

**Leon County Research and Development Authority**  
**Board of Governors Meeting**  
Collins Building  
2051 East Paul Dirac Drive  
Tallahassee, FL 32310

August 4, 2022  
11:00am to 1:00pm

**Agenda (REVISED-Changes in BOLD)**

*Anyone wishing to submit written comments may do so by 9:00am the day before the scheduled meeting date so that the comments can be distributed to the Board. Comments submitted after this time (up to the time of the meeting) will be accepted and included in the official record of the meeting. Email comments to: [publicinput@inn-park.com](mailto:publicinput@inn-park.com) and reference the meeting title and date in the subject line. Include your name and contact information. All times are approximate.*

1. Call to Order
2. Introduction of Guests
3. Approval of Participation by Electronic Means  
*In accordance with the Bylaws, there being a quorum of members present in person, the members of the Board present in person are required to approve participation by those participating via Electronic Means acknowledging that the COVID-19 pandemic constitutes extraordinary circumstances.*
4. Modifications to the Agenda
5. Public Comment  
*Any public comment received prior to the meeting will be provided to the Board members in addition to any in-person public comment.*
6. Approval of Draft Meeting Minutes, June 2, 2022 (*Attachment A*)
7. Consent Agenda
  - a. Investment Report-June 2022 (*Attachment B*)
  - b. Executive Committee Report:
    - i. July 21, 2022 (*Attachment C*)
    - ii. August 1, 2022 (*Attachment C2*)**
  - c. Nominating Committee Appointment  
*Executive Committee requests ratification of its appointment of Vice Chair Tom Allen to serve on the Leon County Nominating Committee as the Authority's designee. The Authority's Board of Governors will have three Leon County Commission appointed board members' terms expiring on September 30, 2022. In accordance with County Ordinance, a committee convened by the County will review applications and make nominations to the Commission to fill those seats. The Authority's board chair is appointed to serve on the committee unless the chair is applying for re-appointment to the board. In which case, the Board must designate an alternate to serve on the*

*committee. Chair Kevin Graham's term is expiring and intends to re-apply for appointment. The County is currently scheduling the nominating committee meeting and has requested the name of the Authority's designee.*

d. RFP 22-03 Elevator Modernization Request for Proposals

*(Link: <https://innovation-park.com/rfp-22-03-elevator-modernization/> )*

*Executive Committee requests ratification of its approval of the staff request to issue and advertise RFP 22-03 for the modernization of the elevators in the Don Fuqua Research Center Morgan and Johnson Building, and to appoint Ron Miller, Stephanie Shoulet, and the elevator consultant Dan Hunter as the committee to evaluate the responses and make a recommendation to the Board. Elevators in the Morgan and Johnson Buildings were installed in the buildings when they were constructed in 1987 and 1993, respectively. Code regulations for elevators have changed during that time, and the appearance and mechanical operations of the cabs are deteriorating. As previously approved by the board, a consultant was hired to develop the technical specifications for the modernization of the elevators and to assist with an RFP process and to oversee the project.*

e. Local Support Grant Opportunity (Attachment D)

*Executive Committee requests ratification of its approval of the staff decision to apply, to the State of Florida through Representative Shoaf, for a Local Support Grant in the amount for \$250,000 to support Land Planning, Geotechnical Investigation, and Pad-Ready Certification of some of the undeveloped land at Innovation Park. and to authorize staff to accept the grant if it is awarded.*

~END OF CONSENT AGENDA~

8. Election of Officers – *Melissa VanSickle, General Counsel*

*Bylaws section 2.5(a). The election of the Officers of the Authority shall occur at the last meeting of the Board each fiscal year, with the term in office to begin October 1 of the next fiscal year. All Officers shall hold office strictly at the pleasure of the Board. General Counsel will present a slate of candidates, accept nominations from the floor, and conduct the vote for Chair, Vice Chair and Treasurer.*

9. Treasurer's Report—David Ramsay

a. Treasurer's Summary Report (Attachment E1)

b. Monthly Financial Reports:

i. May 2022

*Link: <https://innovation-park.com/wp-content/uploads/2022/06/5.22-Monthly-Report-Innovation-Park-1.pdf>*

ii. June 2022

*Link: <https://innovation-park.com/wp-content/uploads/2022/07/6.22-Monthly-Report-Innovation-Park.pdf>*

c. Financial Forecast for Remainder of FY 2021-22 (Attachment E2)

d. **Two-year forecast**

*Treasurer David Ramsay will present his report to the Board and supporting financial reports.*

10. Executive Director Position—Chair Kevin Graham

Chair Graham will report on the Executive Committee's discussion and planned next steps regarding the upcoming Executive Director position vacancy following Ron Miller's announced retirement.

