

I was talking to another supervisor from up in North of Warren County, and he said, what we're lacking is apartments and complexes up there. If we had those, in part, it would encourage more economic development because there are places for people to move in and live in, in there. So it's important to understand that the housing role plays in economic development, not just the housing available for private homes, but in residential for apartments and town-homes and condos is so important.

David O'Brien ([00:46:21](#)):

I think we overlook that in some cases because you don't think of housing as economic development. When in reality, the upscale is more part of a housing need than the affordable housing. And the second thing I wanted to share is I'm from Hampton. Everyone knows where that is. It's on the border of Vermont and New York. But for decades, we did not have good broadband. We'd just got filled in with broadband. Probably 90% of our community is going to have that by June.

David O'Brien ([00:46:57](#)):

But the change it's made, and people live there, people have seasonal homes in the Hampton. 40% of our homes are owned by people outside of Washington County, outside of Warren County, reached down to Connecticut, New York City, New Jersey, as far away as Arizona. A lot of those people are now making commitments to move and come to Hampton to become permanent residents versus seasonal residents. So broadband's made a huge difference.

David O'Brien ([00:47:25](#)):

And that's like most of this was built out in the past three months. It's made a huge difference in the attitude of people, and huge difference to the residents of Hampton. So we can't overlook the importance of broadband.

Jim ([00:47:40](#)):

Well, thank you Dave for that. And it's wonderful to have you be part of the group. I'm sure all of you know, Dave is the leader of the Warren Washington IDA. I continue to look for ways for us to better collaborate and support each other, and welcoming him into this group was certainly a part of that. We're talking about other strategies where we can support each other as well, and maybe we'll share as we work through that, but we're definitely better for having you here, Dave. Thank you.

David O'Brien ([00:48:05](#)):

Thank you. If I can, Jim, I had one other statement or comment.

Jim ([00:48:09](#)):

Certainly.

David O'Brien ([00:48:10](#)):

Is that, talking about companies coming in, I made the statement. I have not seen as much economic development activity in this area in quite a few years. We've had lots of the IDA Park laying fallow for 10 years with no interest. All of a sudden we've got 8, 9, 10 people want to come in there. The total number of jobs coming into the IDA Park, which for those who don't know is across from the airport, could be as much as 150 to 200 jobs.

David O'Brien ([00:48:42](#)):

And we've had interest in the de-watering facility in Fort Edward. Companies are looking at 25 to 100 jobs. They're looking for areas. We have some challenges to solve over there before some of the companies have come, namely getting sewer in there. But the activity has been great. We have big companies interested in this area. And I think the development of this area is really going to come about from people looking, people visiting.

David O'Brien ([00:49:15](#)):

I know that I'm more familiar with Washington County companies, but a lot of companies in Washington County were formed by people who've come from a second home, who come to visit, come look in this area and wanted to live here, and over the past decades have come up and established their companies and built their companies. But surprisingly enough, a lot of the development or interest in the area is coming from local businesses, expanding, growing, adding new companies.

David O'Brien ([00:49:39](#)):

And I think that's important to remember that we need to do that. But I have been an advocate for multiple years, and we need to work closer together to expand our marketing outreach past the Warren, Washington County area. We started talking about this, God bless his soul, with Ed Bartholomew, then COVID hit. And now we started to discuss some other things, like Jim said. But I think there's so much we can do together to attract businesses, because we may have some land for companies, but you guys get the sales tax. And they have to live here in Warren County and spend their money and we get the sales tax.

David O'Brien ([00:50:18](#)):

So it's a benefit that works for both counties, and it has worked for both counties for decades. But I did want to add, I'm also the chair of the Lake Champlain Lake George Regional Planning Board, which provides so much impact to the local counties. And we are looking to grow and see how we can help the counties develop more in the future. So thank you for that.

Jim ([00:50:41](#)):

I'm sorry that I forgot to mention that role that you play with the planning board. And the planning board is collaborating with us on phase four of the broadband work to develop a process for us to work with other counties and municipalities across the region to develop a regional aggregation of data and a regional solution approach. So it's been a wonderful partnership with you on both the IDA front and the planning board front. So thank you, Dave, for you and your organization's support.

