Spring 2021 Lafayette **College Tech Clinic Year End** Report

Executive summary

This Technology Clinic (20-21 team) is focused on the overall social and economic development within the Borough of Northampton, PA. The team has employed its collective expertise in assisting our lead community partner Victor Rodite and other community leaders to develop plans for initiatives and programs that will stimulate the local economy. Since August 2020 we have conducted research for local project ideas as well as interviewing members of the community to topics of importance and potential related to the local business environment. We have leveraged that work to generate this report on project opportunities we believe will benefit the Northampton Borough Community..

This final report is a compilation of the several project ideas our team is suggesting to the council based on the work we have completed:

- 1. Celebrating the Northampton Borough Identity: The Tech Clinic has developed methodology to identify aspects of the Northampton Borough identity that are valued by young people in the community, with the goal of strengthening the involvement of high school students and promote an exciting future that originates in the Borough's rich history.
- 2. Cement Hall Road: The Tech Clinic has been working with the Borough Council, Lehigh Engineering, and other involved parties to identify the possibilities in the Cement Hall Road initiative.
- 3. Asset Mapping: During our research, our team recognized the potential to support the Borough by identifying local assets (people, businesses, and physical spaces) that can be used to yield a greater economic return without additional input or effort.
- **4. Supporting the Borough's Online Presence**: Through research and analysis on the Chamber of Commerce website, the Tech Clinic has developed a plan for a more tech-adaptive business environment on the web.
- 5. Energy Future (BTI Coopermatics): The Tech Clinic conducted an interview with Tom Joseph, President of BTI Coopermatics and developed plans for solar projects which could become a source of renewable energy for the Borough, as well as other energy applications to prepare for the future.

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Meet the Team



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CELESTE FIEBERG '22 Mechanical Engineering German



JELISSA KAMGUEM '23 Chemical Engineering Minor in Data Science



NICK SAMA '23

International Affairs

KEON MODESTE '21 Organizational Studies



DAN BAUER



CUONG (EVAN) VU '23 Neuroscience Computer Science



Minor in Spanish

Prof Emeritus of Anthropology and Tech Clinic Founder

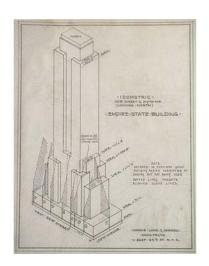
CHRIS RUEBECK Associate Professor of **Economics**

About Tech Clinic

The Lafayette College Technology Clinic is a two-semester program in which teams of students from each academic division work together on imaginative solutions to real-world problems for clients. The students are nominated by professors and former Tech Clinic students and mentored by two faculty facilitators. Project teams are purposely multidisciplinary and include students and faculty mentors from the Humanities, Social Sciences, Sciences and Engineering. Their variety of talent gives them the ability to assess any challenge or project from different perspectives to achieve effective results.

This year, Technology Clinic was recruited on behalf of Borough of Northampton, PA to develop proposals for projects with a scope of economic development relating to Northampton. This Tech Clinic team's goal was to provide strategic insights and in-depth research to the Northampton Borough Council and their local business owners so that they can utilize/leverage our expertise for current and future Borough-based projects. As an external group, we hope that our contributions will have a lasting impact on the Northampton Borough community for years to come.

Northampton: A Community That Brings Great Plans to Life



Empire State Building



Panama Canal



Rockefeller Center

Northampton Borough Identity

Background Motivation

During our research stage, we had the opportunity to meet with Mr. Pany at the Northampton Borough Atlas Cement Company Museum. From the tour, our team gained important information on the identity of the town. Thanks to Ed Pany's wonderful efforts, we learned how many people in the Borough today are descendants of Europeans who came to work at Atlas in exchange for freedoms they couldn't gain back home. We learned that every fifth and eighth-grader in the Borough visits the Atlas Museum to gain an understanding of their past that hopefully aids in paving their future.

However, we wanted to know more about the future generation of the Borough and what connects them to the town. One of our members, Celeste, lives in a small town and shared how she feels that the youth of a town is important in the success of one. Young people bring energy, entertainment, and excitement to a place where they can call home. We as a Tech Clinic want to know what the youth of Northampton wanted for their borough moving forward.

Relation to Census Data

The motivation behind the project related to the Northampton Borough Identity is also related to Census data collected about the Northampton Borough over the past 50 years. The following data was collected from the Diversity and Disparities Program by Brown University and showcases the population of those 17 and under, professional and manufacturing employees, and those with a four-year college degree.

