

Leon County Research and Development Authority
Executive Committee Meeting
This meeting will be held via teleconference in accordance with
Fla. Exec. Order No. 20-69
as extended by the Governor of Florida

October 16, 2020
11:30am – 12:00pm

Agenda

1. Call to Order
2. Introduction of Guests
3. Modifications to the Agenda
4. Public Comment
5. Approval of Draft Meeting Minutes, July 21, 2020 (*Attachment A*)
6. Executive Director Annual review (*Attachment B1-B2*)

The Employment Agreement with the Executive Director, as amended in 2015, requires “On or before September 30th of each subsequent year, throughout the term of this agreement, the Authority will conduct an evaluation of the Employee’s performance”; and, “On or before September 30th of each subsequent year, The Board of Governors shall provide adjustments to the Base Salary, based upon the Employee's performance evaluation and completion of goals and objectives, as set forth annually in advance and in writing by the Board of Governors, and agreed to by the Parties.” A summary of Board member evaluations and a salary history are provided in the attachments. The 2019 Compensation Committee’s “Conclusions and Recommendations” to the Board concluded the “Executive Director’s compensation is in line with AURP salary range \$75,000 to \$174,999 considering similar geographic location, population and budget.” The Compensation Committee is scheduled to meet every two years and will meet again in 2021.

The Board of Governors, at its meeting on October 1, 2020, reviewed the performance of the Executive director, accepted the report and delegated its authority to the Executive Committee, for the current evaluation period, to address any merit adjustments to the Base Salary as required by the agreement with the Executive Director. The Board directed that this action be conducted at the earliest possible meeting of the Executive Committee.

7. New Business
8. Adjourn

Future meetings and events

TechGrant Pitch Competition

Wednesday, October 21, 2020
GOING VIRTUAL!

Executive Committee Meeting

Tuesday, November 17, 2020
12:30pm – 2:30pm

Tech Topics

Tuesday, November 17, 2020
11:00am – 12:00pm

Board of Governors Meeting

Tuesday, December 1, 2020
11:00am – 1:30pm

**Leon County Research and Development Authority
Executive Committee Meeting**

*This meeting was held via teleconference
in accordance with Fla. Exec. Order No. 20-69
extended by Fla. Exec. Order No. 20-112*

Tuesday, July 21, 2020, 8:00am

DRAFT Minutes

Members in Attendance: Chair Kimberly Moore, Vice Chair Eric Holmes, Immediate Past Chair Dave Ramsay, Treasurer April Salter.

Members Not in Attendance: None

Guests: LCRDA Staff: Ron Miller, Executive Director; Michael Tentnowski, Director of Entrepreneurship; Naomi Molina, Director of Marketing & Engagement; Peggy Bielby, Administrative Coordinator.

1. Call to Order

The meeting was called to order at 8:02am.

2. Introduction of Guests

None.

3. Modifications to the Agenda

None.

4. Public Comment

None.

5. Approval of Draft Meeting Minutes, November 26, 2019

Dave Ramsay offered a motion to approve the November 26, 2019 Executive Committee meeting minutes. April Salter seconded the motion which was passed unanimously.

6. Investment Committee Charter Amendment

The Investment Advisory Committee requested approval of its recommended changes to the Investment Committee Charter.

Dave Ramsay offered a motion to approve the recommended amendment to the Charter and to also amend the language of item 2 under "Purpose" to include "portfolio review." Eric Holmes seconded the motion which passed unanimously.

7. Investment Procedures and Control Manual

The Investment Advisory Committee directed staff to create and present to the Executive Committee for its approval an Investment Procedures and Controls Manual in accordance with the Investment Policy section XII. The committee members suggestions are reflected in the proposed Manual. The

Authority's external auditor reviewed the draft and expressed that she had no issues with it. The Manual formally documents existing policy reflected in the Investment Policy, and actual practices consistent with other general internal control policies and procedures.

