



Jefferson County  
Job Development Corp.

ANNUAL REPORT 2003-04

# JCJDC'S PARTNERS IN ECONOMIC GROWTH...

## Our Partners in Jefferson County's Economic Development Activities

- AAMCO
- Actus Lend Lease
- **Adams Louis B, Jr., CPA, PC**
- Advanced Business Systems
- Alteri Bakery, Inc.
- **AMF/Coughlin Printing**
- **Antique Boat Museum, The**
- A.T. Matthews & Dier Insurance
- Aubertine & Currier Architects
- B.E.L. Associates, Ltd.
- Behling's Spookhill Farms
- **Benjamin Printing Inc.**
- Berow & Monroe Shoes
- Black River Valley Club
- Blackstone Electric Inc.
- Bridge Associates
- Brownell Abstract Corporation
- **Calarco DL Funeral Home, Inc.**
- **Car-Freshner Corporation**
- Carthage Energy, LLC
- Carthage Federal Savings & Loan Association
- Carthage Fibre Drum Inc.
- Clayton, Town of
- **Climax Manufacturing Company**
- Community Bank, NA
- Converse Laboratories Inc.
- Cortel Improvement Systems
- Crowley Foods, Inc.
- DGM Coon and Company
- **DOCO Quick Print, Inc.**
- Doldo Real Estate
- **Dragon Benware Crowley & Co., PC**
- **Entitle Agency, Inc.**
- Excellus BlueCross BlueShield CNY
- Foy Stephen C. Inc.
- **Freeman Bus Corporation**
- **Frontenac Crystal Springs Water, Inc.**
- Frontier Housing Corporation
- **Goodale HD Co.**
- **Gray's Flower Shop, Inc.**
- GWNC Chamber of Commerce
- **Hanson Aggregates East**
- **Harleysville Insurance Company of New York**
- Haun Welding Supply
- **Haylor, Freyer & Coon, North. Div.**
- Hi-Lite Markings, Inc.
- Hrabchak, Gebo & Langone, PC
- **HSBC Bank USA**
- **Hyde-Stone Mechanical Contractors, Inc.**
- IBEW Local 910
- Internal Medicine of NNY
- Jefferson Abstract Corporation
- **Jefferson Concrete Corporation**
- **Jefferson County**
- Jefferson County Agricultural Development Corp.
- Jefferson-Lewis Board of Realtors®, Inc.
- Jefferson-Lewis Workforce Investment Board
- Jefferson Rehabilitation Center
- **Johnson Newspaper Corp.**
- **Kelly Services**
- **KeyBank NA**
- **Knowlton Specialty Papers, Inc.**
- LaFave White & McGivern LS PC
- LCO Destiny, LLC d/b/a Timeless Frames
- Ledger Keepers, The
- **LUNCO Corporation**
- M & T Bank
- **McGrann Paper Corp.**
- **Meade Optical**
- Menter, Rudin & Trivelpiece, PC
- National Association of Purchasing Managers
- Neighbors of Watertown, Inc.
- New Century Electric, Inc.
- **New York Air Brake Corporation**
- NYS Small Business Development Center
- **Niagara Mohawk, A National Grid Company**
- Northern Employee Assistance Services
- Northern Federal Credit Union
- Northern Regional Center for Independent Living (NRCIL)
- Northland, A Scott Fetzer Company
- Ontario Place Hotel
- PACE International Union
- Poulsen & Podvin, PC
- **Purcell Construction Corp.**
- **Pyramid Company of Watertown**
- Quality Production, Inc.
- Redwood Bank
- Riverside Media Group
- S.T.A.T. Communications
- Sackets Harbor Brewing Co.
- St. Lawrence Explosives Corp.
- **Samaritan Medical Center**
- Sawyer Enterprises
- Signtech
- **Slack Chemical Co. Inc.**
- **Sovie & Bowie CPA, PC**
- Speak Easy
- **Stackel Robert E, CPA, PC**
- Stature Electric Inc.
- **Stebbins Engineering & Manufacturing Co., The**
- Stewart's Shops
- Structural Associates, Inc.
- **Taylor Concrete Products Inc.**
- **Thousand Islands Bridge Authority**
- **Tyco Healthcare/Kendall**
- United Way of Northern New York, Inc.
- UPS Store, The
- **Walker Associates**
- Watertown Audiology, PC
- Watertown Savings Bank
- **Watertown Vending Inc.**
- Westelcom
- Woodruff Associates Inc.
- **WTOJ/WATN/WOTT/WBDI/WBDR**
- **WWNY-TV 7/WNYF Fox 28**
- WWTI/Newswatch 50 & WBWT/WB 14
- Z-Star Inc.