Each of the following pages contains statistics and maps on each of these categories. QR codes are also available which provide access to GIFs which showcases the change in the area over the decades.

This data shows that the young population in the Northampton Borough is slightly decreasing in percentage terms, as is true on average for the United States. Over the past 50 years, the percentage of people in the Borough who have a four-year college degree or more has nearly quintupled, increasing by about 16 percentage points, again reflecting a general trend but also reflecting the type of employment available in the area. This is also reflected in the final statistic, the increased percentage of professional employees..

Census Data: Population 17 and Under







May 12, 2021			
70 TRCT % 17 and under, total	15-17	23-26	32-35
No Data	17-20	26-29	35-40
0-15	20-23	29-32	40-100

1970	1980	1990	2000	2010
29.8%	24.2%	22.0%	22.5%	21.8%

Census Data: % with a 4-year college degree +







DOWNLOAD ME

May 18, 2021		
ACS TRCT % with 4-year college degree or more	0.5-1	2-5
No Data	1-1.5	5-10
0-0.5	1.5-2	10-15

1970	1980	1990	2000	2010
4.1%	6.7%	10.1%	13.3%	20.1%

Census Data: Professional Employees







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70 TRCT % professional employees	5-10	20-25	05.40
o Tree 1 % professional employees	5-10	20-25	35-40
No Data	10-15	25-30	40-45
0-5	15-20	30-35	45-100

1970	1980	1990	2000	2008-12
7.3%	12.9%	19.42%	24.7%	23.7%

Census Data: Manufacturing Employees







May 12, 2021			
70 TRCT % manufacturing employees	5-10	20-25	35-40
No Data	10-15	25-30	40-45
0-5	15-20	30-35	45-100

1970	1980	1990	2000	2008-12
56.7%	51.6%	26.0%	18.8%	15.9%

Interviews: Methodology

Thanks to our correspondence with Ryan Brobst, a counselor at Northampton Area High School, we were able to conduct an in-person group interview with four high school sophomores who lived in the Northampton Borough. We learned about their perception of the Northampton Borough, their favorite places and businesses, and their plans for the summer and after high school. This interview allowed us to dig deeper into the thoughts and feelings from a few young, involved members of the Borough.

After conducting this interview, we desired to gather more data about the Northampton Borough. We decided to conduct a survey for both students and teachers at Northampton Area High School. We received 24 teacher responses and 19 student responses where 17.4% of the teachers and 73% of students grew up in the Borough. We asked questions about assets and potential changes in the Borough, the future plans of students, and the individual's connection and perception of the Northampton Borough. Some questions gauged the opinions of the respondents through agree/disagree statements. However, most of the questions encouraged open responses which allowed teachers and students to expand on their thoughts.

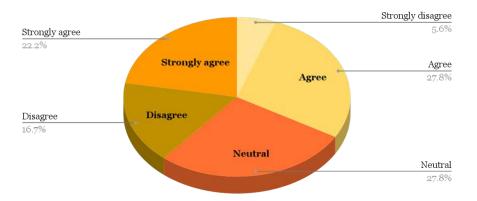
Student Survey Results

We conducted an interview with a focus group comprised of 4 sophomores, as well as, distributed a survey for students that gained us 19 responses. We focused on asking the students about their experiences living in the Borough and/or attending school within the Borough.

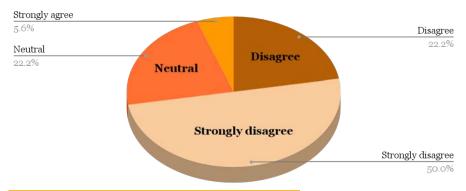
Notably, students generally like the close proximity of everything in the Borough. Students enjoy taking walks with their friends and looking at all the nature around the neighborhood. Parks seems to be the hangout spot for young people in the Borough, however, 10 students either abstained from putting their hangout spots or put nowhere. For what they like to do outside of Northampton Borough, the students had more diversity in their answers about what they did. These answers ranged from the movies to skating to the Bicentennial Park and the new pool that was built there.

