



Auburn Industrial
Development Authority

**GOVERNANCE COMMITTEE MEETING MINUTES
AUBURN INDUSTRIAL DEVELOPMENT AUTHORITY**

Wednesday, February 15th @ 4:30pm

Remote Due to COVID

Chamber of Commerce, 2 State Street, Auburn, NY 13021

- Board Present:** Gwen Webber-McLeod (Member at Large)
Terry Cuddy (Council Member)
- Excused:** James Dacey (Chair & Member of Business)
- Staff & Guests:** Tracy Verrier, Executive Director
Taylor Symes, Assistant Treasurer

The meeting came to order at 4:41pm after establishing a quorum.

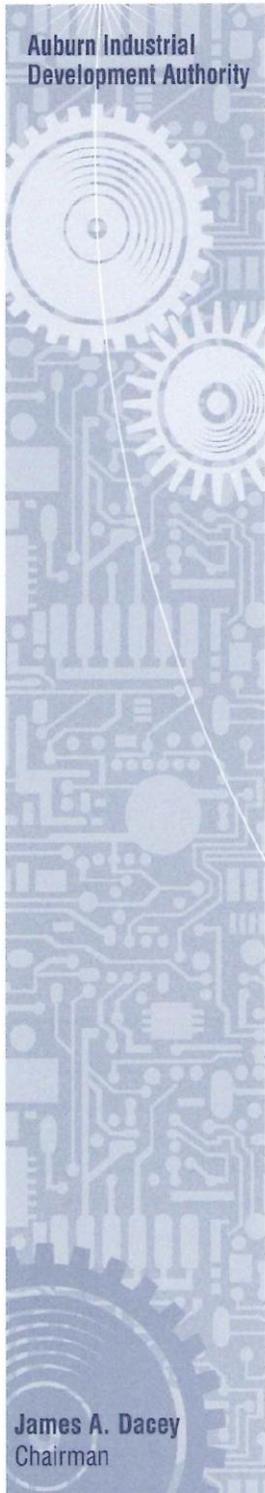
Board Evaluations:

Ms. Verrier pointed out that we received six evaluations back. Most board members agreed with most of the statements. The statement “The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission” received a few “somewhat agrees”, indicating that there is still some confusion in that area. Ms. Verrier stated that everyone agreed on the performance goals related to the mission statement even though some members are not sure how the AIDA Parcels are marketed. Ms. Webber-McLeod asked why some people may have put a somewhat agree regarding measuring the performance? Ms. Verrier speculated that the reasons may be that the goals are not reviewed often, only annually, and some are not technically measurable metrics. Ms. Verrier stated that the goals are set by the board and should align with what they are doing.

Ms. Verrier stated that the Governance Committee can recommend changes to the mission statement and goals to the full board. The Mission Statement is reviewed every year, but has not been amended since 2015. Ms. Webber-McLeod stated that she looks at the Performance Goals as Strategic Priorities, and they should point to the mission statement and how it is being achieved.

Mission Statement:

Mr. Cuddy explained that the Mission Statement would be more impactful if it was shorter or more succinct. The committee discussed how to make the mission statement both detailed and focused and how the performance goals could be clearer with measurable outcomes, like job performance metrics and targeting a living wage for jobs created. Mr. Cuddy suggested that the Mission Statement itself shouldn’t be changed, but it should have fewer words. Ms. Webber-McLeod stated that the first half should suffice, making it just "To advance the job opportunities, general prosperity, sustainability and economic welfare of the people of Auburn, NY." Ms. Verrier explained that the second part was included to explain how the authority is meeting its mission, which was a best practice for mission statements at the time. Mr. Cuddy agreed that the explanation was no longer needed and should be cut. Ms. Webber-McLeod stated the goals can explain how they going to achieve the mission, so it isn’t needed within the statement itself.



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Mr. Cuddy suggested including the following metrics in the goals: number of jobs to be created, number of projects assisted per year, incremental steps/goals for marketing, how many parcels or acres sold and within what timeframe. Ms. Verrier suggested that the first goal could reference the place brand. Ms. Webber-McLeod stated it should also include strategic planning. She suggested that the header of the goals section could read: "Leveraging all available economic development incentives, AIDA will...". Mr. Cuddy stated that he wanted diversity and inclusion of minority businesses to be a part of the goals or included as its own goal. Ms. Webber-McLeod stated that the goals should be clear in regards to what the board members should be monitoring. Ms. Webber-McLeod stated that TGW had used operating principles to ensure that a diversity of individuals were projected by the brand.

Ms. Verrier recommended aligning some of this work with the CEDA workplan and strategic priorities. Ms. Verrier stated that the mission statement document is submitted to the state, so we should balance what is in this document versus what should be tracked or monitored informally or internally. Ms. Webber-McLeod suggested that Ms. Verrier specifically point to alignment with these goals while presenting new material to the board. Ms. Verrier stated that we could wait to bring the Mission Statement to the full board in March for discussion so there is time to finalize the document.

Ms. Webber-McLeod recommended using the evaluations to plan board development and training for the year. Ms. Verrier stated that during months with light agendas we could schedule training and discussion to address these areas.

By Laws:

Mr. Cuddy stated that nothing stands out to him as needing revision in the Bylaws. He stated that we file with PARIS on time and with the board that is currently in place, all committees are full and having their meetings. The board is very aware on what happens during the meetings. He stated the Bylaws are doing what they are intended to do. Ms. Webber-McLeod stated they are a standard set of By Laws. She stated she wanted to make sure people would know how to understand and use them. She stated that they are written in simple language and are very understandable. Ms. Verrier stated that they are based on a template provided by the State, so are sure to include any regulatory necessities.

ADJOURNMENT

Motion to adjourn made at 5:42pm by Ms. Webber-McLeod, seconded by Mr. Cuddy. All members present voted in favor; motion carried.

Next Governance Meeting: September 21st @4:30pm