

Notice of Board Meeting

Date: July 23, 2026

To: W. Edward Walldroff
David Converse
Paul Warneck
Hon. William W. Johnson
Lisa L'Huillier
Robert Aiken
John Condino
Dr. Dawn M. Robinson
Charles Capone

From: Chairman Robert Aliasso

Re: Notice of Board of Directors Meeting

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The Jefferson County Local Development Corporation will hold its Board Meeting on **Thursday, August 6, 2026 at 8:00 a.m.** in the board room at 800 Starbuck Avenue, Watertown, NY.

The live stream link is available at www.jcida.com.

Zoom:
<https://us02web.zoom.us/j/84355250468?pwd=R0t4VjRPdGJBZDJrL2JQYVVjKytDdz09>
Meeting ID: 843 5525 0468
Passcode: 011440
1-929-205-6099 US (New York)

Please confirm your attendance with Peggy Sampson pssampson@jcida.com at your earliest convenience.

pss

c: Marshall Weir, CEO
Jay Matteson
Dorena Kimball
Ryan Piche
Justin S. Miller, Esq.
Stephen Maier, Esq.
Media

Jefferson County Local Development Corporation
800 Starbuck Avenue, Suite 800, Watertown, New York 13601
Telephone: (315) 782-5865 or (800) 553-4111 Facsimile (315) 782-7915

BOARD MEETING AGENDA
Thursday, August 6, 2026 – 8:00 a.m.

- I. Call to Order**
- II. Pledge of Allegiance**
- III. Privilege of the Floor**
- IV. Minutes – July 9, 2026**
- V. Treasurer’s Report – July 31, 2026**
- VI. Committee Reports**
- VII. Council Reports**
 - a. Jefferson County Agricultural Development**
 - b. Manufacturing**
 - c. Marketing**
- VIII. Unfinished Business**
 - 1. Strategic Action Plan – track progress**
- IX. Counsel**
- X. New Business**
- XI. Adjournment**

**Jefferson County Local Development Corporation
Board Meeting Minutes
July 9, 2026**

DRAFT

The Jefferson County Local Development Corporation held its board meeting on Thursday, July 9, 2026, in the board room at 800 Starbuck Avenue, Watertown, NY.

Present: William Johnson, David Converse, W. Edward Walldroff, Lisa L'Huillier, John Condino, Dr. Dawn M. Robinson
Zoom: Paul Warneck, Charles Capone, Rob Aiken

Excused: Robert E. Aliasso, Jr.

Absent: None

Also Present: Craig Fox (Watertown Daily Times), Ryan Piche (Jefferson County Administrator)
Zoom: Justin Miller, Esq. (Harris Beach), Don Clark (CNS Engineering)

Staff Present: Marshall Weir, Jay Matteson, Dorena Kimball, Peggy Sampson

- I. Call to Order:** Board Member Johnson called the meeting to order at 8:00 a.m.
- II. Pledge of Allegiance**
- III. Privilege of the Floor:** No one spoke.
- IV. Minutes:** Minutes of the meeting held on June 4, 2026 were presented. A motion to approve the minutes as presented was made by Dr. Robinson, seconded by Mr. Condino. All in favor. Carried.
- V. Treasurer's Report:** Mr. Warneck reviewed the Dashboard prepared by Ms. Kimball for the period ending June 30, 2026. The Dashboard includes Key Performance Indicators, Capital Resources, Operating Statement and Budget. A motion was made by Mr. Condino to accept the financial report as presented, seconded by Dr. Robinson. All in favor. Carried.
- VI. Committee Reports:** None.
- VII. Council Reports:**
 - a. Ag – Mr. Matteson updated the board on the following items:**
 - **Poultry** – assisting an interested party to locate a site in southern Jefferson County with specifications for 10 acres, municipal water, and natural gas to bring in broiler houses.
 - **Dairy industry** – attended and spoke at a meeting at Old McDonald's Farm regarding where the dairy industry is at and where it is heading. Commissioner Richard Ball also attended and spoke.
 - **Milk supply** – looking to see if we need a study to look at the milk supply and what it means for projects. There is an impact from the Chobani expansion.
 - **Dairy processors** – have been meeting with local dairy processors to talk about growth and to determine if we can assist them.