Within the Borough, Santa Fe and The Roxy are the biggest hits amongst the students. For what the students want changed, they believe that skate park should be better funded. Also, 13 out of the 19 responses from the survey indicated that they did not plan to live in the Northampton Borough in the future. However, because they were allowed to elaborate on these answers, some students indicated that the job that they want in the future are not in the Borough and that is why they want to leave. Also from our focus group, the students indicated that they would leave for their young adulthood and then return to raise their children. Students in the focus group also indicated that Main Street is a problem for them and their families. They expressed that the street is chaotic and deters families from going their due to the high traffic and lack of parking.

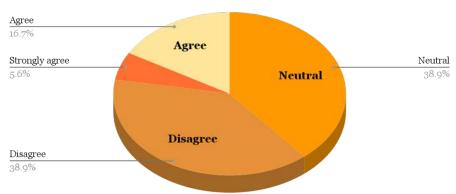
The skatepark should be better funded



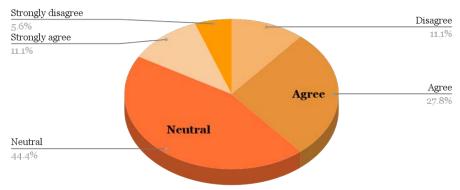
I plan to live in the Northampton Borough in the future.



The town pool is a good hangout place for teenagers.



I would be interested in participating/working in a summer program in Northampton Borough?



Note: Sample Size of Survey is 19 participants

Teacher Survey Results

We sent a survey to teachers at Northampton Area High School that asked questions about their relation to the Northampton Borough, their students, and their perceptions of the Northampton Borough. Twenty-four teachers responded to the survey. We then followed up in an interview with a marketing and computer applications teacher, Tara Mrazik. There were several trends in the survey that were emphasized. Although the majority of the teachers say they do not avoid Main Street due to traffic, many noted their desire for road improvement and the expansion of Main Street to have more space for pedestrians.

Teachers had different responses to the question that asked about their estimate of the percentage of students who would attend college. Nine teachers believe that the majority of their students will not live in the Northampton Borough after they graduate / after college. Ten teachers disagree that there are many opportunities provided by the Northampton Borough for young people.

When asked about their perceptions of the Northampton Borough, fifteen teachers agree that the skatepark should be better funded, and nineteen agree that the pool should be revitalized. They commented on the small town atmosphere and general proximity between parks, stores, restaurants, and other essential locations.

Tara Mrazik provided several insights through our conversation. She recommended that the Northampton Borough incentivize students to work in the Northampton Borough through scholarships. She also recommended providing more volunteer opportunities for young people through events such as Cleanup Day or the farmers market. She also touched on the interactions between students and families at the park pavilions. Through her marketing class, she encouraged incentives for the students to become involved in the farmers market at the parking lot through more cash and carry food items such as ice cream. She would also recommend having guidelines for the park. Finally, she touched on the fact that new people arriving to live in the Borough feel unwelcome, both students and faculty. She makes an effort to reach out to these students and wish others would do the same.

Teacher Quotes

"I feel that even though the borough has improved on a few things for teenagers over the past few years, they need to **continue to look at upgrading opportunities** for them. I also feel that **students will look to leave when they are older**, due to the fact that there is not many opportunities for the borough to expand."

"I'd love to see a chunk of <u>Main Street</u> be a pedestrian street so people could have places to congregate."

"The teenagers need somewhere to go other than the park pavilions. Families can not use the playground because there are so many kids hanging out there. Also, there should be **more teen initiatives** so that we keep the young people wanting to take pride in their community. Finally, to incentivize teens to work in the borough, **scholarships** could be awarded for so many years of borough employment."

Recommendations from Student & Teacher Responses

- Provide scholarships that incentivize young people to work in the Northampton Borough
- Provide better funding for the skate park as the skate park is currently a hazard and liability issue.
- Improve the roads and expand Main Street to encourage more pedestrian traffic and less cars
- Change the mascot name to eliminate the 3 K's that reflect the racist history of the area
- Create a summer camp for elementary and middle school aged students that provides summer jobs for high school students in the Northampton Borough