Staff requested approval of the draft Investment Procedures and Control Manual and that the NAI Talcor Director of Property Management Accounting, Kristy Bennett, be designated to serve in the role of Controller as described in the Manual.

April Salter offered a motion to approve the Manual and the designation of Kristy Bennett. Dave Ramsay seconded the motion and suggested two revisions to the Manual: under Designated Controller, delete the word "also" in the last sentence so that it reads "The Executive Director may not serve as Controller" and under Withdrawals, item 2. delete the word "and" and add the words "that are" so that it reads "Withdrawals from the investment accounts that are to be transferred...". The motion, as amended, passed unanimously.

8. Accounts Receivable/Allowance for Bad Debt Write Off

Allowance for Bad Debts ("Allowance") and related Bad Debt Expenses were recorded in prior fiscal years 2015 and 2016 reflecting accounts receivable balances due from Bing Energy (\$37,206.41) and BUC Technologies (\$16,337.75) which were unlikely to be collectable. The Allowance balance is offset against the "Accounts receivable, leases and other, net" balance in the Statements of Net Position and disclosed in the notes to the financial statements. The Authority's claim against Bing Energy has been discharged in bankruptcy. Liens were filed against BUC, but no recovery has been made. Staff believes the amounts to be uncollectable and desires to "write off" these two outstanding balances against the Allowance. "Write off" does not preclude future collection attempts against BUC should new information become available and has no impact on the financial statements other than footnote disclosure.

Staff requested approval to write off against the Allowance for Bad Debt the Accounts Receivable balances due from Bing Energy (\$37,206.41) and BUC (\$16,337.75).

Eric Holmes offered a motion to approve the write-offs. April Salter seconded the motion which passed unanimously.

9. Danfoss Turbocor Amended and Restated Right of First Refusal Agreement

On September 27, 2017, the Authority entered into an agreement with Danfoss Turbocor granting it a Right of First Refusal on certain land owned by the Authority as described in the agreement. The agreement expires September 27, 2020, unless extended for up to two years with payment of \$10,000 for each additional year. Given the impacts of the current pandemic, staff desires to allow Danfoss additional time until January 31, 2021 to consider its options for the property without payment. Any extension beyond that time will require payment of \$10,000 on January 31, 2021 to September 27, 2021, and another \$10,000 payment on September 27, 2021 to extend to September 27, 2022.

Staff requested approval of the Amended and Restated Right of First Refusal Agreement reflecting the additional time for Danfoss to consider its options.

Eric Holmes offered a motion to approve the Amended and Restated Right of First Refusal Agreement. Dave Ramsay seconded the motion which passed unanimously.

10. General Counsel Agreement Extension

Staff requests approval of an amendment to the agreement with Nelson Mullins Broad and Cassel to extend the term for an additional year through September 30, 2021.

Dave Ramsay offered a motion to approve the one-year extension. Eric Holmes seconded the motion which passed unanimously.

11. Land Planning Scope of Work

Based on the presentation and discussion at the June 2, 2020 Board meeting, staff has drafted a scope of work to procure land planning services needed to complete a due diligence package for use in the site selection process. The principal objectives of the package are to reduce the time and cost for prospects to develop land, and to provide a more certain outcome for prospects, which will make Innovation Park more competitive in the site selections process.

Consideration should be given to the timing of the issuance of an RFP for these services in light of pending decisions related to approximately 20 acres of the 29 undeveloped acres under the Authority's control. Additional consideration should be given to the inclusion of university-controlled land, and their desire to make that land available to private sector prospects.

Staff requested direction regarding the scope of work, the budget, parcels to include, and timing for procuring land planning services.

After discussion, the Committee agreed that any action on land planning should be deferred until the EDA grant application, and the outcome of the Project Juggernaut are known, and agreed that staff should proceed with ascertaining if FSU and/or FAMU are interested in including their undeveloped property in any future land planning for possible private sector development, and report back in the next quarter.