Jefferson County Local Development Corporation
Board Meeting Minutes
July 9, 2026

DRAFT

- b. **Manufacturing** – Mr. Weir reported that Roth Industries has been approved by the planning board for a variance for additional paving at their site.
- c. **Marketing** – Mr. Weir said the board will consider a Memorandum of Understanding later in the meeting for a MarketNY grant.

VIII. Unfinished Business:

- 1. **Strategic Action Plan** – Mr. Matteson indicated that Chairman Aliasso asked for the action plan to be included on the agenda. He said it identifies areas that came out of the spring strategic meeting to improve processes administratively. A motion was made by Mr. Condino to put the action plan on the monthly agenda in order to track progress, seconded by Mr. Walldroff. All in favor. Carried.

IX. Counsel: None.

X. New Business:

- 1. **Resolution No. 07.09.2026.01 Authorizing a Memorandum of Understanding with the Thousand Islands International Tourism Council for an Empire State Development MarketNY Grant** – Mr. Weir said this grant will help market from a tourism perspective; the total project amount is \$100,000 (\$50,000-ESD grant, \$25,000-JCLDC, and \$25,000-TIITC) for digital and print ads that will be strategically placed throughout the state (i.e. Central NY, Western NY, etc.). He said the county has expressed their support for the project. A motion was made by Mr. Converse to approve the resolution, seconded by Dr. Robinson. All in favor. Carried.

XI. Adjournment: With no further business before the board, a motion to adjourn was made by Mr. Condino, seconded by Mr. Walldroff. All in favor. The meeting was adjourned at 8:37 a.m.

Respectfully submitted,

Peggy Sampson

Jefferson County Local Development Corporation Management Dashboard
For the Six Months Ended July 31, 2026

KEY PERFORMANCE INDICATORS						Benchmark Target-2026	Amount of Change	Percent Change	OPERATING STATEMENT				July YTD 2026	Amount of Change	Percent Change	BUDGET		July YTD vs. 2026 Budget	Percent Change
	2022	2023	2024	2025	2026				2022	2023	2024	2025				2026	2026		
Local Development Activity																			
RLF Loan Applications	0	0	0	1	0		(1)	-100%									\$561,612	(\$561,612)	-100.00%
RLF Loans Awarded	0	0	0	1	0		0	0%									\$280,000	(\$101,383)	-36.21%
Usage Statistics																			
ARPA Awards	116	49	50	8	0	223		Remaining									\$0	\$64,883	#DIV/0!
Award dollars	\$ 4,457,894	\$ 781,855	\$ 618,001	\$ 81,250	\$ -	\$5,939,000	\$ -	0%									\$2,000	\$376	18.81%
ARPA Disbursements	61	80	95	24	6	266											\$75,000	\$3,000	4.00%
Disbursement dollars	\$ 2,015,924	\$ 848,636	\$ 1,436,822	\$ 1,078,955	\$ 52,103	\$5,939,000	\$ 506,560	9%									\$5,000	(\$5,000)	-100.00%
																	\$1,650	\$6,450	390.91%
																	\$0	\$0	#DIV/0!
Capital Resources																			
	12/31/21	12/31/22	12/31/23	12/31/24	12/31/25	Bal @ 7/31/26	Amount of Change	Percent Change											
Cash/Savings																			
Unrestricted Checking	\$ 40,388	\$1,294,573	\$795,194	\$146,240	\$128,185	\$153,383	\$25,198	19.66%									\$1,075,262	(\$651,120)	-60.55%
Unrestricted Savings	\$ 1,389,386	\$1,616,329	\$2,044,122	\$1,731,266	\$1,082,708	\$846,532	(\$236,177)	-21.81%											
RLF Savings	\$ 1,518,024	\$1,911,405	\$2,016,921	\$1,994,871	\$570,051	\$591,701	\$21,650	3.80%											
Total	\$ 2,947,798	\$4,822,306	\$4,856,238	\$3,872,376	\$1,780,944	\$1,591,616	(\$189,328)	-10.63%											
RLF Receivables	Original Loan	12/31/25	3/31/26	4/30/26	5/31/26	6/30/26	7/31/26	Aging Days											
Canzonier/North Branch Farms	\$ 100,000	\$ 7,168	\$ 5,037	\$ 4,323	\$ 3,607	\$ 2,890	\$ 2,170												
Clayton Island Tours	\$ 10,331	\$ 3,993	\$ 3,444	\$ 3,259	\$ 3,074	\$ 2,887	\$ 2,700												
Clayton Yacht Club	\$ 40,000	\$ 13,321	\$ 11,948	\$ 11,259	\$ 10,569	\$ 9,876	\$ 9,182												
JCIDA	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	180+											
WICLDC	\$ 200,000	\$ 61,931	\$ 59,066	\$ 58,106	\$ 57,144	\$ 56,180	\$ 55,213												
Totals	\$ 1,850,331	\$ 1,586,413	\$ 1,579,494	\$ 1,576,948	\$ 1,574,394	\$ 1,571,833	\$ 1,569,266												
Covid Receivables																			
Busted Grapes	\$ 10,000	\$ 3,401	\$ 3,201	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112	120											
Painfull Acres	\$ 10,000	\$ 1,409	\$ -	\$ -	\$ -	\$ -	\$ -												
Totals	\$ 20,000	\$ 4,810	\$ 3,201	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112												
Clayton Receivables																			
DiPrinzio's Market	\$ 5,000	\$ 1,732	\$ 1,021	\$ 934	\$ 934	\$ 846	\$ 846												
DiPrinzio's Kitchen	\$ 5,000	\$ 1,732	\$ 1,021	\$ 934	\$ 934	\$ 846	\$ 846												
Totals	\$ 10,000	\$ 3,464	\$ 2,041	\$ 1,867	\$ 1,867	\$ 1,692	\$ 1,692												
	1,880,331.09	1,594,686.77	1,584,737.17	1,581,926.87	1,579,372.90	1,576,637.42	1,574,070.03												
									Grand Total Expenses								1,074,762	(\$436,691)	-40.63%
									Net Profit/Loss Before Depreciation								500	(\$214,428)	-42908.80%
									Depreciation Expense								500	(\$226)	-45.18%
									Profit/(Loss)								(\$0)	(\$214,202)	79334170.36%