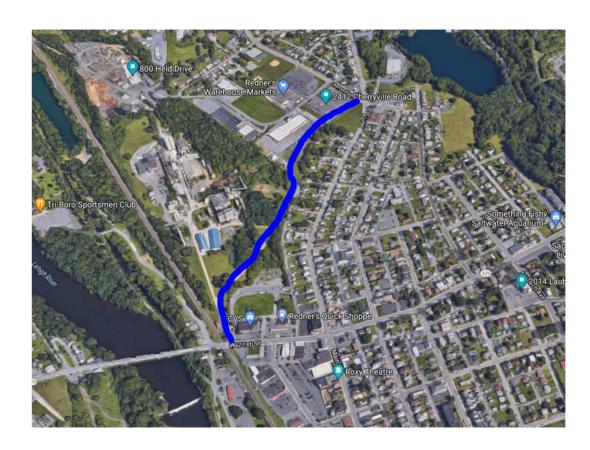
Supporting Local Businesses and Online Presence

Cement Haul Road

- The Cement Haul Road is a potential project that could help alleviate traffic congestion moving down mainstreet.
- The project has been worked on by the borough with Lehigh Engineering.
- It would help address some of the suggestions given by those who took the survey in the school.
- The changed route would provide benefits to not only the public but also businesses like Nazareth Pallet who could use the road as an alternative to Main Street.



Cement Haul Road Route



Layout of Cement Haul Road



Asset Mapping

What is asset mapping? Asset Mapping is a positive method of redeveloping communities which begins with a strength-based approach.

There are three types of asset maps:

<u>Individual maps:</u> Identify individuals with connections or capacity to lead change within the community (e.g. elected officials, school principals, police commissioners, pastors).

<u>Citizen Association maps:</u> Identify platforms for civic engagement and participation (e.g. housing boards, youth groups, clubs).

<u>Institution maps:</u> Identify public institutions within the community (e.g. schools, libraries, hospitals).

How does asset mapping work?

Community cartographers seek to identify the resources that are present in the community, and focus on the problem-solving abilities of the neighborhood's residents. This can be accomplished through community exploration, internet research, surveying, etc.

What is the goal of asset mapping?

Understand resources, relationships and structures within a community as a means for bringing change. What does an asset map look like? An asset map can take many forms. Options include: A comprehensive list of powerful individuals, associations, and institutions within a community; A physical map of community resources; A database containing institutions, resources, and community contacts. How is asset mapping different from other methods of community development? It focuses on what a neighborhood has instead of on what it needs, assuming that many solutions to a community's problems already exist in the community

Community Based Mapping

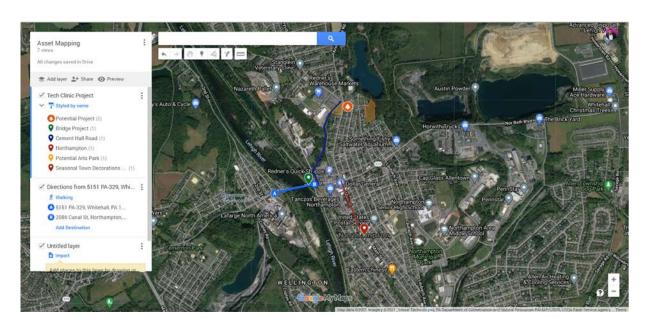
- Community asset mapping is a strength-based approach to community development.
- The goal of asset mapping is to document a community's existing resources, incorporating these strengths into community development work.
- The process of asset mapping can include identifying the institutions, individuals, and citizen associations existing within communities that serve as positive resources.
- Approaching individuals and communities from an asset-based mentality empowers them to recognize their own strengths and capacities.

Group	Responsibilities
Design	Revamping or starting new or existing façade improvement projects of grant programs. Enlist local companies to offer consultation.
Economics Revitalization	Commission a market study to explore and highlight specific economic sectors and business types that were likely to thrive in the borough. Make it easier for interested businesses and developers to invest in the community in ways that support the community's long-term priorities.
Promotions	Could create marketing campaigns for the borough. Redesigning and rebranding the borough. They should be responsible for putting up streetlight banners with the new logo and brand throughout the borough.

Example of Northampton Assets

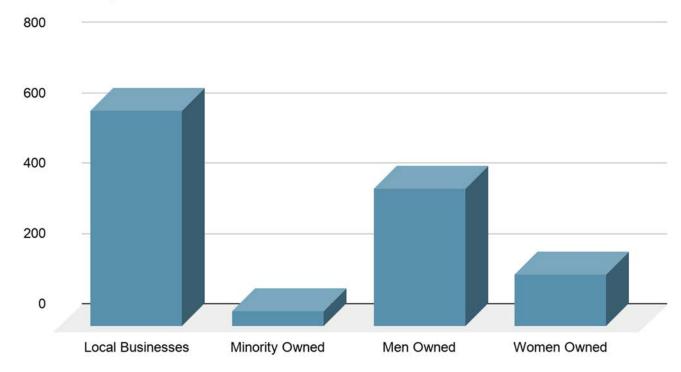
Lehigh Valley Chamber of Commerce:

- Primary contact for Northampton Borough Businesses
- Ensures borough documents and potential plans that can impact local businesses are discussed amongst the business community.
- Helps the revitalization committee through the planning process
- Facilitates assistance from other State agencies



Northampton Borough Statistics

Northampton Business Statistics



Example of Northampton Asset

Lehigh Valley Chamber of Commerce:

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Online Presence

Resources

Borough resources like pavilions, sports games reservations, .. can be better accessed through the website

Community

News and articles help engage the community.



Public Relations

Images and videos of the borough can help promote the public outreach of the borough

Business Support

Having businesses our attraction sites on the website is a good way to support them

Borough Website

Email communication With Victor Rodite

Identify the spaces for improvement and setting up meeting time/place for in-person discussion of the website

In-person Meeting

At the Borough Hall

Walk-through by Juliann Edelman about the current state of the website and how it is deployed.

Discussion with LeRoy Probst about the interest of the council in an improved website

Brainstorming and working time for Evan. Sending drafts to Julianne for feedback.

New Functionalities

Konkrete Creamery

9420 Chercyville Rd, Northampton, PA 18087

610-440-0031

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Sabz Restaurant

3418 Cherryville Rd, Northamptor PA 15067

810-282-A892

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Palermos Italian Grill

11 E 24th St, Northampton, F 18067

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Assante Ristorante Italiano

2060 Main St, Northampton, 18067

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Business Directory

Supporting businesses offline as well as online has long been the borough's priority. Online business directory provides exposure and support of local businesses. This feature promises room for future additions such as media files representing these businesses.

New Functionalities

Search Results



73 results found

Searching Capability

Accessing the right information easily and fast is one of the most important features of a website. The new and improved version of the borough website supports searching for keywords and categories. This is the result of consultation with different members of the community, including Victor and other content creator in the borough. The search bar allows website user to instantaneously search and access the area of content that they want without having to navigate to different tabs. This helps reduce the number of tabs needed on the menu and make data more accessible.

Future Developments

Student Incentive

Discussion with the high school's marketing and computer applications teacher, Tara Mrazik, suggests that multiple incentives can be provided for students to start contributing to the Borough's tech stack. Students can start learning about web development using production friendly platforms and then move deeper into understanding APIs and programming. For example, using Wix to build a website can help them observe how different components interact with one another, then transitioning to more advanced programming tools such as HTML, CSS and nodeJS will be simpler











Encouraging innovation

The Borough tech stack does not only revolve around the website. Technological innovation can contribute to public safety, entertainment, business, facility and public service. Introducing innovation and organizing events where students can show their spirit of innovation can be beneficial to the Borough:

Hackathon

A hackathon is any event of any duration where people come together to solve problems. Students work together in a series of days to come up with a solution to support a cause, business, or the Borough

Internships

A Borough-sponsored internship where students can learn about the technical systems being used and help innovate or develop. Businesses and organizations. such as the Chamber of Commerce and LaFarge have expressed interest in receiving interns.

Science Fair/Symposiums

Local science fairs and symposiums, where students, or anyone can showcase their tech-savvy inventions and get recognized by professionals is a good way to foster a spirit of innovation in the Borough.

BTIC and a New Solar **Future**

Need For Renewable Energy

 Decrease greenhouse emissions by using environmentally friendly energy sources like Solar, hydroelectricity and wind.

- Solar energy will reduce electricity bill.
- It also requires less maintenance and it is pollution free.
- We are constantly using energy, for home appliances, power vehicles, industries and institutions. We need clean energy to minimize pollution.





Sources of Renewables

Description of Renewable energy potentially available to the Borough:

Solar: Converts light energy from the sun into electricity that can then be distributed to the power grid.

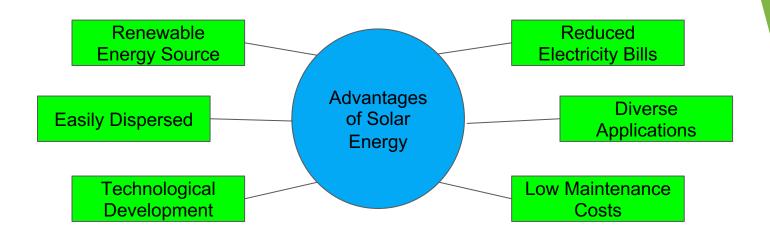
Hydro: Use of water in order to spin a turbine and generate electricity.