**BOLD** = 10 Year Member

## A MESSAGE FROM THE EXECUTIVE DIRECTOR...

FY 2003-04 was a very active year for Jefferson County Job Development Corporation (JCJDC) and its affiliate agencies - Jefferson County Industrial Development Agency (JCIDA) and Watertown Industrial Center Local Development Corporation (WICLDC). These partnering organizations continue to face many challenges in economic development. Through the leadership and vision of the boards of directors, these challenges are being addressed and solutions are being developed. The following pages of this annual report highlight many of the activities and accomplishments as well as the year end financial summaries for the three agencies.

This past year, JCJDC staff and board members visited 68 County firms to learn more precisely the issues and roadblocks facing our businesses. The top concerns on everyone's list included high taxation and energy costs, global competition and workforce issues. In response, JCJDC co-sponsored various workshops on lean manufacturing as well as partnering with CITEC in bringing in Patricia Panckew, Editor of Industry Week, along with several area manufacturers to talk frankly to businesses and community leaders about competing in a global economy. The JCJDC staff also participated in the design and development of "A New Workforce For A New Century," the State of the Workforce Report for Jefferson and Lewis Counties, recently completed and presented by the Workforce Investment Board with assistance from the Center for Community Studies at Jefferson Community College.

In 2003-04, JCIDA made 8 loans for \$750,000 which leveraged \$20,554,000 in private sector investment. These loans resulted in 125 jobs being retained and projections of 75 new jobs being created. Also, the infrastructure at the expanded Jefferson County Corporate Park has been completed and the lots are all shovel ready. In addition, the Watertown Center for Business and Industry leased space to 17 tenants who employ approximately 113 people at the facility.

Plans for 2005 continue to build on the accomplishments of the previous year. The highlight of the year will be held in July, with JCJDC hosting a "Fam Tour" for a number of site selectors. This familiarization tour will allow the community to showcase itself to the people involved in finding "right" locations for businesses who hire them to find places for relocation or expansion.

The JCJDC Board has again established a series of goals and objectives for the upcoming year. Some of these include:

- Developing economic development opportunities that pertain to outdoor recreational activities;
- Focusing on membership through programs and visitations;
- Developing a regional energy plan;
- Selling lots at the Corporate Park;
- Working on workforce development issues;
- Finalizing the next 5 year Comprehensive Economic Development Strategy plan (CEDS).

With Fort Drum's expansion, this community is positioned for unprecedented economic growth and opportunities. I look forward to working with our affiliates and other economic development partners in making Jefferson County a leader in the economic viability of northern Central Upstate New York!



James P. Fayle  
Executive Director

## ECONOMIC DEVELOPMENT INTERNAL & EXTERNAL...



### Actus Lend Lease & RCI

Actus won the contract to build new homes on Fort Drum as part of the Residential Community Initiative (RCI). Actus representatives were guest speakers at JCJDC's April quarterly member breakfast meeting. Besides JCJDC members, other local firms who might have an interest in bidding on some of the business opportunities were also invited to attend. Other workshops were held during the year and were sponsored by Actus Lend Lease, JCC, the NYS Small Business Development Center, SBA, and Fort Drum Directorate of Contracting.

### Ad Placements

Twelve national or regional ads were placed during the year. General inquiries totaled 63, and as of 9/30/2004 there were 22 prospects who were actively seeking to relocate or expand in the County.

### Allied Motion Technologies, Inc.

In March 2004, the JCIDA Board approved a Revolving Loan Fund (RLF) loan for \$250,000 to be used for working capital. Allied purchased Stature Electric from its previous owners. As part of the loan agreement, Allied is guaranteeing the retention of 125 jobs at Stature Electric for at least five years.

### C & B Rent-All

JCIDA approved a \$40,000 Microenterprise loan to build a 4,400 square foot building on Route 11 in the Town of Adams. This is a heavy equipment rental business. The company employed 2.5 people and expects to add 3 positions in the next three years.

### Carthage Façade Grant Program

The following entities have been awarded grants for improvements in downtown Carthage: Carthage Industrial Development Corp. for the 256 State St. Project; Dominic Condino Motors, Inc. for façade improvements; and the Village of West Carthage for streetscape improvements.

### City Center Industrial Park (CCIP)

JCJDC continues working with the Watertown Local Development Corporation to locate businesses in the Park, such as Renzi Bros., as well as assisting in seeking tenants or buyers for the CCIP spec building.