12. Office Reopening Plan, and Timing Considerations Discussion

In response to the COVID-19 pandemic, the Executive Director closed the LCRDA office on March 20, 2020. Since that time, staff has been working remotely with only occasional visits to the office as needed. The attached plan proposes considerations, and direction regarding the timing of reopening the LCRDA offices, and the process to do so safely.

The Committee agreed that staff should continue to work remotely for now, and that the issue should be revisited with the Committee in the next two months. The reopening plan and policies will continue to be revised and will be in place when circumstances make a return to the office possible.

13. Executive Director Annual Performance Review Process

On August 1, 2019, the Board accepted the conclusions and recommendations of the Compensation Committee, including: 1) Executive Director's ("ED") compensation is in line with AURP salary range \$75,000 to \$174,999 considering similar geographic location, population and budget, 2) the annual salary review tool should add specific goals tied to the strategic plan, and 3) the Board should continue to use AURP survey for ED salary comparisons (2019 was the most recent salary survey completed). On December 12, 2019, the board approved fiscal year 2019-20 goals for the Executive Director, and related updates to the Executive Director's Annual Evaluation form reflecting the five top level strategies from the strategic plan. The annual survey tool has been updated accordingly.

Staff proposes the following annual review process: 1) Distribute the annual review survey to board members on August 24, 2020 providing 2 weeks to complete by September 7, 2020, 2) include an agenda item to evaluate the ED performance at the Executive Committee's meeting scheduled for September 15, 2020, 3) include in the agenda packet for the meeting a summary of survey responses, and the ED's salary history, and 4) submit the Executive Committee's recommendations to the Board at its meeting in October, 2020.

Staff requested approval of the process to complete the annual review of the Executive Director's Performance, and to adopt this process for future years.

Eric Holmes offered a motion to approve the proposed process and adopt it for future years. Dave Ramsay seconded the motion which passed unanimously.

14. Chair's Report

The Committee agreed to move forward to the full Board the Officer slate for 2020-21. The slate is comprised of Kimberly Moore (Chair), Kevin Graham (Vice Chair) and Sonjoy Goswami (Treasurer).

15. Staff Reports

a. Executive Director

Ron Miller reported that the FSU/TMH Covid-19 lab in Morgan Building should be operational in August. A natural gas line for a backup generator is being installed. Eric Holmes advised that a contact tracing office in the building is also under consideration. The EDA grant process continues to move forward in an encouraging manner.

b. Director of Entrepreneurship

Michael Tentnowski reported there are five new virtual members in the incubator, and 8 of 8 of the Cohort 1 NSF pitches were approved. Upcoming: Domi NSF pitch grant (Aug. 5), OEV SBIR grant, Cohort 2 (Aug. 11), FAMU SBIR program (Sept. 16).

c. Director of Marketing & Engagement

Naomi Molina reported on the Park Perks affiliate program, Tech Topics (July 29), Tech Grant changing to a virtual event in October, and cooperative marketing with OEV.

16. New Business

None.

17. Adjourn

The meeting adjourned at 9:03am.