Wind: Use of wind turbines to spin a turbine which generates electricity.

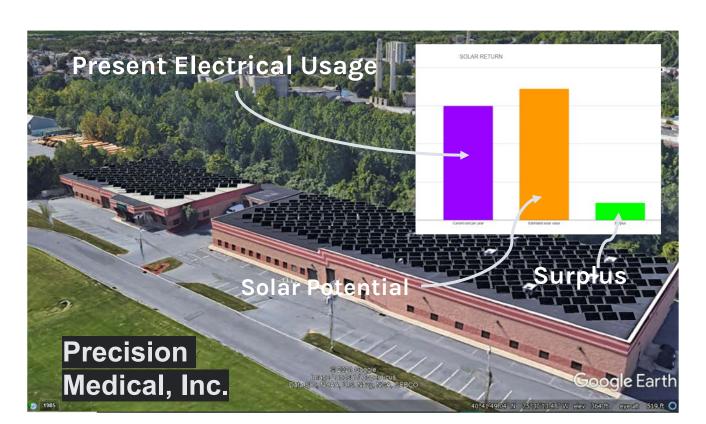
Thermal: Runs water into the ground in order to heat it up use that water to keep buildings warm rather than having to use boilers.

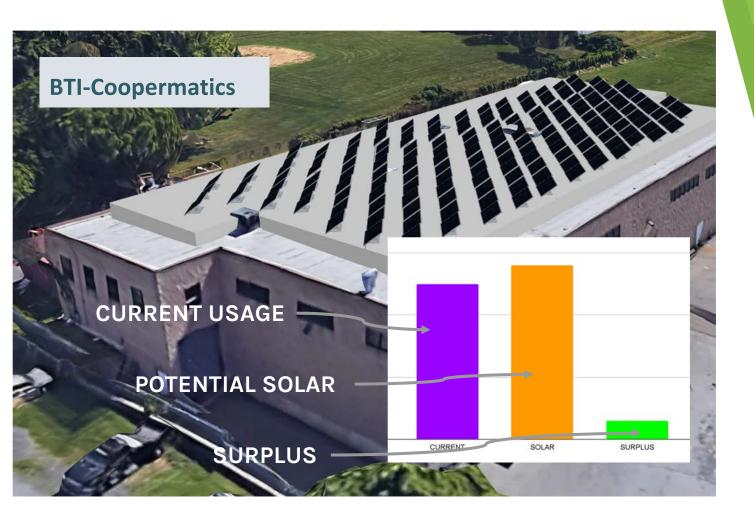
Advantages of Solar Energy

There are many advantages to the use of solar energy. While the installation of solar may be expensive, there are available tax credits and grants that make it more affordable. After initial costs, there are many economic benefits including: reduced electricity bills, low maintenance costs.

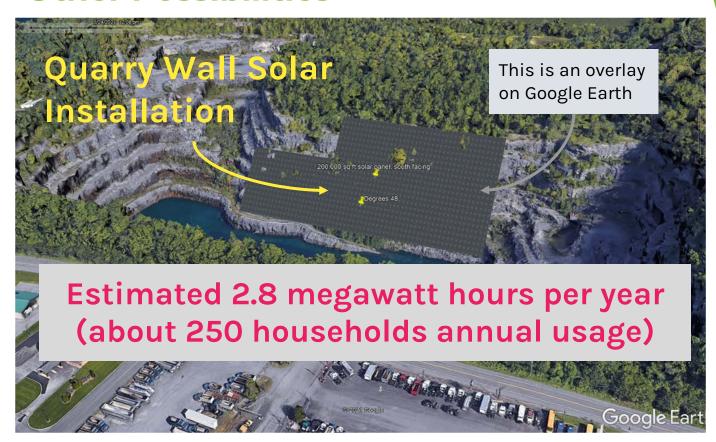


Benefits to Companies in the Northampton Borough





Other Possibilities



ENERGY STORAGE!

Renewable energy varies of its own accord!

We must wait until it comes to us!

Or.... find ways to store it!

Hydro	Flood/Drought	Dam
Solar	Day/Night	?
Wind	Windy/Calm	?

