

Anthony J. Picente Jr.
County Executive

Shawna Papale
Executive Director/Secretary/Treasurer

Timothy Fitzgerald
Assistant Secretary



Stephen R. Zogby
Chairman

David C. Grow
Vice Chairman

Franca Armstrong
James J. Genovese, II
Aricca R. Lewis
Kristen H. Martin
Tim R. Reed

To: Oneida County Local Development Corporation Board of Directors
From: Shawna M. Papale
Date: July 21, 2025
RE: OCLDC Meeting Agenda

The Oneida County Local Development Corporation shall meet at **8:00 AM (immediately AFTER the OCIDA meeting), Friday, July 25, 2025 at 584 Phoenix Drive, Rome, NY 13441.**

Members of the public may listen to the Corporation meeting by calling +1-408-418-9388, Access code: 2866 426 5846 or attend in person. The Minutes of the Corporation meeting will be transcribed and posted on the OCLDC website.

1. Executive Session (if needed)
2. Approve minutes – March 28, 2025
3. Financial Review
4. Healthcare Workforce Support Requests
 - a. Mohawk Valley Health System Resident Retention
 - b. Upstate Family Health Center Inc. Recruitment and Retention
5. Old Business

Minutes of the Meeting of the
Oneida County Local Development Corporation

March 28, 2025

584 Phoenix Drive, Rome, NY /Webex Video/Teleconference

Members Present: Steve Zogby, David Grow, Kristen Martin, Tim Reed, Aricca Lewis, and James Genovese.

Members Present Virtual: Franca Armstrong.

EDGE Staff Present: Shawna Papale, Tim Fitzgerald, CJ Hanrahan, Marc Barraco, and Mark Kaucher.

EDGE Staff Present Virtual: Maureen Carney.

Others Present Virtual: Jenna Peppenelli, Levitt & Gordon; Laura Ruberto and Linda Romano, Bond, Schoeneck & King;

S. Zogby called the meeting to order at 8:44 AM.

Minutes – December 13, 2024

S. Zogby presented the draft December 13, 2024 meeting minutes for review. **A. Lewis moved to approve the December 13, 2024 meeting minutes as presented. T. Reed seconded the motion, which carried 7-0.**

2024 Audit Report

M. Carney and A. Lewis presented the LDC's draft 2024 audit. They explained that this year's audit includes an unmodified opinion, which is the highest opinion given. This means that the auditors believe the financial statements truly reflect the LDC's financial condition. Internal controls were deemed to be satisfactory. There were no journal entries, which is good. The audit committee met with the auditors and after a review of the draft audit, recommended presenting to the Board for approval as presented. **D. Grow moved to approve the 2024 audit as presented. J. Genovese seconded the motion, which carried 7-0.** S. Papale thanked M. Carney for all her work ensuring the audit was completed on time.

Ratify and Confirm PAAA Submissions

Chair Zogby introduced a resolution to ratify and confirm the required PAAA documents and to approve their submission to New York State. **T. Reed moved, and A. Lewis seconded, a motion to ratify and confirm the required PAAA documents and to approve their submission to New York State. The motion carried 7-0.**

OCLDC Mission Statement Ratification & Approval of Performance Measurements

Chair Zogby asked for a motion to ratify the LDC's mission statement, and to approve the LDC's performance measurements for 2024. **A. Lewis made a motion, and J. Genovese seconded, to ratify the OCLDC's mission statement, and to approve the OCLDC's performance measurements for 2024. The motion carried 7-0.**

OCLDC Confidential Board Performance

S. Zogby reminded the Board to complete the confidential board performance evaluation forms and to submit them to T. Fitzgerald.

Old Business

S. Papale informed the Board that staff is considering replacing the LDC's WebEx video conferencing system with Microsoft Teams. More to come on this in a future meeting.