Jefferson County Local Development Corp
Cash Disbursements Journal
For the Period From Jul 1, 2026 to Jul 31, 2026

Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
7/6/26	8149	200001 100001	Invoice: 34551 BLUE MOUNTAIN SPRING WATER, INC.	8.00	8.00
7/6/26	8150	200001 100001	Invoice: X0625 CINTAS	88.41	88.41
7/6/26	8151	200001 100001	Invoice: 15698 COMMUNITY BROADCASTERS	500.00	500.00
7/6/26	8152	200001 100001	Invoice: 259555 JOHN ALLEN SANITATION	300.00	300.00
7/6/26	8153	200001 200001 100001	Invoice: 9000205788 Invoice: 9000205788A LIBERTY MUTUAL INSURANCE	2,538.48 2,614.00	5,152.48
7/6/26	8154	200001 200001 100001	Invoice: 5/26-6/25/26 Invoice: 5/26-6/25 NATIONAL GRID	418.09 28.89	446.98
7/6/26	8155	200001 100001	Invoice: X6241 VERIZON BUSINESS	247.89	247.89
7/6/26	8156	200001 100001	Invoice: 7691 WICLDC	4,764.33	4,764.33
7/6/26	8157	200001 100001	Invoice: JUNE WRVO	340.00	340.00
7/14/26	8158	200001 100001	Invoice: 240185 NBC WATERTOWN	1,000.00	1,000.00
7/14/26	8159	200001 100001	Invoice: 7/31/26 SAM'S CLUB/SYNCHRONY BANK	115.25	115.25
7/14/26	8160	200001 100001	Invoice: X6865 SPECTRUM REACH	350.00	350.00
7/14/26	8161	200001 100001	Invoice: 7/10/26 UNITED WAY OF NNY	8.00	8.00
7/14/26	8162	200001 100001	Invoice: 666498 VITAL RECORDS CONTROL	24.21	24.21
7/14/26	8163	200001 100001	Invoice: X6409 WELLS FARGO FINANCIAL SERVICES	329.64	329.64
7/14/26	8164	200001 100001	Invoice: 4869472 WESTELCOM	384.64	384.64
7/20/26	8165	200001	Invoice: X95-6-	318.75	