BTIC addresses storage problem

Project Description

Tom Joseph, president and CEO of BTIC is venturing into the business of solar energy storage.

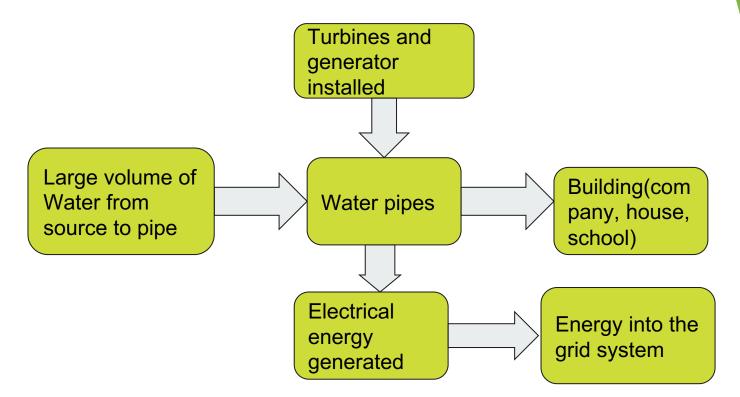
Pilot Project (BTIC)

- BTI-C has developed a Hydrogen-based device for storing electric power.
- The storage units are made in Northampton at 600 Held Drive.
- The first commercial installation is scheduled for India under an Indian grant.
- An solar system to be installed on BTIC's factory on will complete a system locally.
 - Local availability to follow.

Broader Project:

 The team has finding ways that business/property owners in the Borough can take advantage of emerging renewable energy technologies as financial opportunities and regulations evolve.

Generating energy from the flow of water in major pipelines



Water Main Turbine



Archimedes Screw



- Waste Treatment Plant into Hokendauqua?
- One is planned for Delaware Canal at Easton.

https://www.proteren.cz/reference.html/mve-plana-6.html?p=reference%2Fmve-plana-6

Advantages of generating power from water pipes

- The cost of installation is lower if done when repairing pipes.
- Unlike solar energy, it is not dependent on the weather, but water flowing into buildings.
- It is an opportunity to get young people involved in renewable energy production, by having them generate and store electricity from the home pipes using mini turbines as shown below:
- Will be hugely beneficial for water mains and cities.



https://www.amazon.com/Hydroelectric-Generator-Micro-Hydro-Universal-Pipeline/dp/B07T828PY



https://newatlas.com/energy/lavo-home-hydrogen-batterystorage/



https://time.com/4144394/iphone-smartphone-battery-charging-mophie/

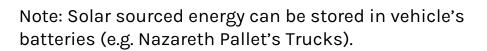
Future of Energy in the U.S. and Implications for Local and Regional Policy

The future of the U.S. Domestic Energy Policy includes a likely shift from non-renewable to renewable sources of energy. Thus far under the Biden Administration we have already seen alternative fueling initiatives such as the re-entering of the Paris Agreement and the announcement of a 2030 greenhouse gas pollution reduction target. We expect there to be abundant increases in funding opportunities to be made available at both the state and federal levels over the next four years.

Current initiatives include the Energy Act of 2020. It prioritizes research, development, and demonstration across a broad spectrum of energy technologies within the Department of Energy (DOE) including solar and wind power, energy storage, grid modernization, energy efficiency, nuclear power, carbon capture utilization and storage, and more.

Example of Renewable Use

- Many different US based companies have made pledges to become more sustainable.
- One of these is that there have been many car companies including GM that have recently announced pledges to make only electric vehicles (EVs) by 2030.
- There have also been numerous smaller scale renewable energy technologies being implemented by countries and homeowners throughout the country.



Funding: Grants

There are numerous grants available for individual home/land owners, private companies, and municipalities that provide funding for renewable energy projects. These grants are sponsored by government agencies at both the state and federal levels.