Jim ([00:51:09](#)):

We've got only a couple minutes left, but I want to make sure we get through everybody. Andrea, you're next on my screen.

Andrea ([00:51:17](#)):

Thanks, Jim. This has been a really meaty meeting, I would say. Lots of good information, lots of good ideas. I want to echo what Jim said, and thank everybody in this group for creating the culture of safety that we do have that is getting us, at least in the hospitality industry and in other industries, through this pandemic in such a graceful way, I'll say. I agree with Matt Simpson's remarks that it was great news about the amusement parks and camps. And an interesting twist on the camps restrictions was brought up earlier today in another meeting that they are not going to be able to bus these kids up to the camps this year.

Andrea ([00:52:02](#)):

So we are going to see overnight visits in different periods of time as the parents are coming and going, bringing these kids. I thought that. But on the flip side, it doesn't sound like they're going to be having parents' and grandparents' weekends, which were always a big plus for our communities economically. The vaccine discussion here was very useful. We discussed it in other places, so I won't beat that one to the ground. But I just want everybody to keep in mind that this vaccine distribution is a matter of equity.

Andrea ([00:52:37](#)):

Our rural communities do not have the same access. And so that means the workforces there are impacted as well. I'm hearing from restaurants in the outlying areas that their workforce does not want to come back until they have access to the vaccine. So we need to keep that in mind and keep pushing to get vaccine, not only into the County, but equitably distributed as well. Workforce housing and the discussion around that. I'm glad to see that come back around. There are certain projects that I just get sick of talking about, and this is not one of them. We really need to keep pushing in this direction. It is so, so, so important.

Andrea ([00:53:20](#)):

And to Dave's point, mixed unit housing as well. Yes, absolutely. Not just what one might call affordable housing, but mixed unit housing so that we can have mobility up and down and sideways through all sectors of the community. And that's important, not only economically, but socially. That is what creates better communities, when you have that mixture of people happening in that way. I really was glad to hear Dave talking about that.

Andrea ([00:53:50](#)):

And Dave, I'll throw you a bone. A dear friend of ours is moving from Arizona, retiring. I got so excited. I thought they were going to be our neighbors. They said, no, "We're going to Washington County." I was devastated, but your win, my loss.

David O'Brien ([00:54:08](#)):

Andrea, one quick interjection on that. I've heard from some employers ... Hudson Headwaters was one of the ones that said directly. One of the problems they have is attracting physicians and professionals is housing, especially when they're first coming out of residency and coming up here. They're not sure they

want to stay. They like the area, but what the people are seeing is they need a solution for having places where people can park for six to 12 months to make the transition, make sure they're there. And that's why they're looking at doing some housing. That is part of their portfolio to attract people.

David O'Brien ([00:54:52](#)):

But I think if you look at it, I think other companies will have the same challenges, because quite frankly, with a number of jobs we have coming, I think people are going to have to expand out to find a professional they need and attract them to this area. And one of the attractive pieces, maybe we have this housing set up that you can stay in to make the transition. So you'd have to make an immediate decision on where you want to live, and then maybe more will choose Washington County.

Andrea ([00:55:18](#)):

Or Warren. Absolutely. But on that note, very, very quickly because we are running out of time, I would like to see us all looking at this holistically too. Let's try our best to develop this housing close to sources of childcare or transportation lines, and let's do it right. Let's be thoughtful in this process. And finally, and I'm just going to throw this out there, because I've put on my other hat. In the APA meeting last week, broadband, broadband, broadband. We talk about it all the time and it's an especially toothy discussion when it comes to the APA.

Andrea ([00:55:58](#)):

And at the end of our meeting on Friday or Thursday, Jerry Delaney threw in what in my mind is a little bit of ... Not a grenade, but a very, very interesting nugget for us all to be thinking about. He framed the broadband connectivity in terms of diversity and our ability to attract a more diverse population here. And I followed that up and talked to Nicky Hylton-Patterson about it. She's the director of the Adirondack Diversity Initiative. And it was a really interesting and way too deep for three minutes conversation.

Andrea ([00:56:39](#)):

And if anybody would like to talk more about it, I would welcome a phone call. But I think we really need to start talking about the connectivity throughout our region in those terms as well.

