

Notice of Board Meeting

Date: September 17, 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, October 1, 2026 at 8:30 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=R0t4VjRPdGJBZDJrL2JQYVVVjKytDdz09>

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, October 1, 2026 – 8:30 a.m.

- I. Call to Order**
- II. Pledge of Allegiance**
- III. Privilege of the Floor**
- IV. Minutes – September 3, 2026**
- V. Treasurer's Report – September 30, 2026**
- VI. Committee Reports**
 - a. Finance Committee**
 - i. Proposed Budget for 2027**
- 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
September 3, 2026**

DRAFT

The Jefferson County Local Development Corporation held its board meeting on Thursday, September 3, 2026, in the board room at 800 Starbuck Avenue, Watertown, NY.

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

Excused: None

Absent: None

Also Present:

Zoom: Justin Miller, Esq. (Harris Beach), Craig Fox (Watertown Daily Times), Zach Jackson (7 News)

Staff Present: Marshall Weir, Jay Matteson, Peggy Sampson

- I. Call to Order:** Chairman Aliasso 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 August 6, 2026, were presented. A motion to approve the minutes as presented was made by Mr. Converse, seconded by Mr. Walldroff. All in favor. Carried.
- V. Treasurer's Report:** Mr. Warneck reviewed the Dashboard prepared by Ms. Kimball for the period ending August 31, 2026. He noted that Busted Grapes COVID loan is the only delinquency. A motion was made by Mr. Johnson to accept the financial report as presented, seconded by Mr. Walldroff. Mr. Converse asked if a portion of the Busted Grapes COVID balance will be a grant. Ms. Sampson said \$2,500 will be the grant amount when they are caught up paying the loan portion. All in favor. Carried.
- VI. Committee Reports:** None.
- VII. Council Reports:**
 - a. Ag – Mr. Matteson** handed out his monthly report. Topics discussed as follows:
 - **Budget Development** – the entire team did a tremendous amount of work developing the budget.
 - **County Board of Legislators Presentation** - we are working on a presentation for the County Board of Legislators scheduled for September 8th regarding the budget request.
 - **Electrical Infrastructure/National Grid** – had a great meeting to discussing electrical upgrades/development in the county.
 - **Infrastructure** – there has been discussion across the county for ag related and other manufacturing related. The focus on infrastructure development is increasing and needs to increase even more in order for us to grow Jefferson County.

Jefferson County Local Development Corporation
Board Meeting Minutes
September 3, 2026

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- **Project Meadow** – he and Mr. Weir worked on a response to Empire State Development’s RFI for a manufacturing operation looking for a site.
 - **Chobani/Dairy Processing Intelligence** – announced another plant that will be built in Allentown, Pennsylvania. It will be a second major development in the dairy industry and will impact all of NYS.
- b. **Manufacturing** – Mr. Weir announced that Manufacturing Day will be held on October 16th. He said students will tour manufacturing sites such as New York Air Brake for a day in the life experience.

Zach Jackson joined the meeting via zoom at 8:12 a.m.

Mr. Warneck mentioned a video that Metalcraft Marine has out on social media and suggested we put it on our website. Mr. Weir agreed and indicated that he is quoted in the video.

- c. **Marketing** – No report.

VIII. **Unfinished Business:** None.

IX. **Counsel:** None.

X. **New Business:** None.

XI. **Adjournment:** With no further business before the board, a motion to adjourn was made by Mr. Aiken, seconded by Mr. Converse. All in favor. The meeting was adjourned at 8:13 a.m.

Respectfully submitted,

Peggy Sampson

Jefferson County Local Development Corporation Management Dashboard
Year to Date September 30, 2026

