



**Governance Committee Meeting Minutes
Auburn Industrial Development Authority
Monday, September 16, 2024 @ 4:00pm
Memorial City Hall, 24 South Street, Auburn, NY**

Board Present: Terry Cuddy (Committee Chair)
Dan Lovell
Excused: Bill Andre
Staff & Guests: Gwen Webber-McLeod, Board Chair; Tracy Verrier, MRB Group

Mr. Cuddy called the meeting to order at 4:05pm noting that a quorum was present.

REVIEW BOARD SELF-EVALUATIONS

Strategy and Board Structure Section

Ms. Webber-McLeod noted that AIDA has a clear structure and set of priorities, but it's not clear that it translates to a set of goals. She recommended that the board clarify goals. Mr. Cuddy agreed, noting that because of the range of scoring in this section, he thinks it would be advantageous to revisit the mission statement and strategic priorities which were created a number of years ago. Mr. Cuddy explained that now is a good time to solidify the board's mission, goal, and priorities, since those will guide them in interfacing with the ecosystem and moving AIDA forward as an organization. The sooner this can be done, the better.

Ms. Webber-McLeod noted that they can use the mission statement as a foundation for action strategies for the next twelve months while the transition is still happening. Then they will be able to see how that aligns with the overall mission statement of economic development and the CCDC. Mr. Lovell noted that while he understands why time is of the essence, the economic development landscape is also transitioning, and they aren't sure where AIDA fits. Ms. Webber-McLeod responded by saying that is why it would be good to simply focus on the next 12 months first. The board needs to have a conversation about what AIDA wants to be doing during the transitional time, and they should be clear around whether there are new things that they want to do or if they want to hold the line until the transition is farther along.

Ms. Webber-McLeod noted that as far as the makeup of the board goes, they are appointed by industry. However, she'd like the board to think about what skillsets they want represented on the board as well. She recommended they undertake an informal skills inventory in addition to the industry seats.

Meetings & Information

Mr. Lovell explained that he doesn't feel they are ever rushed during meetings because the board controls the timing of the meeting. Ms. Webber-McLeod recommended that they explore a quarterly strategic meeting that is focused on a larger topic, as well as reordering the agenda to put strategic items first. Mr. Lovell noted, however, that he likes having the easier things at the start of the meeting since it helps transition their brains into the meeting and tasks at hand. Ms. Verrier noted that she will work on reorganizing the upcoming agenda in alignment with Ms. Webber-McLeod's suggestion and they can see how it works.

Dynamics & Communication

Ms. Webber-McLeod explained that this section has been the root of some of the challenges the organization has faced and has become unclear with ongoing transitions. Mr. Lovell noted that he is

already feeling concerned about AIDA's involvement in the CCDC transition and is worried that some of the same issues around communication will continue with the new organization. Ms. Webber-McLeod asked what the prior practice has been around communicating accomplishments. Ms. Verrier responded that CEDA would share the information via Citizen contributed articles, reporting to legislature, and updates in the annual report. Mr. Cuddy noted that in the past it has sometimes been unclear about who did the project or that AIDA was involved. He felt that AIDA should have a direct way of communicating its own successes, rather than relying on third parties.

Ms. Webber-McLeod would like to consider having a meeting with past incentive recipients to hear about how the incentives have benefited them. She sees this as a way to build relationships with their clients, and showcase how they've done. Mr. Lovell agreed and noted that they could even just invite one client per month to give feedback. This would also be helpful for the Marketing Committee. Ms. Webber-McLeod likes the idea of finding new ways to send an invitation, sending them questions in advance, and celebrating them.

Oversight

The issues here speak back to the issues around communication and not feeling in the loop on the strategy and activities. Mr. Cuddy noted that there's a range of perspectives in this section because different people approached the evaluation in different ways. Some of them considered a longer period of time, while some considered just the last couple of months.

Priorities and Key Themes

The Committee will overview the suggestions that were provided by the board, which are on the last page of the compiled results. The Committee agreed that AIDA should consider inviting prior incentive recipients to meetings to provide feedback and celebrate what they've accomplished. Despite the organization's volatile year, the Committee agreed that they are on the right track. However, they also expressed frustration that they only got responses from half of the board. Next time they'd like to have full participation.

The annual evaluation will be passed out in December and the Committee will plan to bring this new evaluation back in June 2025 as a true mid-year evaluation.

ANNUAL POLICY REVIEW

Mr. Cuddy noted that some of the policies have been updated more recently than others, explaining that some haven't changed since 2014. The bylaws, which are reviewed annually, were updated earlier this year. Ms. Verrier recommended focusing on the committee charter in particular just to make sure it aligns with the actual activities of the committee. The committee will take another look through that ahead of the regular board meeting on Wednesday.

OTHER UPDATES & DISCUSSION

There were no other updates or discussions.

CLOSING

Motion to adjourn the meeting by Mr. Lovell, seconded by Mr. Cuddy. All present voted in favor, motion carried.

The meeting adjourned at 5:02pm.