Jim ([00:56:53](#)):

Andrea, that's exactly why we've launched this phase four, because it's not simply about extending network. That is a necessary, but insufficient solution set. We also need to think about what are the ways that we address affordability? What are the ways that we address areas that are never going to be connected? What are the ways that we address the primary applications so that they can be done in a thin down way? All of these things have to be addressed simultaneously to be able to accomplish what you're talking about.

Jim ([00:57:19](#)):

And we need a good process and forum to do that. So that's what we're really trying to invest in together with the planning board is a group of people who are looking at this, not just about applying for the next grant.

Andrea ([00:57:33](#)):

Right.

Jim ([00:57:33](#)):

So we will be looking for your help on that for sure. Mike.

Mike ([00:57:38](#)):

Hey Jim, it's Mike. May I have the floor? Thank you. I've been in and out of the conversation. But one of the things that ... What struck me was last year when I first became involved with economic development heavily in the county, I was struck by some of the comments about people, not so excited about change and growth. Growth can be good, growth can be bad. And I think one of the things that we need to be cognizant of is that it could change our culture. The culture we have in Warren County, and I'm assuming in Washington County also, is ... I'm not sure it's unique, but it's different from downstate.

Mike ([00:58:20](#)):

And I think we need to spend some time thinking about how much growth we really want, at the same time. And is it the right growth for our communities? So I don't have any answers for that. It's more of a question, but I wanted to make sure I brought that up, and thanks again for taking this over. You're doing a great job.

Jim ([00:58:41](#)):

Thanks, Mike. All good points. The city, Amy and Jeff.

Amy ([00:58:51](#)):

Today's-

Jeff ([00:58:52](#)):

Go ahead.

Amy ([00:58:52](#)):

Jeff, I was just going to say today, I'm working a lot on efficient snow removal and ice removal and how important it is for our visitors to have a safe sidewalk to walk on. But just simple stuff like that really sets us up. Broadband is a little more sophisticated, but just having a safe sidewalk to walk on.

Jim ([00:59:18](#)):

Thank you, Amy.

Jeff ([00:59:20](#)):

Just to segue that a little bit. I can barely hear, because they're doing some work right outside here, doing some snow removal. So I don't know if that's in your background noise. If it is, I'll make this real brief. But I just want to dovetail what Jim you had said at the very beginning. What Dave and Mike had followed up with. When I first moved into this position a few weeks ago, I was thinking in the back of my mind things like Tech Meadows, but I think what seems to be clear is that we probably need a quick

coherent plan for how to develop businesses, and the right kind of businesses, to follow up what Mike was saying, at that place.

Jeff ([01:00:01](#)):

And how we can target, perhaps as you said, Jim. And I'm in total agreement. How we can target some potential, create a model there that will look at certain kinds of businesses that are not restrictive, but are certainly looking for things that fit the kinds of people that are being drawn to this community. I'd love to get some more deep dive information on that ROOST data you were talking about, Jim, and seeing how we can mine that a little further and seeing what kinds of people we can attract.

Jeff ([01:00:30](#)):

Because in addition to the people that are coming up here, obviously you want the entrepreneurs that are going to be bringing the businesses that then can build the housing stock, the base of people who can afford things and obviously draw our local economic household incomes up as well. So I'm looking forward to working with you more on that as we go forward.

Jim ([01:00:53](#)):

Jeff, you've jumped in with both feet and we've really enjoyed the work that we've started with you, and so great to be able to have you on board. Thank you. I see a hand up. I can't place it. It's moving around my screen. Oh, well-

Jeff ([01:01:09](#)):

That could be Dave.

Jim ([01:01:10](#)):

Jacob, before we go, what can you share with us about what's happening in Washington?

Jacob ([01:01:16](#)):

Yes. So there is that new proposed COVID relief. I guess I have a breakdown of the proposed legislation. To be very clear, it is not final, but I do have some specifics that I can share with you. So one of the main things that we've been advocating for ... We're not sure if we're going to support this bill at the end of it, because there's a lot of pork in there. But one of the main things we've been advocating for, for the entirety of the pandemic is state and locally.