### Collateral Marketing Materials

New brochures for the Jefferson County Corporate Park and the County were designed, along with a new and modern look for the JCJDC. The new brochures' contents can be easily edited, printed and mailed or sent electronically to prospects. This ability enables staff to send out current and up to date information. New marketing package folders and inserts are to be published early in the 2004-05 fiscal year.

### Commo, HHC I-32 IN REG

The JCJDC staff supported this platoon with goodies and packages from October 2003 to September 2004 during their deployment to Iraq. These fine soldiers from the 10th Mountain Division were honored at a luncheon and presented with a resolution from both the JCIDA and JCJDC Boards thanking them and their fellow soldiers for their service to and sacrifices for our Country. Climb to Glory!



## ...THE PERFECT FORMULA FOR GROWTH

### Community Outreach

Added effort by JCJDC staff to get our word out to businesses, elected officials and residents. Speaking engagements to area clubs, organizations, associations, etc. were completed with more planned.



### Comprehensive Economic Development Strategy (CEDS)

JCJDC staff has been working in cooperation with the Jefferson County Department of Planning and the CEDS committee, made up of business and community leaders, on renewing the 5 year economic development plan for Jefferson County. This process will include representatives from all sectors of the economy and community.

### Depauville Mini Mart

In October 2003, the JCIDA Board approved a \$25,000 Microenterprise Loan for the purchase of the business and building. At the time of the loan, the company retained 5 positions and anticipates 4 additional jobs within the next 3 years.

### Doggie Doo Pet Care Center

In February 2004, JCIDA approved a \$25,000 Microenterprise loan to Lisa Carl, owner of the pet care business. The loan was used to purchase a 3,200 square foot building on Route 11 in the Town of Pamela. The expansion is expected to add 6 new positions in the next three years.

### Fast Response Team

As a direct result of our participation in a mock request for proposal exercise (see Lockwood Green Cons.) it became apparent to staff that we needed a rapid response team to get immediate and real-time information to answer prospects questions and respond to requests for proposals. As a result, staff has put together a team made up of representatives from New York State, the County, the City of Watertown, Education, and the Business community. Members of the team have been brought together with less than a 24 hour notice to meet with prospects. This rapid response ability has proven to be effective and very welcomed by prospects.

### Fort Drum IAP Grant

At the August 2004 JCIDA Board meeting, Senator James W. Wright, on behalf of Governor George Pataki, announced that the JCIDA would be receiving a \$2,750,000 through the Industrial Access Program (IAP) from the New York State Department of Transportation to invest in the rail infrastructure at Fort Drum.



### GWNC Chamber's Annual Business Fair

JCJDC was again a major sponsor of this event held in October, 2003 at the former Ames Store, Northland Plaza in Watertown.

### Honorable Mention

Jefferson County Corporate Park ad won an "Honorable Mention" award at the New York State Economic Development Council's Annual Meeting in Cooperstown. The award was part of the Annual Marketing and Promotional Materials Competition sponsored by the NYSEDC.



#### **Insulex, Inc.**

The JCIDA approved a \$40,000 Microenterprise loan to be used towards a start-up distributor and installer for a spray polyurethane foam insulation. Total amount of the project is \$315,000 and is expected to employ 5 people at the end of year one and is projecting to create 12 jobs in three years.

#### **JCIDA & CITEC Lean Assessment Program**

The JCIDA is partnering with CITEC to pay up to \$2,500 or 50% of the costs for CITEC to perform a lean assessment on up to 4 Jefferson County manufacturers. Brownville Specialty Papers has taken part in the program and has received an assessment. There are two more firms earmarked to participate in 2004-05.



#### **JCJDC Annual Meeting – January 23, 2004**

Milton C. Cutway of Crowley Foods, Gregory Gardner of Bridge Associates, Michael Lundy of LUNCO Corp., Audrey Sargent of Hi-Lite Markings, and Lisa Weber of Timeless Frames were all re-elected by the membership to serve on the Board. Outgoing Board members David Tinker and former city of Watertown Mayor Joseph Butler were both honored for their service. Keynote speaker was Robert B. Ward, Director of Research for the Public Policy Institute of New York, Inc. Mr. Ward's topic: "New York State's Economy: Where do we stand?"

#### **JCJDC Membership**

Besides the Annual Meeting, members came together at quarterly breakfast meetings that were held in Watertown and one in Alexandria Bay. JCJDC Membership totaled 115 for the FY.