KEY PERFORMANCE INDICATORS						Benchmark	Amount of	Percent	OPERATING STATEMENT				September YTD	Amount of	Percent	BUDGET	September YTD	Percent	
	2022	2023	2024	2025	2026	Target-2026	Change	Change		2022	2023	2024	2025	2026	Change	Change	2026	vs. 2026 Budget	Change
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	(\$50,350)	-17.98%
Usage Statistics																	\$150,000	(\$31,500)	-21.00%
																	\$0	\$67,603	#DIV/0!
																	\$2,000	\$847	42.37%
ARPA Awards	116	49	50	8	0	223			Remaining								\$75,000	\$3,000	4.00%
Award dollars	\$ 4,457,894	\$ 781,855	\$ 618,001	\$ 81,250	\$ -	\$5,939,000	\$ -	0%									\$5,000	(\$5,000)	-100.00%
ARPA Disbursements	61	80	95	24	6	266											\$1,650	\$7,850	475.76%
Disbursement dollars	\$ 2,015,924	\$ 848,636	\$ 1,436,822	\$ 1,078,955	\$ 52,103	\$5,939,000	\$ 506,560	9%									\$0	\$0	#DIV/0!
Capital Resources						Bal @	Amount of	Percent											
	12/31/21	12/31/22	12/31/23	12/31/24	12/31/25	9/30/26	Change	Change											
Cash/Savings																			
Unrestricted Checking	\$ 40,388	\$1,294,573	\$795,194	\$146,240	\$128,185	\$219,558	\$91,373	71.28%									\$1,075,262	(\$569,162)	-52.93%
Unrestricted Savings	\$ 1,389,386	\$1,616,329	\$2,044,122	\$1,731,266	\$1,082,708	\$746,674	(\$336,034)	-31.04%									\$730,830	(\$239,607)	-32.79%
RLF Savings	\$ 1,518,024	\$1,911,405	\$2,016,921	\$1,994,871	\$570,051	\$597,147	\$27,096	4.75%									\$253,855	(\$100,894)	-39.74%
Total	\$ 2,947,798	\$4,822,306	\$4,856,238	\$3,872,376	\$1,780,944	\$1,563,380	(\$217,565)	-12.22%									\$270,446	(\$108,723)	-40.20%
RLF Receivables																			
	Original Loan	12/31/25	5/31/26	6/30/26	7/31/26	8/31/26	9/30/26	Aging											
Canzonier/North Branch Farms	\$ 100,000	\$ 7,168	\$ 3,607	\$ 2,890	\$ 2,170	\$ 1,449	\$ 726										\$19,000	(\$8,253)	-43.44%
Clayton Island Tours	\$ 10,331	\$ 3,993	\$ 3,074	\$ 2,887	\$ 2,700	\$ 2,513	\$ 2,324										\$98,500	(\$25,760)	-26.15%
Clayton Yacht Club	\$ 40,000	\$ 13,321	\$ 10,569	\$ 9,876	\$ 9,182	\$ 8,486	\$ 7,789										\$0	\$67,603	#DIV/0!
JCIDA	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	180+									\$70,000	(\$11,047)	-15.78%
WICLDC	\$ 200,000	\$ 61,931	\$ 57,144	\$ 56,180	\$ 55,213	\$ 54,244	\$ 54,244	30									\$55,501	(\$29,043)	-52.33%
Totals	\$ 1,850,331	\$ 1,586,413	\$ 1,574,394	\$ 1,571,833	\$ 1,569,266	\$ 1,566,692	\$ 1,565,082										(\$423,370)	\$144,419	-34.11%
Covid Receivables																			
Busted Grapes	\$ 10,000	\$ 3,401	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112	150									\$1,074,762	(\$311,304)	-28.96%
Painfull Acres	\$ 10,000	\$ 1,409	\$ -	\$ -	\$ -	\$ -	\$ -												
Totals	\$ 20,000	\$ 4,810	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112	\$ 3,112												
Clayton Receivables																			
DiPrinzio's Market	\$ 5,000	\$ 1,732	\$ 934	\$ 846	\$ 846	\$ 759	\$ 759	30											
DiPrinzio's Kitchen	\$ 5,000	\$ 1,732	\$ 934	\$ 846	\$ 846	\$ -	\$ -												
Totals	\$ 10,000	\$ 3,464	\$ 1,867	\$ 1,692	\$ 1,692	\$ 759	\$ 759												