Jacob ([01:01:43](#)):

And what we're seeing is that right now in the proposed legislation, there's 350 billion for state and local governments. And under this legislation, Warren County and its municipalities would receive ... So Warren County itself would receive 12 million. The city of Glens Falls would receive 11 million, town of Bolton, anywhere from 400,000 to 500,000. Town of Chester, 600,000 to 725,000. Town of Hague would be 125,000 to 150,000. The town of Horicon would be 250,000 ... I'm sorry. This always happens when the phone starts ringing and I'm talking.

Jacob ([01:02:24](#)):

So the town of Horicon would be 250,000 to 300,000. Town of Johnsbury, 427,000 to 513,000. Town of Lake George would be 630,000 to 758,000. The village of Lake George would be 162,000 to 195,000. The

town of Lake Luzerne would be 600,000 to 724,010. Towns of Queensbury would be five to six million. Town of Stony Creek would be 137,000 to 165,000. The town of Thurman would be 219,000 to 263,000. And the town of Warrensburg would be 735,000 to 884,000.

Jacob ([01:03:13](#)):

So I know I just went through those numbers real quick. I will send them out to you. But then there's also some other pieces included in this legislation that we wanted to make for your awareness. So there'll be a new program for restaurants and bars that were hurt by the pandemic. And that program had received 25 billion. The grants provided, up to 10 million per entity with a limit of five million per physical location. The grants can be used to cover payroll, rent, utilities, and other operational expenses.

Jacob ([01:03:45](#)):

There's going to be an expanded unemployment benefits from the federal government, which would extend ... Sorry. So pandemic unemployment assistance would be extended and with an increase of 300 a week to 400 a week. So that's on top of what beneficiaries are getting through state unemployment insurance programs already. And then the bill will gradually raise federal minimum wage. This has been talked about a ton, to 15 per hour by June 2025. And then adjusted to increase at the same rate as median hourly wages. Additionally, the bill provides another round of relief for airlines and eligible contractors. That's 15 billion so long as they refrained from furloughing workers or cutting pay through September. This is the third time they've supported airlines.

Jacob ([01:04:31](#)):

And then a new program for restaurants and bars hurt by pandemic. We already talked about that. Sorry. That was added twice. The bill also provides another 7.25 billion for the Paycheck Protection Program. So that's huge obviously. I know a lot of our businesses in the area have been using that, and we've been trying to help out as much as we can. And then finally, the legislation provides a rebate that amounts to \$1,400 for a single taxpayer, or 2,800 for a married couple that files jointly, plus 1,400 per dependent.

Jacob ([01:05:02](#)):

Individuals earning up to 75,000 will get the full amount. So similar to the thresholds that are already in place from the initial CARES Act stimulus check. And then the size of the check would shrink as money increased. So that's pretty much what I have right now. I know that was a lot. I feel like I always run through these really quickly, so I will send it into the email address. I've tried that before in the past, and there's been some issues, so I'll try to figure it out. Or Jim, I can contact you and then you can send them-

Jim ([01:05:26](#)):

Yeah. It's probably a good time for us to add all the new people to that. So Jacob, why don't you reach out to John or I, and we'll try to work with you to make sure the list is up to date. And thank you so much for that very thorough update as always.

Jacob ([01:05:38](#)):

Absolutely. No problem. Yes.

Mark ([01:05:40](#)):

Hey Jacob, it's Mark [inaudible 01:05:41]. On the municipal aid, what's the basis? Is it population, or loss, or what's the basis for the proposed grants?

Jacob ([01:05:51](#)):

That is a very good question. I got this broken down for my ledger team and they didn't include that. I'll reach out to them and try to-

Mark ([01:05:57](#)):

Sure. Okay.

Jacob ([01:05:58](#)):

... get that answer for you.

Mark ([01:05:59](#)):

Sure.

Jim ([01:06:01](#)):

Well, look, I find this to be one of the most powerful hours of my week. I learned more in this hour than I probably do any other time from listening to all of you and the people who participate in our community. I hope you guys feel that way as well. And I'm also energized every time I leave here, feeling like we're doing really good work, and I feel like we should find ways to keep doing it. So thank you all. Appreciate the hour, and look forward to engaging with all of you between now and next Thursday.

Jeff ([01:06:35](#)):

Thanks, Jim.

Mark ([01:06:35](#)):

See you all.

Liza ([01:06:35](#)):

Thank you.