#### **Jefferson County Corporate Park**

In November 2003, the JCIDA Board approved a name change for the Jefferson County Industrial Park. The name change signified a marketing update in business recruitment which now includes manufacturing, warehousing and distribution, as well as professional businesses.



#### **Lockwood Green Consulting (LGC)**

In October 2003, the JCJDC staff participated in a case study project and workshop sponsored by Niagara Mohawk. The JCJDC staff was given a mock request for proposal from a widget manufacturer. A proposal was completed and sent to LGC for "grading". The follow up was a day long workshop and a one on one interview with the LGC site selector to ask questions as to how we could improve our proposal, collateral materials, and what it was he looked for in a community when trying to place a business. Overall we scored a B+, which meant we were not at the top of his list, but would get another look if he needed more options for his client. A lot was learned and appropriate changes have been made as suggested by the consultant.

### Meeting the China Challenge

On June 16, 2004, JCJDC and CITEC sponsored a leadership roundtable presentation and discussion on meeting the challenges of China. Keynote speaker was Patricia Panchak, Editor-in-Chief of Industry Week. After the keynote address, Ms. Panchak was joined by local manufacturing companies who gave their perspectives on the subject and what they were doing in their companies to address the challenges and business opportunities as they pertain to China. Representatives on the panel were from Climax Manufacturing, Timeless Frames and Northland, A Scott Fetzer Company.

### Microenterprise Training Program

JCIDA and the NYS Small Business Development Center partnered to offer Microenterprise Training Program. Each six week session is a twenty hour course for prospective and existing small businesses employing one to five employees. The program assists participants in formulating a business plan, and trains in record keeping, taxes, legal issues, financing, marketing and personnel. Graduates of the program are then eligible to apply for a Microenterprise loan. This program was also expanded to include the Ag industry.

### MLR, LLC (Renzi Bros.)

In December 2003, JCIDA approved a \$150,000 loan from the Revolving Loan Fund to construct a 19,000 square foot refrigeration and warehousing facility on approximately 20 acres of land in the City Center Industrial Park. The expansion project will create 3 jobs in year one and 24 jobs within 4 years.

### Niagara Mohawk Shovel Ready Infrastructure Grant

The JCIDA was awarded a \$100,000 grant for the purpose of the installation of gas and electrical services at the newly expanded Jefferson County Corporate Park.



### NYSERDA Grant for North Harbor Dairy Farm Project

In conjunction with Clarkson University, the JCJDC was awarded a NYSERDA grant in the amount of \$204,000 to assist in North Harbor Dairy Farm's methane digester project. Total cost of the project is \$1.1 Million.

### Payment In Lieu of Taxes (PILOT) & Sale Leaseback Transactions

- Carthage Development Group, owner of the former Carthage Furniture Store in Carthage, received a PILOT for an approximately \$7 million restoration project.
- IL Richer Feeds received a PILOT, sales and mortgage recording tax abatements for its purchase of the former Agway Feed mill in Adams Center.
- Washington Summit Associates, LLC, received a sale leaseback for construction on property at 19320 Washington St., Watertown.
- MLR, LLC (Renzi Bros.), received a sales tax and mortgage recording tax abatements for construction at City Center Industrial Park, Watertown. (See MLR, LLC)
- Black River Generation received a sale leaseback for the purchase of the electric generation facility on Fort Drum. The PILOT was also transferred from Black River Power, LLC.
- North Country Children's clinic, to receive mortgage recording tax abatement to purchase and renovate property at 238 Arsenal St., Watertown.
- Stature Electric, received a mortgage recording tax abatement on property as a result of the sale to Allied Motion.
- Lundy Development and Property Management received a mortgage recording tax and sales tax abatement for the construction of a 7500 square foot building for Lot 2 in the Jefferson County Corporate Park.





#### **Regional Energy Initiative (REI)**

The REI continues to plow new ground in its attempt to (1) develop a comprehensive energy plan for the tri-county region and (2) inventory our regional generation and transportation assets. While the issue is complex, the impact of this initiative could be significant. During the process, it is hoped to be able to identify and site new generation, a portion of which, would be dedicated to local economic stabilization and development. More than 45 individuals representing many generation, transportation, consumer and government agencies are participating.

#### **Sheland Farms**

JCIDA Board approved the IDA to submit an application to Empire State Development's Environmental Investment Program (EIP) on behalf of Sheland Farms. The program will assist Sheland Farms with the purchases of machinery and equipment for the purposes of implementing a manure separated solids composting and bedding component of a larger methane digester and composting project. The Jefferson County Agricultural Development Corp. will be contracted to administer the program on behalf of the JCIDA.