Jefferson County Local Development Corp
Cash Disbursements Journal
For the Period From Sep 1, 2026 to Sep 30, 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
9/1/26	8202	200001 100001	Invoice: X3614 DAVIS VISION	55.23	55.23
9/1/26	8203	200001 100001	Invoice: 202600394 GYMO	700.00	700.00
9/1/26	8204	200001 100001	Invoice: X3440 THE HARTFORD	215.50	215.50
9/1/26	8205	200001 100001	Invoice: 8/26/26 NATIONAL GRID	524.74	524.74
9/1/26	8206	200001 100001	Invoice: 2863 STRATEGIC DEVELOPMENT SPECIALISTS	6,500.00	6,500.00
9/1/26	8207	200001 100001	Invoice: 7733 WICLDC	4,764.33	4,764.33
9/1/26	8208	200001 100001	Invoice: 136403 WRVO	400.00	400.00
9/8/26	8209	200001 100001	Invoice: 651655 ADVANCED BUSINESS SYSTEMS	59.93	59.93
9/8/26	8210	200001 100001	Invoice: 35133 BLUE MOUNTAIN SPRING WATER, INC.	8.00	8.00
9/8/26	8211	200001 100001	Invoice: 8/26/26A NATIONAL GRID	28.89	28.89
9/8/26	8212	200001 100001	Invoice: 9/10/26 UNITED WAY OF NNY	8.00	8.00
9/8/26	8213	200001 100001	Invoice: X1579 VERIZON BUSINESS	65.52	65.52
9/8/26	8214	200001 100001	Invoice: 6946410 VITAL RECORDS CONTROL	24.21	24.21
9/8/26	8215	200001 100001	Invoice: 4964310 WESTELCOM	387.73	387.73
9/8/26	8216	200001 100001	Invoice: 20318 WPBS	741.00	741.00
9/15/26	8217	200001 100001	Invoice: 10/31/26 EXCELLUS BC/BS	358.17	358.17
9/15/26	8218	200001 100001	Invoice: 202600432 GYMO	3,431.25	3,431.25
9/15/26	8219	200001 100001	Invoice: 8/21/26 KEY BANK	233.22	233.22
9/15/26	8220	200001	Invoice: 301-6-	62.50	

Jefferson County Local Development Corp
Cash Disbursements Journal
For the Period From Sep 1, 2026 to Sep 30, 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
		100001	NNY ONLINE		62.50
9/15/26	8221	200001 100001	Invoice: 8/30/26 SPECTRUM REACH	350.00	350.00
9/15/26	8222	200001 100001	Invoice: X5150 WELLS FARGO FINANCIAL SERVICES	334.62	334.62
9/22/26	8223	200001 100001	Invoice: X5773 DAVIS VISION	55.23	55.23
9/22/26	8224	200001 100001	Invoice: 10/31/26A EXCELLUS BC/BS	12,677.67	12,677.67
9/22/26	8225	200001 100001	Invoice: 30186 NNY ONLINE	505.50	505.50
9/22/26	8226	200001 100001	Invoice: 9/30/26 NORTHERN COMMERCIAL CLEANING	500.00	500.00
9/22/26	8227	200001 100001	Invoice: 9/24/26 UNITED WAY OF NNY	8.00	8.00
9/22/26	8228	200001 100001	Invoice: 7745 WICLDC	4,764.33	4,764.33
Total				37,763.57	37,763.57

**Jefferson County Local Development Corporation
Finance Committee Meeting Minutes
September 22, 2026**

The Jefferson County Local Development Corporation held a finance committee meeting on Tuesday, September 22, 2026, in the board room, 800 Starbuck Avenue, Watertown, NY.

Present: Rob Aiken, Charles Capone
Zoom: Paul Warneck, Chair

Absent: David Converse, Rob Aliasso

Also Present: Marshall Weir (CEO), Dorena Kimball (CFO), Jay Matteson, Peggy Sampson, W. Edward Walldroff
Zoom: John Condino, Bill Johnson

- I. Call to Order:** Chair Warneck called the meeting to order at 8:00 a.m.
- II. Pledge of Allegiance**
- III. Preliminary Budget for 2027:**

Ms. Kimball reviewed the preliminary budget for 2027. She said she prepared it with a realistic view of the revenue.

Ms. Kimball pointed out that the Admin Fees generated by JCIDA (\$310,964) are based on 35% of time which is realistic based on employee activities. She said the LDC receives the county subsidy that appears on the marketing and ag income lines and noted the increase in the dairy parade line item. She said she was conservative because there is not a lot in the pipeline for revenue.

Ms. Kimball noted the vacant position is budgeted for \$60,000 plus fringe for a total of \$119,347.11. The salary and fringe total equate to approximately \$772,000.

The total revenue for 2027 is \$876,664 and the total expenses for 2027 are \$1,080,827.73 for a projected loss of \$(204,163.73).

Mr. Condino joined the meeting via zoom at 8:09 a.m.

After review and discussion, Mr. Aiken made a motion to move the proposed budget to the full board of directors for consideration, seconded by Mr. Capone. All in favor.