Grant Funding for:

- Renewable energy project installation Solar panel installation
- Solar hardware and system integration (power grid)
- Hydrogen fueled transportation

Beneficiaries:

- Individuals
- Private businesses
- Municipalities



Examples:

- **Solar Energy Program** (Businesses, Municipalities)
 - Financial assistance in the form of grant and loan funds to promote the use of solar energy in Pennsylvania.
 - PA Department of Community & Economic Development
- **Alternative Fuels Incentive Grant Program** (Businesses)
 - Supports innovative, advanced fuel, and vehicle technology projects resulting in clearer advanced alternative transportation within the Commonwealth
 - PA Department of Environmental Protection
- Alternative Energy Research Project Grants (Individuals, **Businesses**)
 - Funds projects that will develop transformational technologies that reduce the nation's dependence on foreign energy imports
 - Program areas include (but are not limited to) vehicle technologies, biomass energy, and energy storage.
 - U.S. Department of Energy

Funding: Federal Tax Benefits

The Federal Solar Tax Credit (ITC)

- Deduction of 26% of the installation of solar panels from federal taxes
- Average savings of \$9,000 for installation
- "Even if you don't have enough tax liability to claim the entire credit in one year, you can "roll over" the remaining credits into future years for as long as the tax credit is in effect."
- The percentage will decrease following 2022 and will reach only a 10% deduction by 2024

Energy Efficiency Tax Credit

- Commercial business owners can be compensated up to \$1.80/sq ft if they take steps to reduce their energy needs by 50%
- Only applies to heating, cooling, lighting etc. not too much about renewable energy.

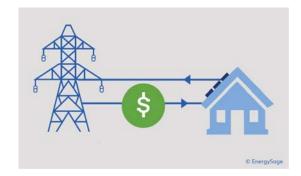
Funding: State Tax Benefits

Net Metering

- Allows users of RET to sell back excess energy to the utility company for the same price it would cost them to use it.
- Allows users to "bank" solar energy when supply is high and take it back when demand is high.
- Solar Renewable Energy Certificates
 - Allows solar users to sell certificates for their solar usage at a price of \$32-55/MWh
 - Allows systems that produce more electricity to sell it for more money.

Feed-in Tariffs

- "A feed-in tariff is a solar incentive that pays owners of distributed energy systems (like solar) a certain amount per unit of electricity sent to the grid. They are often fixed-price incentives that are locked in over a contract period of 10 to 20 years, providing property owners with distributed generation a long-term, stable incentive."
- Small scale projects like the one proposed, are supported by being compensated an above market amount for the amount of energy they provide to the grid
- Benefits
 - Guaranteed access to the grid
 - Offer long term contracts
 - Producers are paid in proportion to how much they spend to produce the energy



Storage and Students' Involvement

 Students could store energy generated from water pipes at home into small batteries to power their phones and other electronic devices.

 Large amount of energy generated from solar energy by industries could be stored in batteries for the functioning of other devices.



Batteries for storing electricity



https://www.pinterest.com/pin/188306828148419402/

https://newatlas.com/energy/lavo-home-hydrogen-battery-storage/

Solar Use in Europe

Europe is advanced in their use of solar in terms of solar implementation, and as we move towards acceptance of more renewable energy, we may also move towards regulations that are similar to those in Europe

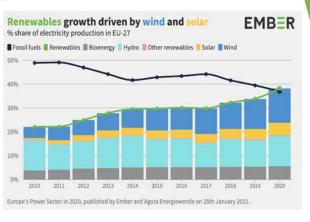
Incentives:

- Feed in tariffs
- Tradable green certificates
- Investment subsidies
- Tax cuts

Policy

- EU wants to follow the Paris Climate Accords
- 32% renewable by 2030
- Released a EU-wide National Energy and Climate Plan (NECPs)

At the start of 2021 Europe was powered by more RETs than fossil fuels, and solar grew 15% since the start of 2020



Conclusion and Project Summaries

This report is the summary of our research and outreach over the 2020-21 academic year. We hope that these ideas can spur future action and further development. To conclude the many project opportunities listed in this year end report we have compiled a brief summary of each of them here.

Project Opportunity #1: Northampton Borough Identity

Focused on the perspectives of young people within the Northampton Borough, this
project determined several recommendations and next steps through interviews and
surveys with Northampton Area High School students and teachers.

Project Opportunity #2: Supporting Local Businesses and Online Presence

Focused on identifying the many assets that are available in the Borough that can be leveraged to reduce costs and improve the quality of life through new developments and renovations. The project also included an analysis of the effectiveness of improving the brough's online presence to increase engagement and awareness.

Project Opportunity #3: BTIC and a New Solar Future

- By pursuing a future in solar energy and sustainable technology deployment, the borough and businesses within it will be able to not only be ahead of the curve developmentally, but will also get economic benefits from their decision to do so.

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Report Target Areas