JCIDA also approved a \$200,000 Revolving Loan Fund loan for the purpose of construction and installation of the above described project in the Town of Adams.

#### **Structural Associates Inc. (SAI)**

The firm expanded its Watertown office and built a 3200 square foot office building in the newly expanded Jefferson County Corporate Park. Prior to moving to its new building, the company was located at the Watertown Center for Business and Industry, 800 Starbuck Ave. in Watertown. The firm had 10 employees locally and plans to add more positions at the new Park site.

#### **Toronto Marketing Blitz & Niagara Mohawk Grant**

February 2004 saw a Toronto marketing effort never before tried by JCJDC. Throughout the month TV spots on the public television WNED in Buffalo (viewed widely by the Toronto area population) and radio spots on AM 740 (a highly ranked radio station in Toronto) were aired. Total cost of the blitz was approximately \$20,000. Niagara Mohawk assisted by awarding a \$10,000 grant to JCJDC to help defray the costs. During the month, staff traveled to Toronto to meet with ESD, the American Chamber of Commerce, and others to discuss these efforts. Several inquiries were received, and a number of good contacts were made as a result of the project.

#### **Tug Hill Commission's 15th Annual Local Government Conference**

JCJDC once again participated in the annual Local Government Conference, sponsored by the Tug Hill Commission. Local government officials from in and around the Tug Hill region attended workshops throughout the day. Keynote speaker was Lieutenant General Lawson Magruder III, USAR Retired, and former Commanding General of the 10th MTN Division (LI) and Ft. Drum.

#### **USDA Rural Development Grants**

Congressman John McHugh announced in July 2004, that the JCIDA was awarded two Rural Business Enterprise Grants from the US Department of Agriculture's (USDA) Rural Development Office for an aggregate of \$194,920. The \$99,000 grant was used to assist Milestones Pediatric Therapy's expansion with the purchase of equipment and specialized supplies for an early intervention child therapy center in the Town of Watertown. The new facility will create 6-8 new professional jobs in addition to retaining the 10 professional staff already employed. The \$95,920 grant was used to purchase equipment to lease to CAD & Facilities Service (CFS). This grant will assist CFS in creating 10 new jobs and saving 10 existing positions.



### Visitation Program

68 visitations to Jefferson County businesses were completed by JCJDC staff and Board members. Businesses visited represented every sector of the County's economy.

### Wages & Benefits Survey

In March 2004, JCJDC conducted the 2004 Jefferson County Wages & Benefits Survey. Over 300 companies were sent surveys, 51 firms (17%) participated. Total numbers of employees represented by the survey were 7727, or approximately 29% of the 39,000 employed in the County for March 2004, as reported by the NYS Department of Labor. Employees still rank very high with their employers. The survey can be downloaded from [www.jcjd.net](http://www.jcjd.net).



### Watertown Center for Business & Industry (WCBI)

WCBI reported 17 tenants, representing 113 employees. An on line guide to the facility can be found on [www.wcbi.net](http://www.wcbi.net).