- a. *The Executive Committee recommends the Authority add a Business Manager position to support the Executive Director's role. The Committee seeks the Board's input regarding the attached position descriptions:*
  - i. **Executive Director Position Description (Attachment G1)**
  - ii. **Business Manager Position Description (Attachment G2)**
- b. **Executive Search Firm (Attachments G3-G4)**

*The Executive Committee requests approval of its recommendation to contract with Opus Partners to conduct a national search to fill the Executive Director position. Duties, responsibilities, and compensation will be consistent with the attached position description as amended by the Board. The contract will include the firm's fees, expenses, and guarantee as described in its attached proposal. Procurement policy considerations will be presented by Counsel at the meeting. Staff requests the Executive Committee serve as the hiring committee to work with the search firm and recommend candidates to the full Board for its final selection and approval.*
- c. **Business Manager Position**

*The Executive Committee requests approval of its recommendation to direct staff to hire a Business Manager with duties, responsibilities, and compensation consistent with the attached position description as amended by the Board. Staff requests Board direction regarding its desired process and final authority for filling this position.*

11. Innovation Park TLH, Inc DBA North Florida Innovation Labs (IPTLH)—Bill Lickson

*Director Lickson will lead a discussion regarding key questions for the continued development of the IPTLH organization and the Authority's recommendations to the IPTLH Board:*

- a. IPTLH Board Composition
- b. Optimal legal structure regarding protection of IPTLH client intellectual property
- c. Sources, uses and timing of future funding requirements (*Attachment H*)
- d. Funding strategies

12. Chair's Report

13. Staff Reports

- a. Executive Director (*Attachment F1*)
- b. Director of North Florida Innovation Labs (*Attachment F2*)
- c. Manager of Marketing & Communications (*Attachment F3*)

14. New Business

15. Adjourn

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

Collins Building  
2051 E Paul Dirac Drive  
Tallahassee, FL 32310

Monday, August 1, 2022  
11:00am – 1:00pm

**Report**

**Members in Attendance In-Person:** Kevin Graham, Tom Allen, Kimberly Moore, Dave Ramsay.

**Members in Attendance by Electronic Means:** None.

**Members Not in Attendance:** None.

**Guests:** Ron Miller, Bill Lickson, Peggy Bielby, LCRDA Staff.

**1. Call to Order**

Chair Kevin Graham called the meeting to order at 11:00am.

**2. Introduction of Guests**

None.

**3. Approval of Participation by Electronic Means**

No approval was needed as a quorum of members was present in person.

**4. Modifications to the Agenda**

None.

**5. Public Comment**

None.

**6. Executive Director Position, Recruiting, and Transition**

Kevin Graham led an open dialogue about the process, skillset, trajectory of the ED position, and reviewed an overview and general proposal from Opus Partners search firm. Bill Lickson reviewed North Florida Innovation Labs next steps, opportunities, and challenges. He listed the top priorities and functional pieces of the position and proposed that going forward it would function best as two positions dividing the responsibilities and duties between an ED and a Business Manager. Ron Miller reviewed the history of his 10 years as ED, and the challenges and changes. Having a Business Manager in place prior to his departure would allow him to transition key duties to that new position. After discussion, the Committee agreed that a national search for an ED should be conducted, while a Business Manager could be expeditiously recruited locally. The proposal from Opus Partners explains the standard fee is 33.3 percent of the successful candidate's first year total cash compensation, but it offers to reduce its

fee to 30 percent. The procurement process under LCRDA Purchasing Policy 11-03 for hiring the search firm depends on whether the cost is more or less than \$50,000. If less \$50k, then three informal bids can be sought without a formal Request for Proposals process. If more than \$50k, the formal competitive procurement RFP process must be utilized. However, the Purchasing Policy also allows for the Board to make a written determination that a particular service is only available from a single source, whereupon further compliance with the purchasing policy is not required. Kevin Graham asked staff to confirm with Counsel that the sole source justification is appropriate. The committee requested staff to prepare for Thursday's Board meeting a two-year back-of-the-envelope forecast incorporating changes in staff positions and available reserves, and other known changes.