#	Category	Bowers	Bye	Dailey	Dozier	Goswami	Graham	Holmes	Longman	Moore	Ramsay	Salter	Average	Last Year	Change
1	PROFESSIONAL SKILLS AND STATUS														
a.	Knowledgeable of current developments affecting the management field and affecting research parks.	4	4	5	5	4	4	4	5	4	5	4	4.4	4.4	-
b.	Respected in management profession.		4		5	4	4	5			5	5	4.6	4.4	0.2
c.	Has a capacity for and encourages innovation.	3	4	5	5	4	4	5	5	4	5	4	4.4	4.2	0.2
d.	Anticipates problems and develops effective approaches for solving them.	4	4	5	5	4	4	5	5	4	5	4	4.5	4.5	-
e.	Willing to try new ideas proposed by Board Members or staff.	3	4	5	5	4	5	5	5	4	5	3	4.4	4.3	0.1
f.	Interacts with the Board in a direct and straightforward manner.	4	4	5	5	5	5	5	5	5	5	4	4.7	4.5	0.2
g.	Skillful with the news media, avoiding political positions and partisanship.	3	3	5	5	4	4	5	5	3	5	3	4.1	4.2	(0.1)
2	RELATIONS WITH BOARD OF GOVERNORS														
a.	Carries out directives of the Board as a whole rather than those of any one Board member.	4	4	5	5	4	5	5	5	5	5	5	4.7	4.5	0.2
b.	Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.	4	3	5	5	4	5	5	5	5	5	5	4.6	4.6	-
c.	Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.	4	4	5	5	4		5	5	5	5	4	4.6	4.5	0.1
d.	Responds to requests for information or assistance by the Board.	4	4	5	5	5	5	5	5	5	5	4	4.7	4.7	-
3	POLICY EXECUTION														
a.	Implements Board action in accordance with the intent of the Board.	5	5	5	5	4	5	5	5	5	5	4	4.8	4.6	0.2
b.	Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	5	4	5	5	4	5	5		5	5	4	4.7	4.8	(0.1)
c.	Enforces Authority policies.	5	4		5	4		5		5	5	5	4.8	4.8	-
d.	Understands relevant State & County laws and ordinances.	4	4		5	4		5	5	5	5	5	4.7	4.5	0.2
e.	Reviews Authority procedures periodically to suggest improvements to their effectiveness.	4	4	5	5	4		4	5	5	5	5	4.6	4.6	-
f.	Offers workable alternatives to the Board for changes in policies when a policy proves impractical in actual administration.	4	4	5	5	4		5	5	5	5	4	4.6	4.7	(0.1)
4	REPORTING														
a.	Provides the Board with reports concerning matters of importance to the Authority.	4	5	5	5	4	5	5	5	5	5	3	4.6	4.3	0.3
b.	Reports are accurate, comprehensive and produced in a timely manner.	4	5	5	5	4	5	5	5	5	5	4	4.7	4.6	0.1
c.	Reports are generally produced through own initiative rather than when requested by the Board.	4	4	5	5	5	5	5	5	5	5	3	4.6	4.5	0.1
d.	Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.	4	3	3	5	4	5	5	4	5	5	5	4.4	4.5	(0.1)
e.	Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny.	4	4	5	5	4	4	5	5	5	5	5	4.6	4.5	0.1
5	TENANT RELATIONS														
a.	Responsive to complaints from tenants.	4	4		5	4		5		5	5		4.6	4.8	(0.2)
b.	Demonstrates a dedication to service to the Park community and its Tenants.	3	4		5	4		5		5	5	5	4.5	4.8	(0.3)
c.	Has the capacity to listen to others and to recognize their interests.	3	3	5	5	4		5	5	5	5	5	4.5	4.4	0.1
d.	Willing to meet with members of the Park community to discuss their real concerns.		4		5	5		5		5	5	5	4.9	4.4	0.5
6	STAFFING														
a.	Recruits and retains competent personnel for Authority positions.	4	4	5	5	4	5	5	5	5	5	5	4.7	4.6	0.1
b.	Aware of staff weaknesses and works to improve their performance.		4	5	5	4		4		4	5	4	4.4	4.4	-
c.	Accurately informed and concerned about employee relations.		4	5	5	4		5		5	5	4	4.6	4.5	0.1
d.	Professionally manages the compensation and benefits plan.	4	4	5	5	4	5	4	5	5	5	5	4.6	4.4	0.2
e.	Promotes training and development opportunities for employees at all levels of the organization.		4	5	5	4		5	5		5	4	4.6	4.6	-