### Watertown, City of

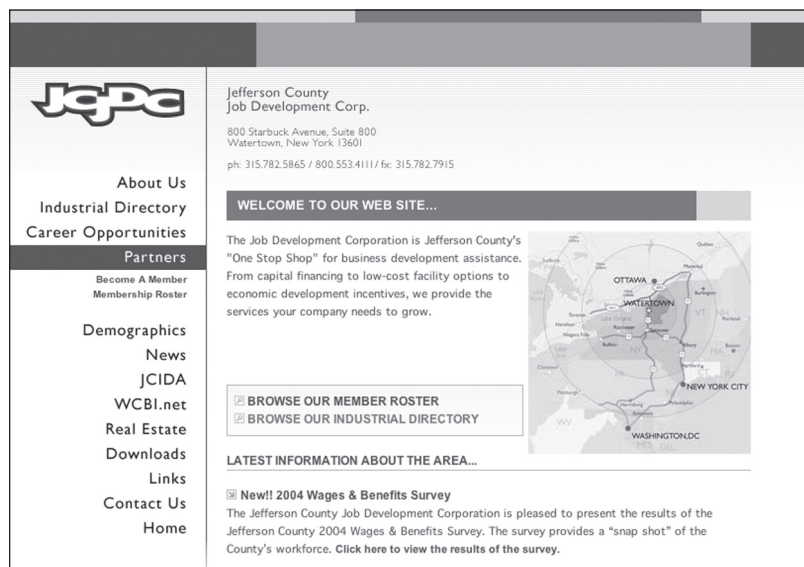
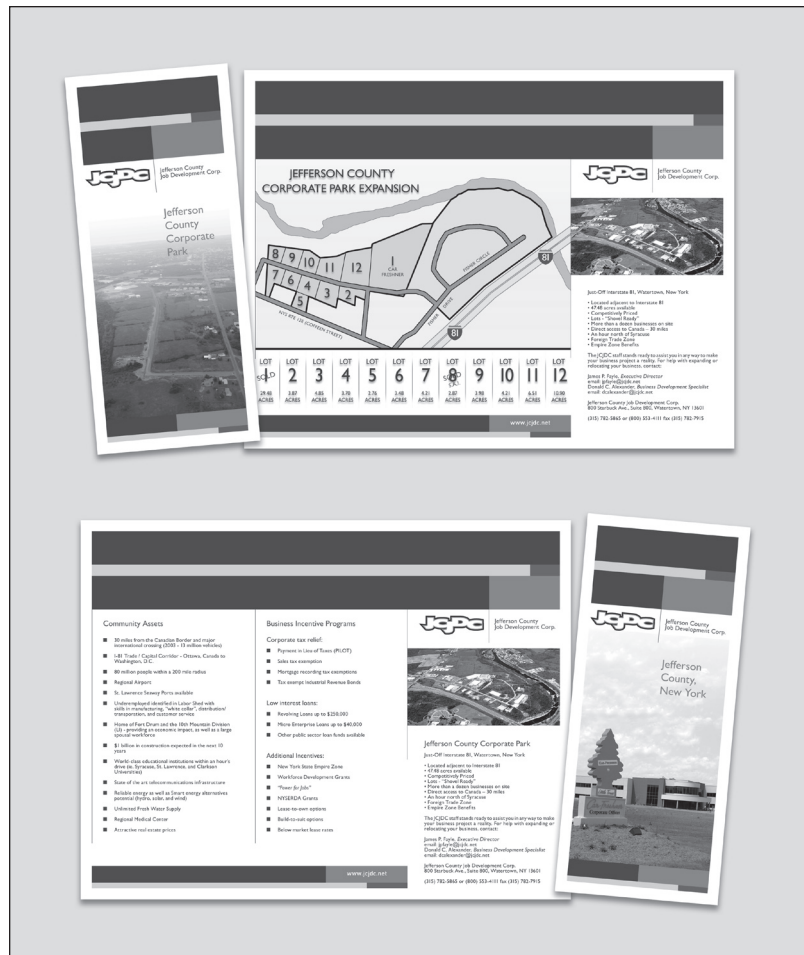
In the March 2004 edition of Site Selection Magazine, Watertown was ranked No. 18 in the Top US Small Towns for New and Expanding Facilities. Watertown moved up to 18 from its number 55 rank in 2003.

### Watertown Empire Zone

JCJDC staff worked with Camoin Associates, administrators of the Empire Zone for the City of Watertown, to ensure that local businesses and prospective businesses had a seamless experience when asking questions about or applying for Empire Zone benefits.

### [www.jcjd.net](http://www.jcjd.net)

The web site got a new look in 2004 and continues to be updated and improved for our users and visitors.



# FINANCIAL SUMMARY...

## Jefferson County Job Development Corporation

Fiscal Year Ended September 30, 2004 and 2003

	2004	2003
<b>Assets:</b>		
Current assets	\$ 207,796	\$ 213,024
Fixed assets - net of depreciation	28,343	34,587
Other assets - notes receivable	100,000	183,465
<b>Total</b>	<b>\$ 336,139</b>	<b>\$ 431,076</b>

### Liabilities and Net Assets:

Current Liabilities	\$ 50,550	\$ 116,700
Total net assets	285,589	314,376
<b>Total</b>	<b>\$ 336,139</b>	<b>\$ 431,076</b>

### Summary of Transactions

#### Support and Revenue:

Grants	\$ 263,815	\$ 258,734
Administrative agreements	217,051	240,152
Memberships	18,200	18,750
Interest	2,098	2,397
Internet line access fees	82,376	42,448
Other revenue	\$ 3,125	-
<b>Total</b>	<b>\$ 586,665</b>	<b>\$ 562,481</b>

#### Expenses:

Program services - Economic Development	\$ 581,966	\$ 562,124
General and administrative	25,975	33,924
Member service	7,511	2,072
<b>Total</b>	<b>\$ 615,452</b>	<b>\$ 598,120</b>

Change in Net Assets	\$ (28,787)	(35,639)
----------------------	-------------	----------