Adjournment

With no further business, S. Zogby asked for a motion to adjourn. **At 8:50 AM A. Lewis moved, and K. Martin seconded a motion to adjourn. Motion carried, 7-0.**

Respectfully Submitted,
Tim Fitzgerald

OCLDC

Notes to the Financial Statements

June 30, 2025

OCLDC Balance Sheet:

1. Cash increased by \$128K over the last 12 months; this is directly due to the closing of the Hamilton College bond
2. Marcy Nano Wetlands restriction are funds deposited in escrow with the LDC by EDGE: these funds are to be held in escrow by the LDC to secure the performance by EDGE of certain of its obligations under a Section 404 permit issued by the U.S. Army Corp of Engineers on July 28, 2014; the LDC has recorded a liability of equal amount
3. The LDC has one CD for with a balance of \$275K; the CD has an interest rate of 3.25% and matures on 3/23/26
4. LDC went through website redevelopments of \$4905 and qualifies for amortization over a useful life of 3 years and that is the reason for the increase in other assets.
5. The balance in accrued expenses is 6 months of the 2025 audit fee
6. The \$100K set aside as board restricted is for the job growth initiative & economic development project support
7. Net assets increased by \$126K over 12 months

OCLDC Budget Comparison Report (Income Statement)

1. Interest income is ahead of budget; this is due to the CD at Key Bank earning an average of \$726.56 per month so far this year.
2. On the approved minutes from 09/20/24, OCLDC approved supporting the EDGE-ATREG service agreement and \$12,500 was added to the 2025 budgeted expenses which was paid on 06/01/2025. The main reason for the difference in deficit is due to that expenditure. It was approved to recur in 2026 for the same amount so we will see that next year as well.
3. Everything else is in line with the budget.

Oneida County Local Development Corp
Balance Sheet
June 30, 2025 and 2024

	Current Year	Prior Year
Assets		
Current Assets		
Cash and Cash Equivalents	189,913	62,129 ¹
Restricted Cash - Marcy Nano Wetlands Escrow	313,754	305,870 ²
Investments	275,576	261,541 ³
Prepaid Expense	3,266	3,706
Total Current Assets	782,509	633,246
Fixed Assets		
Computer Equipment - Net	7,310	12,184
Fixed Assets	7,310	12,184
Other Assets		
Organization Expenses	22,472	17,567 ⁴
Amortization Organization Costs	(13,312)	(12,297)
Total Other Assets	9,160	5,270
Total Assets	798,980	650,700
Liabilities & Net Assets		
Liabilities		
Current Liabilities		
Accounts payable	14,019	0
Accrued Expenses	3,227	3,102 ⁵
Total Current Liabilities	17,247	3,102
Long Term Liabilities		
Marcy Nano Wetlands Escrow	313,754	305,870 ²
Total Long Term Liabilities	313,754	305,870
Total Liabilities	331,001	308,973
Net Assets		
OCLDC Net Assets - Board Restricted	100,000	100,000 ⁶
OCLDC Net Assets	367,979	241,727 ⁷
Total Net Assets	467,979	341,727
Total Liabilities & Net Assets	798,980	650,700

Oneida County Local Development Corp
 Budget Comparison Report
 Current Period: 6/1/2025 - 6/30/2025
 Budget Period: 1/1/2025 - 12/31/2025
 Fund = 05
 Budget Name = Budget

	Current Period Actual	Current Period Budget	Year-to-Date Actual	Year-to-Date Budget	Yearly Budget	Remaining Budget
Revenue						
Interest Income Banks	812.43 1	666.67	4,758.06	4,000.02	8,000.00	3,241.94
Revenue	812.43	666.67	4,758.06	4,000.02	8,000.00	3,241.94
Expenses						
Dues and Subscriptions	0.00	833.33	0.00	4,999.98	10,000.00	10,000.00
Support - Special Econ Develop Projects	0.00	1,041.67	0.00	6,250.02	12,500.00	12,500.00
Contract Services Special E-D	12,500.00 2	0.00	12,500.00	0.00	0.00	(12,500.00)
Contracted Services Auditing	479.16	479.16	2,874.96	2,874.96	5,750.00	2,875.04
Consulting Legal Expenses	1,150.00	1,150.00	6,900.00	6,900.00	13,800.00	6,900.00
Contract Services Marketing	501.00	104.17	501.00	625.02	1,250.00	749.00
Contracted Services- Other	610.42	625.00	3,662.52	3,750.00	7,500.00	3,837.48
Insurance	45.24	83.33	271.44	499.98	1,000.00	728.56
Service Fees -EDGE	10,416.67	10,416.67	62,500.02	62,500.02	125,000.00	62,499.98
Amortization Expense	209.45	75.00	575.45	450.00	900.00	324.55
Depreciation Expense	406.16	406.25	2,436.96	2,437.50	4,875.00	2,438.04
Expenses	26,318.10	15,214.58	92,222.35	91,287.48	182,575.00	90,352.65
Excess or (Deficiency) of Revenue Over Expenses	(25,505.67)	(14,547.91)	(87,464.29)	(87,287.46)	(174,575.00)	(87,110.71)