**Jefferson County Local Development Corporation
Finance Committee Meeting Minutes
September 22, 2026**

- IV. Adjournment:** With no further business before the committee, Mr. Aiken made a motion to adjourn the meeting, seconded by Mr. Capone. The meeting was adjourned at 8:12 a.m.

At 8:13 a.m., a motion was made by Mr. Aiken to reconvene the committee meeting to review the Audit and Finance Committee Charter, seconded by Mr. Capone. All in favor.

V. Other

- a. Review of the Audit and Finance Committee Charter** – Mr. Weir reviewed the policy, specifically the Powers of the Audit and Finance Committee. No changes were made to the current policy.

A motion was made by Mr. Aiken to forward the policy to the Governance Committee for their review, seconded by Mr. Capone. All in favor.

- VI. Adjournment:** With no further business before the committee, Mr. Aiken made a motion to adjourn the meeting, seconded by Mr. Capone. The meeting was adjourned at 8:16 a.m.

Respectfully submitted,

Peggy Sampson

Jefferson County Local Development Corp.

1/1/2027 - 12/31/2027

Revenue		2026	2027		
Acct. #	Description	Budget	Budget		
400001	Application & Process Fees	0.00			
405000	Admin Fees	561,612.00	310,964.00	Monthly \$25,914	310,964.00
407501	RLF Interest Income	2,000.00	3,000.00		
409703	USDA Grant Income	0.00			
412501	Interest Income	0.00	1,500.00		
409704	Grant Income Federal	0.00			
415002	Grant N Grid Euromarket	0.00			
416502	Microgrid Grant	0.00			
425001	Misc. Income	75,000.00	78,000.00	Wladis - Jefferson County	
430501	CDF Income Transfer				
405001	Marketing Program Income	280,000.00	306,200.00	Jefferson County	
405002	Ag Program Income	150,000.00	165,000.00	Jefferson County	
430101	Dairy Parade	6,650.00	12,000.00		
	Total Revenue	1,075,262.00	876,664.00		
Expenses					
610001	Salaries	501,533.49	488,528.31		
	Total Salaries	501,533.49	488,528.31		
Benefits					
610110	FICA & Medicare	37,113.48	36,151.00		
610120	DBL (Hartford)	3,000.00	3,187.00	Hartford	
610121	PFL-Shelterpoint	1,000.00	1,763.00	Shelterpoint	
610401	Health/Group Ins	136,245.50	192,740.39	Includes Vision	
610411	Dental	0.00			
610501	Workers Comp	1,700.00	1,503.00	Liberty Mutual	
610601	401k Retirement	45,138.01	43,967.55		
610701	Unemployment Ins.	1,500.00	1,610.48		
610801	Consulting 401k	3,600.00	3,180.00	Paychex	
	Total Benefits	229,296.99	284,102.42		
Operating					
710001	Office Expense	8,000.00	8,000.00		
710005	Payroll Processing	5,000.00	5,000.00	PayChex	
710100	Office Rent	58,000.00	58,000.00	WICLDC	
710110	Office Cleaning	12,000.00	6,000.00	Cleaning	
710120	Telephone	7,000.00	7,000.00	Westelcom, Verizon, Syntela	
710150	Equipment Rental	4,000.00	4,000.00	Wells Fargo	
710155	Equipment Maintenance	2,000.00	2,000.00	Northern Computer	
710156	System Maintenance	9,000.00	6,066.00	NNY Online	
710160	Electric Service	7,000.00	5,500.00		
710170	Gas Service	5,000.00	4,200.00		
710701	Travel/Promotion/Meals	10,000.00	5,000.00	Key Bank Credit Card	
710710	Training & Seminars	2,000.00			
710501	Business Support	5,000.00	5,000.00	Advocate Drum	
711501	Dues & Publications	3,000.00	3,500.00	NYSED, Rotary, North Country Alliance	
710504	Workforce Dev	3,000.00			
711002	Depreciation F&F	500.00	10,500.00		
711501	Dues & Publications	-			
712001	D&O Insurance	0.00		Additional Insured JCIDA	
712010	Commercial Insurance(Liberty)	3,500.00	4,000.00	Comm, Auto & Umbrella	
712505	Legal Unrestricted	0.00	0.00		
712502	Legal - RLF	0.00	0.00	Pay out of RLF Fund	
713001	Accounting & Auditing	17,500.00	17,500.00		
713100	CEDS Update	5,000.00	500.00		
714001	Consultants	1,000.00	1,000.00		
715001	Strategic Consulting	75,000.00	78,000.00	Wladis	
717001	Grant Expense Federal	0.00	0.00		
799901	Misc Expense	1,000.00	1,000.00		
	Ag Program Expenses	270,446.46	270,872.00	From AG w/s	
	Marketing /Mfg Program	253,854.79	255,091.00	From Mkt w/s	
731002	Allocated Overhead Recovery	(423,370.10)	(449,532.00)	From Salary w/s	
	Total Expenses	344,431.15	308,197.00		
	Total Revenue	1,075,262.00	876,664.00		
	Total Expenses	1,075,261.63	1,080,827.73		
	Net	0.37	(1,163.73)		
groupdocs\style\folder-budgets					