#### Net Assets:

Beginning of Year	314,376	350,015
End of Year	\$ 285,589	\$ 314,376

# FINANCIAL SUMMARY...

## Jefferson County Industrial Development Agency

Fiscal Year Ended September 30, 2004 and 2003

	2004	2003
<b>Assets:</b>		
Cash and cash equivalents	\$ 1,925,573	\$ 2,301,875
Prepaid expense	-	5,697
Loans recievable - net of allowance	3,997,173	3,637,477
Capital lease receivable	7,071,151	7,649,885
Grant receivable	244,044	879,001
Other receivable - net of allowance	106,133	151,569
Fixed assets - net depreciation	1,252,057	905,729
<b>Total</b>	<b>\$ 14,596,131</b>	<b>\$ 15,531,233</b>

### Liabilities and Net Assets:

Current liabilities	\$ 383,923	\$ 474,186
Notes payable - current portion	1,972,391	3,153,788
Notes payable - long-term portion	7,473,086	7,968,549
Total net assets	4,766,731	3,934,710
<b>Total</b>	<b>\$ 14,596,131</b>	<b>\$ 15,531,233</b>

### Summary of Transactions:

Support and Revenue:		
Fees	\$ 209,192	\$ 162,659
Grants	658,906	2,890,993
Stream PILOT	200,000	430,000
Interest	243,189	257,153
Capital lease interest	269,950	-
Gain on sales of land	33,705	-
Other revenue	17,887	38,316
<b>Total</b>	<b>\$ 1,632,829</b>	<b>\$ 3,779,121</b>

Expenses:		
Program expense	\$ 185,730	\$ 5,706,067
General and administrative	27,031	17,717
JCJDC contribution	175,000	175,000
Bad dept expense	-	796,946
Loss on sale of land	-	2,705
Depreciation	49,322	10,100
Interest Expense	363,725	46,067
<b>Total</b>	<b>\$ 800,808</b>	<b>\$ 6,754,602</b>

Excess (Deficit) of Support and Revenue over Expenses	\$ 832,021	\$ (2,975,481)
---	------------	----------------

Net Assets:		
Beginning of Year	3,934,710	6,910,191
End of Year	\$ 4,766,731	\$ 3,934,710

## FINANCIAL SUMMARY...

### Watertown Industrial Center Local Development Corporation

Fiscal Year Ended June 30, 2004 and 2003

	2004	2003
<b>Assets:</b>		
Current assets	\$ 470,965	\$ 832,556
Fixed assets - net of depreciation	1,940,604	2,042,655
Other assets	715,736	400,135
<b>Total</b>	<b>\$ 3,127,305</b>	<b>\$ 3,275,346</b>

#### Liabilities and Net Assets:

Current liabilities	\$ 8,352	\$ 30,034
Total net assets	3,118,953	3,245,312
<b>Total</b>	<b>\$ 3,127,305</b>	<b>\$ 3,275,346</b>

#### Summary of Transactions:

##### Support and Revenue:

Rental income	\$ 382,948	\$ 317,694
Other	13,650	21,300
<b>Total</b>	<b>\$ 396,598</b>	<b>\$ 338,994</b>

##### Expenses:

Program - Development of Industrial Center	\$ 497,509	\$ 472,072
General and administrative	25,448	32,257
<b>Total</b>	<b>\$ 522,957</b>	<b>\$ 504,329</b>

Change in Net Assets	\$ (126,359)	\$ (165,335)
----------------------	--------------	--------------

##### Net Assets:

Beginning of Year	\$ 3,245,312	\$ 3,410,647
End of Year	\$ 3,118,953	\$ 3,245,312



## THOSE COMMITTED TO HELPING US SUCCEED...

Thank You To The Following Government Officials  
For Their Continued Support In Jefferson County's  
Economic Development Efforts

### FEDERAL

Hon. Charles E. Schumer, US Senator  
Hon. Hillary R. Clinton, US Senator  
Hon. John M. McHugh, Congressman, 23<sup>rd</sup> District NY

### NEW YORK STATE

Hon. George E. Pataki, Governor  
Hon. James W. Wright, State Senate 48<sup>th</sup> District  
Hon. Deirdre K. Scozzafava, 122<sup>nd</sup> Assembly District  
Hon. Darrel J. Aubertine, 118<sup>th</sup> District