Oneida County Local Development Corp
Statement of Cash Flows
For the Period Ending June 30, 2025

Cash Flows From (Used by) Operating Activities

Increase (Decrease) in Net Assets \$ 126,252

Adjustments for Noncash Transactions

Depreciation and Amortization 5,889

(Increase) Decrease in Assets

Accounts Receivable 0

Prepaid Expenses 440

Investments (14,035)

Increase (Decrease) in Liabilities

Accounts Payable and Accrued Liabilities 14,144

Net Cash Flows From Operating Activities

132,689

Cash Flows From (Used By) Investing Activities

Capital Expenditures 0

Net Cash From (Used by) Investing Activities 0

Cash Flows From (Used By) Financing Activities

Repayments of Long Term Debt 0

Proceeds from Long Term Debt 0

Net Cash Flows (Used by) Financing Activities

0

Net Increase (Decrease) in Cash and Cash Equivalents

132,689

Cash and Cash Equivalents, Beginning of Period

62,129

Cash and Cash Equivalents, End of Period

\$ 189,913



MVHS Foundation

1676 Sunset Avenue, Utica, NY 13502

P: 315-624-5600

F: 315-624-5737

mvhealthsystem.org

July 21, 2025

Oneida County Local Development Corporation
584 Phoenix Drive
Rome, NY 13441

Dear Colleagues,

On behalf of the Mohawk Valley Health System (MVHS) Foundation, I am pleased to submit the enclosed Residency Workforce Investment Proposal: Strengthening Physician Retention in the Mohawk Valley for your consideration.

Thank you for your consideration of this request for a strategic investment in one of the most critical workforce pipelines in our region: the physicians who choose to train, stay, and serve in our local communities.

MVHS is actively building the infrastructure to convert medical residency into long-term retention. We are working to strengthen the likelihood that more of the physicians we train remain in the Mohawk Valley as attending physicians, educators, mentors, and community contributors. A \$50,000 investment from the Oneida County Local Development Corporation would provide catalytic support for our efforts and demonstrate that physician retention is not just a healthcare imperative, but also an economic one.

We believe this effort aligns closely with our shared priority around workforce development, quality of life, and long-term economic vitality. We look forward to the opportunity to discuss the proposal with you and explore how this collaboration might strengthen the healthcare landscape for all who call the Mohawk Valley home.

With appreciation,

A handwritten signature in black ink, appearing to read "Steve Winesett".

Steve Winesett
Chief Philanthropy Officer

Attachment: Residency Workforce Investment Proposal July 2025

Residency Workforce Investment Proposal:

Strengthening Physician Retention in the Mohawk Valley

At the Mohawk Valley Health System (MVHS), we believe strengthening our medical residency program is crucial not only for providing excellent patient care but also for creating a sustainable pipeline of physicians who choose to live, work, and invest their careers in our region. This proposal presents a workforce investment opportunity aligned with the mission of the Oneida County Local Development Corporation (OCLDC) to support regional economic growth and workforce retention.

Workforce Retention: Why It Matters

Nationwide, one of the strongest indicators of whether a physician will practice in a community long-term is whether they trained there. According to AAMC and HRSA data, over 50% of physicians stay within 100 miles of where they completed their residency, especially when the environment is supportive, well-resourced, and community-connected.

At MVHS, we are actively creating that kind of environment. However, residency alone is not enough. New physicians make their post-training choices based on several factors, many of which can be addressed through targeted investment. These include:

- Strong clinical exposure and technical proficiency
- A sense of belonging and purpose in the local community
- Professional mentorship and faculty development
- Opportunities to lead, teach, and grow within the system

Primary Investment Priority: Resident-to-Attending Bridge Program

We propose a \$50,000 investment in the workforce to support the MVHS Resident-to-Attending Bridge Program—a structured initiative to help transition final-year residents into long-term attending physicians in our region.