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 – **October 1, 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 – policy to be reviewed by the Loan Review Committee	1. October '26/November '26

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
					followed by the Governance Committee 2. Project flowchart for website completed and ready to upload to website	2. October '26
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; provided to B&G	1. 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 needs updating and better placement on website	1.

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
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. Completed	1. March '26
1	Formalize loan default, collection, and penalty policies Review underwriting standards and loan criteria	Review and adopt standardized written procedures for defaults, collection timelines, default interest rates, and enforcement practices. Conduct a comprehensive review of lending criteria, underwriting standards, and risk categories.	CFO, Audit & Finance, Loan Review	Reduced financial risk and greater consistency in loan administration Loan Review Committee to further prioritize what policies are most critical for review and take action.	1. Proposed policy will be reviewed by the Loan Review Committee followed by the Governance Committee	1. October '26/November '26
1 (added by DCEO as result of analyzing strategic planning	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.	Under review	

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
session and agency)						
1 (added by staff, not in strategic planning session)	Step 2 of Strategic Planning Process FY 27 Budget Preparation	Begin FY 27 budget proposal preparation	CFO, CEO, Audit and Finance	Begin now to develop a budget proposal that provides a clear and realistic picture of finances and allows CEO & DCEO to be prepared to discuss finances with County.	Completed	JCBOL 9/8/26 Finance Committee 9/22/26 Board 10/1/26
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.	1. Completed April '26
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. RFPs received in September. 2. B&G review	1. June '26 2. 9/21/26

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
2	Establish confidential information and Non-Disclosure Agreement protocols. Standardize executive summaries	Governance Committee should review current policies regarding reporting how 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.	Governance Committee, CEO, CFO, DCEO	Reduced legal exposure and improve board confidence	1. DCEO researching existing policies and protocols in other economic development organization. 2. Confidential Information and Board Reporting Guidance document ready for committee review	1. May '26 2. November '26
2	Establish annual policy review calendar	Create formal annual review schedule for loan and governance policies.	DCEO, CFO, EA, Loan Review, Audit & Finance, Governance	Continuous policy improvement and compliance	1. DCEO, EA & CFO developing policy review period	1. November '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 completed new member binder	1. September '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. Staff feels tool worked well. Identified areas of concern amongst Board members and created discussion within Board about improving operations. 2. Consider annual ROI evaluation tool.	1. May '26 2.
2	Enhance onboarding process.	Update onboarding materials, orientation	DCEO, EA & Governance Committee	Improve institutional knowledge of	1. Manual complete. Developed enhanced	1. September '26

Priority	Action Item	Recommendation	Committee(s)/Staff	Desired outcome	Progress Report	Date
	Develop recorded training resources	process, and governance expectations.		new board members	graphics for educational purposes. 2. Review other training opportunities.	2. Ongoing
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.	Under consideration (budget constraints)	

Jefferson County Local Development Corporation
800 Starbuck Avenue, Suite 800
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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	P	P			
Aliasso, Robert	P	P	P	P	P	E	E	P	P			
Capone, Charles	P	E	P	A	P	P	P	P	P			
Condino, John	P	P	P	P	P	P	P	P	P			
Converse, David	E	P	E	P	P	P	P	P	P			
VACANT						-	-	-	-			
Johnson, William	P	P	P	P	P	P	P	P	P			
L'Huillier, Lisa	P	E	P	P	P	P	P	P	P			
Robinson, Dawn	P	P	P	P	P	E	P	P	P			
Walldroff, W. Edward	E	P	P	P	P	P	P	P	P			
Warneck, Paul	P	P	P	P	P	P	P	P	P			
Totals:	9	9	9	9	10	8	9	10	10			
P - Present												
E - Excused												
A - Absent												
Gardner, Gregory resigned 5/31/26	P	P	A	A	P							