#	Category	Bowers	Bye	Dailey	Dozier	Goswami	Graham	Holmes	Longman	Moore	Ramsay	Salter	Average	Last Year	Change
7	SUPERVISION														
a.	Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls.		4	5	5	4		5			5	5	4.7	4.9	(0.2)
b.	Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the Authority.		4	5	5	4		5			5	5	4.7	4.9	(0.2)
c.	Evaluates personnel periodically, and points out weaknesses and strengths.		4	5	5	4		4			5	5	4.6	4.6	-
d.	Encourages teamwork, innovation, and effective problem-solving among the staff members.		4	5	5	4		5	5	5	5	5	4.8	4.6	0.2
8	FISCAL MANAGEMENT														
a.	Prepares a fiscally responsible budget to provide services at a level directed by the Board.	5	4	5	5	5	5	5	5	5	5	5	4.9	4.8	0.1
b.	Makes the best possible use of available funds, conscious of the need to operate the Authority efficiently and effectively.	4	5	5	5	5	5	5	5	5	5	4	4.8	4.8	-
c.	Prepared budget is in an intelligent but readable format.	5	4	5	5	4	5	5	5	5	5	5	4.8	4.8	-
d.	Possesses awareness of the importance of financial planning and control.	4	5	5	5	5	5	5	5	5	5	5	4.9	4.8	0.1
e.	Appropriately monitors and manages the fiscal activities of the organization.	5	5	5	5	4	5	5	5	5	5	5	4.9	4.8	0.1
9	STRATEGIC PARTNERSHIPS AND COMMUNITY														
a.	Cooperates with other community organizations.	3	3		5	4	4	5	5	5	5	5	4.4	4.5	(0.1)
b.	Cooperates with the City, State, and Federal governments.	4	4	5	5	4	5	5		5	5	5	4.7	4.5	0.2
c.	Cooperates with strategic partners, such as Florida State University, Florida A&M University, Tallahassee Community College, the Chamber of Commerce, and the Economic Development Council.	4	4	5	5	4	4	5	5	5	5	5	4.6	4.4	0.2
d.	Avoids unnecessary controversy.	4	4	5	5	4	5	5	5	5	5	5	4.7	4.6	0.1
e.	Helps the Board address future needs and develop adequate plans to address long term trends.	3	3	5	5	4	5	5	4	5	5	4	4.4	3.9	0.5
10	GOAL ACHIEVEMENT (degree to which each goal was achieved)														
a.	Incubation and entrepreneurship development	4	5	5	5	5	5	5	5	4	5	4	4.7	n/a	n/a
b.	Asset maximization and readiness	3	4	5	4	4	4	5	5	5	5	3	4.3	n/a	n/a
c.	Attract at least 1 new targeted private companies to expand/relocate to Innovation Park	4	4	5	5	5		4	4	4	5	4	4.4	n/a	n/a
d.	Develop new partnerships and collaborations and strengthen current partner relations	3	3	5	4	4		4	4	3	5	3	3.8	n/a	n/a
e.	Identify and pursue new revenue opportunities which align with the mission of the park and support strategic initiatives	4	3	5	5	4		4	5	4	5	3	4.2	n/a	n/a

	Total	161	199	213	248	209	146	242	186	213	250	214			
	Categories	41	50	43	50	50	31	50	38	45	50	49			
	Average	3.9	4.0	5.0	5.0	4.2	4.7	4.8	4.9	4.7	5.0	4.4	4.6	4.5	0.1