Key elements of the program could include:

- Structured mentorship engagement with attending physicians in the final year
- Recognition awards for outstanding preceptors
- Formal mentorship training for faculty leading final-year residents
- Interview and transition support
- Board preparation stipends
- Relocation assistance for graduates committing to stay in the region

Catalytic Potential of OCLDC Funds

This investment would serve as a signal to others. Since completing our \$30 million 'This is For You!' campaign, MVHS has made medical education a leading philanthropic focus. Recent support includes:

- \$100,000 from a former physician to support Family Medicine Residency
- A \$50,000 grant from a corporate fund at the Community Foundation to enhance simulation training

An investment by OCLDC would illustrate that physician retention is a key part of economic development and could encourage more support from donors and partners as we continue to grow our philanthropic support for this vital area.

Alignment with OCLDC Mission

This proposal directly supports OCLDC's mission to invest in initiatives that enhance vital workforce sectors. Healthcare remains one of the most important sectors for long-term economic stability and quality of life in Oneida County. By supporting physician retention, OCLDC is investing in the human capital crucial to our region's vitality.

Current Residency Program Snapshot

Early in the summer of 2025, we welcomed 35 new resident physicians to MVHS. Our current residency program includes:

- Dental Residency: 2 new, 2 total
- Family Medicine Residency: 10 new, 30 total
- General Surgery Residency: 4 new, 17 total
- Pharmacy Residency: 2 new, 2 total
- Psychiatry Residency: 4 new, 15 total
- Podiatry: 1 new, 2 total
- Transitional Year Residency: 12 new, 12 total

Of our 10 Family Medicine residency graduates in 2025, 6 are remaining in the Mohawk Valley: 2 will serve as hospitalists at the Wynn Hospital, 2 will join MVHS Medical Group offices in East Utica and Rome, 1 will pursue an Emergency Medicine fellowship in the Wynn ED, and 1 will join our Family Medicine Residency program as a faculty member.

Additionally, 1 of our 2 pharmacy residency graduates will remain at MVHS as a staff pharmacist and one of our dental residents is staying in the region at a private practice dental office.

We also welcomed 32 third-year medical students from Lake Erie College of Osteopathic Medicine and the University of New England College of Osteopathic Medicine who will spend the full academic year at MVHS completing core clerkship rotations.

Thank you for considering this opportunity. We welcome the chance to collaborate on a shared vision of workforce development that meets the region's health and economic needs.

May 9, 2025

Shawna Papale
Oneida County Local Development Corp.
584 Phoenix Drive
Rome NY 13441

Re: Request for Provider Recruitment Funding Support

Dear Ms. Papale,

On behalf of Upstate Family Health Center Inc., I am writing to formally request funding support in the amount of \$75,000 to address our critical provider recruitment challenges. As a Federally Qualified Health Center committed to delivering comprehensive and affordable healthcare to underserved populations in the Mohawk Valley, we are currently facing significant barriers in attracting and retaining qualified healthcare providers.

Why Funding Is Needed

Recruiting and retaining qualified physicians, nurse practitioners, and other essential providers has become increasingly difficult due to several intersecting challenges:

- **Location-Based Disadvantages:** The nature of our location, combined with limited local amenities, often deters candidates from relocating, especially when competing offers include relocation packages and sign-on bonuses that we simply cannot match.
- **Financial Limitations as an FQHC:** Federal funding guidelines restrict our ability to provide competitive financial incentives. As a result, we struggle to compete with hospital systems and private sector employers who can offer immediate and attractive compensation packages.
- **Impact on Access to Care:** Our inability to fill these provider vacancies directly affects patient access to essential medical services. Longer wait times, reduced appointment availability, and provider burnout are becoming more common, which could ultimately compromise the quality and timeliness of care to our patients.
- **Strategic Use of Funds:** With this funding, we plan to implement targeted recruitment initiatives such as sign-on bonuses, relocation support, and/or loan repayment assistance. These measures will directly support the hiring of at least **1.5 full-time providers** within the next 12 months — a critical investment in long-term access and continuity of care.

This support would be transformational for our recruitment efforts and would allow us to maintain the essential services our patients rely on every day. More importantly, it represents a shared commitment to ensuring that healthcare is accessible to all, regardless of zip code or income level and will have a lasting impact on healthcare access in our community and support the long-term sustainability of our mission.

We are deeply grateful for your consideration and welcome the opportunity to provide any additional information needed in support of this request.

Sincerely,

Andreea Mera
Chief Executive Officer
Upstate Family Health Center Inc.