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Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		100001	EXCELLUS BC/BS		318.75
7/20/26	8166	200001 100001	Invoice: 202600326 GYMO	12,780.00	12,780.00
7/20/26	8167	200001 100001	Invoice: 2026 ANNUAL JOHNSON NEWSPAPER CORP	403.52	403.52
7/20/26	8168	200001 100001	Invoice: 1562 NORTHERN COMMERCIAL CLEANING	500.00	500.00
7/20/26	8169	200001 100001	Invoice: 7/16/26 PEGGY SAMPSON	114.41	114.41
7/20/26	8170	200001 100001	Invoice: 29961 NNY ONLINE	505.50	505.50
7/22/26	8171	200001 100001	Invoice: X8099 EXCELLUS BC/BS	11,370.90	11,370.90
7/22/26	8172	200001 100001	Invoice: 6/30/26 JAY MATTESON	686.58	686.58
7/29/26	8173	200001 100001	Invoice: 70221445 DAVIS VISION	55.23	55.23
7/29/26	8174	200001 100001	Invoice: 2059946 DOYLE SECURITY SYSTEMS, INC	493.68	493.68
7/29/26	8175	200001 100001	Invoice: 2838 STRATEGIC DEVELOPMENT SPECIALISTS	6,500.00	6,500.00
7/29/26	8176	200001 100001	Invoice: 7/24/26 UNITED WAY OF NNY	8.00	8.00
7/29/26	8177	200001 100001	Invoice: 7716 WICLDC	4,764.33	4,764.33
7/29/26	8178	200001 100001	Invoice: 136256 WRVO	340.00	340.00
Total				52,900.73	52,900.73

Jefferson County Agricultural Development Council
Meeting Notes
Tuesday, July 14, 2026 at 8:00am

Join Zoom Meeting

Call to order – The meeting was called to order at 8am by Chairwoman Peggy Murray (dairy farmer). Present were; County Legislature Chairman Bill Johnson; Tug Hill Commission, Taylor McKinney, Patrick Brady; Jefferson County Ag and Farmland Protection Board, Doug Shelmidine; Dairy farmer, Paul Mason; Jefferson County Soil and Water Conservation District, Justin Bach; Member at large, Martha Aschmann; Development Authority of North Country, Michelle Capone; Livestock, Steve Winkler; Cornell University Workforce Development, Jay Canzonier; Horticulture, Dani Baker; Dairy farmer, Ron Robbins; Cornell Cooperative Extension of Jefferson County, Mitch McCormick and Isaac Matlock; Jefferson County Economic Development, Marshall Weir, Dorena Kimball and Jay Matteson.

Discussion Items:

2026 and 2027 Jefferson County Dairy Parades. Jay Matteson did a quick review of the 2026 Jefferson County Dairy Parade. He indicated everything went very well and thanked Martha Aschmann for her help with the fundraising effort. Jay indicated the total expenditure was approximately \$11,000. \$8,000 was raised through sponsors and \$3,000 came out of JCED funds. The 2027 date was set as Friday June 4, 2027. Jay has already received approval by the Watertown City School District and has sent in the request to the City of Watertown. Jay said that he has also sent an email to the City Manager asking about the potential fees the City had discussed to charge to parades and events. He has not heard back from the City yet.

2027 Jefferson County Agricultural Development Conference. Jay presented the upcoming school year calendar to the group. Because Good Friday is Friday March 26, which is the last Friday of March and is our typical target date for the conference, the Council recommended using **Friday April 2, 2027 as the target date for the Ag Development Conference.**

Jay Matteson presented the list of potential themes, topics and presenters he sent out to the Council previously. There were nine themes along with multiple topics for possible consideration. The Ag Council noted that AI weighed heavily in the recommendations but agricultural workforce issues, Business, climate, energy, immigration issues, and agricultural processing were also among the recommendations.

Doug Shelmidine highlighted several key issues including labor shortages, the impact of Micron's expansion on available workers and land use, energy concerns, and traceability requirements for processors. The discussion emphasized the need to focus more on local rather than global issues for the upcoming conference.