	Last Year				5.0	n/a	n/a						5.0		
		3.8	4.0	5.0				4.8	4.6	4.3				4.3	

Member	Strengths	Needs Improvement	Other Comments
Bowers	Ron demonstrates a keen ability for fiscal management.	Community outreach to a more diverse segment of the community	none
Bye	strong fiscal background and capabilities.	Needs to develop a strategic partnership with airport because of our limited property and their surplus. Same with FSU & FAMU on remaining property that remains undeveloped.	none
Dailey	Ron has done a great job.	N/A	The Board meetings are too long. We could probably handle all business in half the amount of time.
Dozier	none	none	none
Graham	As a new board member, Ron has done a good job of assisting me in my immersion to the activities of the LCRDA. Ron has a solid grasp of the financials of the Authority and understands what will be required to further develop a long-term viable economic development platform at Innovation Park.	Not so much an area of improvement, but an opportunity for future growth... Ron should focus on (1) developing the destination of IP, and (2) creating an atmosphere that attracts and connects the research and scientific community. Ron has a unique opportunity to shape the landscape of SW Tallahassee. Figuring out how to connect the operations of LCRDA with the broader community and elevating the prominence of the Park can be a significant catalyst for growth in our community.	The questions marked n/a are areas I do not yet possess adequate insight to provide a substantive response.
Goswami	Good budget management. Connected with each board members and ensures full involvement.	Strategical focus for sustainable revenue source.	I enjoy working with Ron
Holmes	Ron is very dedicated to LCRDA. He is very flexible with space requests and works to accommodate tenant needs very well.	none	He can be counted on to assert LCRDA's interests. He is very good to work with.
Longman	keeping us moving forward	I cannot think of any	none
Moore	Ron's planning and financial skills continue to provide great benefit to the organization. In addition, his problem solving skills provide a recognized value to the organization.	The areas that I would like to assist Ron with strengthening is outreach and engagement to include increasing the number of solid partner relationships the Park has in place. Note this is specific to direct relationships that he would engage and nurture independently of staff or board members.	Ron is a consummate professional and works hard to deliver on what is requested of him. Moreover, his commitment to the LCRDA is consistent and does not waver as he carries out the work of the organization. He is a definite asset.
Ramsay	Ron had proven again and again that he was the right choice to serve as the organization's director. His skill sets nicely represent managerial, accounting, internal control, networking and strategic thinking capabilities. He uses these talents to effectively lead the organization.	For our organization to fully achieve our mandate, it is imperative that we remain focused on winning multiple grant opportunities. If his team can win funding for the proposed incubator, he will have moved the organization to the next level of community respect and admiration. We will be undeniably relevant. This effort must be of the highest priority.	As stated above, we must seek and achieve other opportunities for grant funding. We can no longer afford to rely solely on rental income. Our dedicated effort of becoming a recognized and highly regarded research and development park is dependent upon our success in achieving this mandate.
Salter	Ron is a very competent and conscientious manager. He understands the fairly complex financials and is dedicated to our mission. I have enjoyed working with Ron over the past few years and appreciate the many contributions he has made to our organization.	It would help the Park if Ron built his own relationships with media so they felt they could call on him regarding park and community issues. He is in the shadows, not in the forefront, and I believe he could become a more effective leader if he had strong media presence. This is not the job of the communications manager, it is the responsibility of the leader of the organization.	I have enjoyed serving on the board and wish for continued success.

Leon County R&D Authority
Executive Director Salary History
Through September 30, 2020

Date	Salary	% Inc	Annualized	
8/7/2012	\$ 72,000.00			1
11/9/2012	\$ 118,450.00	n/a		2
5/1/2013	\$ 118,500.00	0.0%	0.1%	3
3/7/2014	\$ 125,000.00	5.5%	6.5%	4
10/1/2015	\$ 129,000.00	3.2%	2.0%	
10/1/2016	\$ 135,000.00	4.7%	4.7%	
10/1/2017	\$ 140,000.00	3.7%	3.7%	
10/1/2018	\$ 145,000.00	3.6%	3.6%	
10/1/2019	\$ 150,000.00	3.4%	3.4%	
Average Annual Increase			<u>3.4%</u>	

The Executive Director accrues three weeks vacation pay annually, accrues one sick day per month, and receives 10 paid holidays per year.

The Authority pays 90% of medical insurance cost, and is the process of setting up other typical benefits like a Sec 125 Cafeteria Plan (pre-tax medical premiums benefit), basic life insurance, and employee paid short term or long term disability, dental, or vision.

¹ Contracted as Interim Administrator at \$6,000 per month (net of later retroactively added \$500 per month to offset the cost of independent contractor paying self-employment tax)

² Board adjusted independent contractor compensation recognizing the change in the scope of work commensurate with Executive Director (Net of "gross up" for self-employment tax)

³ Hired as an employee on 1-year contract

⁴ New contract with open-ended term; added 11.36% contribution to 457b deferred compensation retirement plan in lieu of changing FRS class from Regular Service to Senior Management Service