### JEFFERSON COUNTY BOARD OF LEGISLATORS

Hon. Robert J. Thomas, Chairman  
Robert F. Hagemann III, County Administrator

Kathleen E. LaClair, District 1	Barry M. Ormsby, District 9
Philip N. Reed, Sr., District 3	Michael W. Behling, District 10
Gary L. Fikes, District 4	Robert A. Boice, District 11
Kenneth D. Blankenbush, District 5	Carolyn D. Fitzpatrick, District 12
Gino M. Zando, District 6	Scott A. Gray, District 13
Kent D. Burto, District 7	Jennie M. Adsit, District 14
James A. Nabywaniec, District 8	James D. St.Croix, District 15

### CITY OF WATERTOWN

Hon. Jeffrey E. Graham, Mayor  
Mary M. Corriveau, City Manager

Roxanne M. Burns, Councilwoman  
Peter L. Clough, Councilman  
Stephen J. Bradley, Councilman  
Timothy R. LaBouf, Councilman

## THOSE COMMITTED TO HELPING US SUCCEED...

### Thank You For Your Time And Direction

#### JEFFERSON COUNTY JOB DEVELOPMENT CORPORATION BOARD OF DIRECTORS

##### OFFICERS

###### PRESIDENT

\*David J. Converse, President, Converse Laboratories; JCIDA Secretary

###### VICE-PRESIDENT

\*Michelle D. Pfaff, Vice President, Community Bank, NA; JCIDA Treasurer

###### TREASURER

Michael W. Crowley, President, Dragon Benware Crowley & Co. PC

###### SECRETARY

Lisa A. Weber, CEO, LCO Destiny d/b/a Timeless Frames

##### DIRECTORS

\*Michael W. Behling, Jefferson County Board of Legislators

Michael W. Bellmore, International Representative, PACE International Union

Mary M. Corriveau, City Manager, City of Watertown

Milton C. Cutway, Director Cultured Products Operations, Crowley Foods, Inc.

\*John Doldo, Jr., Managing Agent, Doldo Real Estate

\*William H. Fulkerson, Supervisor, Town of Ellisburg; JCIDA Chairman

Gregory A. Gardner, Managing Director, Bridge Associates; Assistant Professor,  
Jefferson Community College

\*John Gaus, President, Golden Technology Management, LLC

Robert F. Hagemann, III, Jefferson County Administrator

\*Urban C. Hirschey, Chairman, Climax Manufacturing Company, JCIDA Vice Chairman

Robert S. Juravich, Executive Director, Development Authority of the North Country

Michael E. Lundy, President, LUNCO Corporation

Donald W. Rutherford, Director of Economic Development,  
Local Development Corporation of the City of Watertown

Robert R. Sturtz, President, Slack Chemical Co., Inc.

Scott H. Wakeman, General Manager, Northland, A Scott-Fetzer Company

\* Directors of the Jefferson County Industrial Development Agency (JCIDA)

## THOSE COMMITTED TO HELPING US SUCCEED...

### Thank You For Your Time And Direction

#### WATERTOWN INDUSTRIAL CENTER LOCAL DEVELOPMENT CORPORATION BOARD OF DIRECTORS

##### OFFICERS

PRESIDENT - Donald W. Rutherford, Director of Economic Development,  
Local Development Corporation of the City of Watertown  
VICE PRESIDENT - William H. Fulkerson, JCIDA Chairman  
TREASURER - Nathan Holloway, Business Banking Officer, Key Bank NA;  
City of Watertown Representative  
SECRETARY - John Doldo Jr., JCJDC Board of Directors  
ASSISTANT SECRETARY - James P. Fayle, JCJDC Executive Director  
ASSISTANT SECRETARY - Donald C. Alexander, JCJDC Business Development Specialist

##### DIRECTORS

Carolyn D. Fitzpatrick, Jefferson County Board of Legislators  
J. Paul Morgan, President, New York Air Brake  
Robert S. Juravich, Executive Director, Development Authority of the North Country

#### JEFFERSON COUNTY JOB DEVELOPMENT CORPORATION STAFF

James P. Fayle, Executive Director  
Donald C. Alexander, Business Development Specialist  
Lyle V. Eaton, Comptroller  
Mary Anne Hanley, Director of Marketing  
Peggy S. Sampson, Executive Assistant  
Joy Nuffer, Office Assistant

#### WATERTOWN CENTER FOR BUSINESS AND INDUSTRY STAFF

Billy J. Gebo, Site Manager  
Rick Lampman, Maintenance  
Robert Daymont, Maintenance



Jefferson County  
Job Development Corp.

800 Starbuck Avenue, Suite 800  
Watertown, New York 13601

ph: 315.782.5865 / 800.553.4111  
fx: 315.782.7915

[www.jcdc.net](http://www.jcdc.net)