The group discussed the impact of large development projects like Micron on local agriculture and workforce, with Ron Robbins highlighting how high wages at the Micron site (\$140-250 per hour for certain roles) are making it difficult for local agricultural businesses to compete for workers. Michelle Capone suggested researching best practices from other areas of the country to develop proactive

solutions rather than reactive responses to development pressures. The discussion evolved into the need for a larger effort, with agreement that these issues should be addressed before the upcoming conference, potentially through partnerships or work groups that could report out concrete ideas or solutions.

The group discussed creating a coordinated effort to address workforce and agricultural challenges in the region, particularly in relation to the upcoming Micron development. Ron proposed forming a multi-agency task force to address these issues, while Michelle suggested creating dedicated staff similar to their previous Next Move New York initiative for veterans. The participants agreed to activate specific work groups focused on workforce and land use issues, with plans to use an upcoming conference as a report-out session for their findings. Doug raised concerns about the timeline of the farmland protection plan and the need to inform local politicians about potential unintended consequences of the Micron project.

The group discussed forming a task force to address land use planning and workforce development issues, with Michelle suggesting they develop specific agenda items and subcommittees to tackle these topics. Ron proposed having agency heads meet regularly to work on these issues, with monthly meetings to summarize progress. The group agreed to move forward with forming subcommittees and inviting subject matter experts to discuss these issues.

The group discussed coordinating schedules to bring in additional agencies, with JCED agreeing to serve as a facilitator to start the process. Michelle suggested having an initial group discussion to summarize the meeting's topics and establish clear mission, vision, and goals before inviting subcommittees.

Jay Matteson will bring together the "Ag Agency Roundtable" a meeting he has not called since COVID, to initiate this discussion about workforce issues and farmland threats.

Tug Hill Commission Mapping Resource. Taylor McKinney and Patrick Brady reviewed the brand new resource the Tug Hill Commission has available. <https://tughill.giscloud.com/> It appears to be a great online resources municipalities, agencies and organizations as they consider land use planning, especially as it pertains to agriculture. Patrick presented a GIS tool showing NYSEERDA's prime farmland classifications (MSG soil groups 1-4) versus less productive areas (groups 5-10), noting that developers are increasingly purchasing land outright rather than leasing it. The group discussed challenges in protecting prime farmland, including the difficulty of regulating private landowners once sold to developers, and explored potential solutions such as creating incentives for land preservation and developing municipal land use planning tools. Michelle suggested bringing these discussions to the land use subcommittee for further discussion, and Patrick and Taylor offered to provide printed maps and additional support for future meetings.

Council Member Reports –

FFA – District 6 President – Jay noted that he's been in contact with the new District 6 President and believes she will join our meetings in the future.

Wineries/Distilleries – no report

Maple Syrup/Honey – no report

Dairy- The group discussed challenges with dairy processing in the North Country region, where milk supply issues have prevented proposed projects from moving forward. Ron reported that the Southern Dairy milk processing project is not moving forward due to funding issues, and the New York Dairy Powders project is on hold because they were told there was not enough milk supply available for their project. Ron Robbins indicated his property will be developed as a shovel-ready site for future processing facilities. The discussion revealed that Northern New York farms are being penalized through increased transportation costs as milk must be shipped longer distances. DFA Cooperative indicates that there is an

oversupply of milk in NNY, but, because of milk demand in other regions of NYS, our milk is being shipped out of NNY. This costs our dairy farmers additional money, especially since we have two dairy processors in Jefferson County. Milk from NNY and Vermont is shipped into our dairy plants. Jay Matteson shared the frustrations encountered as much time and effort over the last two years went into trying to bring in an additional dairy processor to the region.

Livestock- no report

Horticulture- Dani Baker shared information about the damage from the freezes that occurred during the spring. The fruit industry was especially hard hit. Dani indicated that Jefferson County was not as hard hit as other parts of NYS.

Manufacturing – Jay Matteson shared with the group that he has met with Great Lakes Cheese and HP Hood over the past two months. Great Lakes Cheese is undergoing projects within the plant to address butterfat issues. Doug Shelmidine shared that farms have been improving cow genetics and feed quality and this has led to significant increases in butterfat. Jay said that GLC expects to increase their production as a result of their project. HP Hood is also looking at new investments in their LaFargeville plant in the future.

Agribusiness- Nichole Ingram shared with the Council members that NYS Dept of Ag and Markets announced the NYS Ag Resiliency grant program. It has an August 11 deadline.

Ag Lending- Doug Shelmidine indicated he will talk with Farm Credit East about possibly filling this opening on the Council.

Members at Large – Martha Aschmann reported on an article she read from Scott Gray about the potential for nuclear power development in NYS.

County Legislator – Chairman Johnson indicated he didn't have anything to report.

Ag & Farmland Protection- Doug Shelmidine indicated that the JCAFPB will begin reviewing ag district applications this month for the annual inclusion. He also talked about the Farmland Protection Plan is now 10 years old and they will begin looking at doing an update to the plan.

Development Authority of North Country- Michelle indicated she did not have anything to report.

Soil and Water – Justin Bach discussed the extensive tree planting work they've been doing and are looking forward to implementing some of the grant received to do nonpoint source work on farms.

Farm Bureau – no report

Cooperative Extension- Mitch McCormick reported on the progress CCE is making with their Shared Use Kitchen project. Isaac Matlock discussed the small grant program CCE is offering for marketing assistance.

Ag Workforce – no report

Tug Hill Commission- Taylor reported on the Data Center Webinar they recently held.

USDA- no report

Coordinators Report – Jay Matteson indicated he had reported throughout the meeting on topics he wanted to cover and had nothing additional to add given the lateness of the meeting

Next meeting – 2026 –Aug 11, Sept 8, Oct 13, Nov 10, Dec 8 @8am

adjourn – 9:45 am

Jefferson County Economic Development

- *Creating Lasting Impact* -

Prioritized Administrative Strategic Action and Implementation Plan

Presented to Board of Directors July 9, 2026

*Monthly board agenda for progress tracking – August 6, 2026

Board Committees:

Executive, Governance, Audit/Finance, Loan Review, Buildings and Grounds, Nominating, Communications, Marketing, Personnel, Alternative Energy, Agriculture/Ag Council, Manufacturing.

Staff:

CEO – Chief Executive Officer

DCEO – Deputy Chief Executive Officer

CFO – Chief Financial Officer

EA – Executive Assistant

BDS - Business Development Specialist

Priority timelines –

#1 - Action item to be initiated and completed within 6 months

#2 – Action item to be initiated within 6 months and completed with 12 months

#3 - Action item to be initiated within 12 months and completed within 24 months

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
1	Publish and enforce project review timelines	Create and communicate formal project submission deadlines and review schedules.	DCEO, CFO, EA	Improve clarity for project applicants, improve understanding of project review status	1. Loan application update 2. Project flowchart for website under development	1. 2.

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
1	Consolidate real estate inventory information	Develop a comprehensive inventory of all agency-owned parcels.	CEO, DCEO, CFO Buildings and Grounds	Complete inventory of properties including maps, infrastructure information	1. CFO developed spreadsheets 2. CFO bringing to B&G May '26	1. Updated as needed 2. May '26
1	Market available development parcels	Initiate a marketing plan for all properties as directed by Buildings and Grounds committee	CEO, DCEO, CFO Buildings and Grounds	Available properties, as deemed appropriate by B&G Committee, should be listed on website, social media, and other marketing tools	1. Website has some properties listed, needs updating and better placement on website	1.
1	Improve Board communication and transparency	Ensure all board members receive notices and invitations for committee meetings.	EA, CEO, Board President	Improved board engagement and organizational transparency	1. EA already has adjusted email lists, so all Board members are aware of mtgs	1. Mar '26
1	Formalize loan default, collection, and penalty policies	Review and adopt standardized written	CFO, Audit & Finance, Loan Review	Reduced financial risk and greater consistency in		

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
	Review underwriting standards and loan criteria	procedures for defaults, collection timelines, default interest rates, and enforcement practices. Conduct a comprehensive review of lending criteria, underwriting standards, and risk categories.		loan administration Loan Review Committee to further prioritize what policies are most critical for review and take action.		
1 (added by DCEO as result of analyzing strategic planning session and agency)	Consider consolidation of Loan Review and Audit and Finance Committees	Review functions of both committees and consider whether it is appropriate to consolidate both	Loan Review, Audit and Finance, CFO	Potentially improve functional efficiencies of the Board.		
1 (added by staff, not in strategic	Step 2 of Strategic Planning Process	Begin FY 27 budget proposal preparation	CFO, CEO, Audit and Finance	Begin now to develop a budget proposal that provides a clear and	1. Two internal meetings were held to review individual line items.	1. Jul '26

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
planning session)	FY 27 Budget Preparation			realistic picture of finances and allows CEO & DCEO to be prepared to discuss finances with County.		
1	Strengthen Small Business Development Center loan applicant pipeline	Develop targeted outreach and referral coordination with the SBDC.	CFO, CEO, DCEO	Improved loan program utilization and stronger applicant quality	1. Met with SBDC to promote stronger relationship. 2. SBDC rep added to ag council	1. April '26 2.
3	Monitor land sale and development inquiries	Create recurring reporting process regarding development inquiries and negotiations.	CEO, CFO, DCEO, Buildings and Grounds	Improved board awareness of development pipeline	1. RFP approved by Board 6/4/26. RFP sent out and is due back in September.	1. June '26
2	Establish confidential information and Non-Disclosure Agreement protocols.	Governance Committee should review current policies regarding reporting how	Governance Committee, CEO, CFO, DCEO	Reduced legal exposure and improve board confidence	1. DCEO researching existing policies and protocols in other	1. May '26 2.

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
	Standardize executive summaries	and when information, especially confidential information, about a project is shared with Board members and/or at Board meetings. Develop formal communication and confidentiality protocols defining what information can be shared and when.			economic development organization. 2. Confidential Information and Board Reporting Guidance document ready for committee review	
2	Establish annual policy review calendar	Create formal annual review schedule for loan and governance policies.	CFO, EA, Loan Review, Audit & Finance, Governance	Continuous policy improvement and compliance	1. EA & CFO drafted policy; ready for committee review and input	1. Jul '26
2	Continue board education and governance development	Schedule periodic governance, ethics, and fiduciary	DCEO, EA, Governance	Stronger board effectiveness and leadership development	1. EA & DCEO reviewing new member binder	1. May '26

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
		responsibility training sessions.				
3	Update board evaluation tools	Separate and customize evaluation tools for IDA and LDC boards with measurable questions.	CEO, Governance Committee, Board Chairperson	Improved board accountability and continuous improvement	1. Currently utilize Authority Budget Office Board survey tool.	1. May '26 staff feels tool worked well. Identified areas of concern amongst Board members and created discussion within Board about improving operations.
2	Enhance onboarding process. Develop recorded training resources	Update onboarding materials, orientation process, and governance expectations.	DCEO, EA & Governance Committee	Improve institutional knowledge of new board members	1. DCEO reviewing availability of training materials from NYSEDC and other EDOs that	1.

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
					may be useful	
3 (added by staff)	Step 3, Strategic Planning Process “Creating Lasting Impact”	Consider bringing in independent facilitator to facilitate conversations between staff and board about what success of our agency looks like and success of our programming looks like for Jefferson County	Board of Directors, Staff	Create a Vision, goals, and tasks to Create a Lasting Impact on Jefferson County throughout the 21st Century “Plan your work, work your plan” The plan is a fluid document that enables a path forward.		

Jefferson County Local Development Corporation
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(315) 782-5865

2026 Board Attendance

Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Aiken, Robert	P	P	P	P	A	P	P					
Aliasso, Robert	P	P	P	P	P	E	E					
Capone, Charles	P	E	P	A	P	P	P					
Condino, John	P	P	P	P	P	P	P					
Converse, David	E	P	E	P	P	P	P					
VACANT						-	-					
Johnson, William	P	P	P	P	P	P	P					
L'Huillier, Lisa	P	E	P	P	P	P	P					
Robinson, Dawn	P	P	P	P	P	E	P					
Walldroff, W. Edward	E	P	P	P	P	P	P					
Warneck, Paul	P	P	P	P	P	P	P					
Totals:	9	9	9	9	10	8	9					
P - Present												
E - Excused												
A - Absent												
Gardner, Gregory resigned 5/31/26	P	P	A	A	P							