*Tom Allen offered a motion to recommend to the Board that it hire a search firm to conduct a national search for an Executive Director candidate, and for the Board to simultaneously conduct a local search to secure a Business Manager candidate. Dave Ramsay seconded the motion which passed unanimously.*

*Dave Ramsay offered a motion to recommend to the Board that it engage Opus Partners to procure an Executive Director candidate at a fee of 30 percent of first year's total cash compensation not to exceed \$50,000. Tom Allen seconded the motion. After discussion, Dave Ramsay amended the motion to remove the \$50,000 fee cap and add a recommendation that the Board determine that the service provided by Opus Partners is available only from Opus Partners in accordance with Policy 11-03(3.)(d.). Tom Allen seconded the amended motion which passed unanimously.*

**7. New Business**

None.

**8. Adjourn**

The meeting was adjourned at 1:17pm.

## Executive Director Innovation Park Tallahassee

The Leon County Research and Development Authority (LCRDA), a Florida special district, seeks applications for the position of Executive Director for its operations in Innovation Park and its affiliated non-profit Innovation Park TLH, Inc DBA North Florida Innovation Labs (NFIL), in Tallahassee, Florida. The mission of LCRDA is to work in collaboration with local government, Florida State University, Florida A&M University, Tallahassee Community College, and community partners to foster the startup, growth and attraction of private companies that create high wage jobs in Leon County Florida, and to contribute to our region's innovation ecosystem. IPTLH was recently created to support the development and operation of NFIL, a hard-science technology business incubator, currently under construction. The Executive Director reports to the LCRDA Board of Governors and the NFIL Board of Directors.

The individual chosen for this position must be an innovative and strategic thinker with the professional skills necessary to: attract federal, state, and local government grants, and private sector funding; prepare available land and office space for market; attract potential tenants; cultivate start-up businesses; maintain relationships with the board and achieve its goals while complying with board policies and federal, state, and local laws; develop strategic partnerships with stakeholders and community organizations; and increase the organization's standing in the broader community. The successful candidate will have the ability to communicate to others information regarding the extensive intellectual capital present at the two universities, the nature of research being conducted at the affiliated universities, and the type of advanced scientific equipment on their campuses.

The Executive Director is expected to have experience in business management necessary to supervise four park staff members managing NFIL programs and facilities, business management, marketing and communications, and administrative support. They will also exercise fiscal control over resources including federal, state, and local grants, maintain tenant relations, and manage contracts with legal counsel, building management and accounting firm, audit firm, and other outside vendors.

### Qualifications:

Five plus (5+) years documented experience in research park or business management preferred. An academic degree in business administration, accounting, science, or engineering is preferred.

### Compensation:

Compensation is negotiable and will be based upon the successful candidate's experience and other qualifications. Base salary range \$110k-\$130k.

### Additional information:

To apply for the position, please submit a completed Leon County Research and Development Authority application, with a cover letter and resume, in a format suitable for black and white photocopying to:

Attention: Executive Director Search  
Leon County Research and Development Authority  
2051 E. Paul Dirac Drive, Tallahassee, FL 32312  
or Email to: [opportunities@inn-park.com](mailto:opportunities@inn-park.com)

Additional information and the application are available at the link below.

<https://innovation-park.com/jobs/>

Applications will be received until \_\_\_\_\_. The first review of applications will be the week of \_\_\_\_\_. For questions regarding the application process, please contact \_\_\_\_\_ at \_\_\_\_\_.

## Business Manager Innovation Park Tallahassee

The Leon County Research and Development Authority (LCRDA), a Florida special district, seeks applications for the position of Business Manager for its operations in Innovation Park and its affiliated non-profit Innovation Park TLH, Inc DBA North Florida Innovation Labs (NFIL), in Tallahassee, Florida. The mission of LCRDA is to work in collaboration with local government, Florida State University, Florida A&M University, Tallahassee Community College, and community partners to foster the startup, growth and attraction of private companies that create high wage jobs in Leon County Florida, and to contribute to our region's innovation ecosystem. IPTLH was recently created to support the development and operation of NFIL, a hard-science technology business incubator, currently under construction. The Business Manager reports to the Executive Director.

The individual chosen for this position must be a detail-oriented, hands-on, flexible, adaptable, self-starter with the financial, managerial, accounting, and computer skills necessary for managing and supporting the business operations of a small special district local government and newly created non-profit corporation in collaboration with the Executive Director and other staff. The Business Manager, supported by outside vendors and an administrative coordinator, will be responsible for: budgeting, accounting, banking, investments, insurance, property management and leases, procurements and contracts, information technology, human resources and benefits coordination, non-profit tax filings, and grants management.

The Business Manager is expected to have experience in business management and accounting necessary to successfully perform the responsibilities of the position. In addition, essential skills include advanced Microsoft Excel, Word, and Outlook skills in an Office 365 environment, and working with web-based accounting and banking systems. Must be able to support other staff with information technology needs. Basic WordPress experience helpful.

### Qualifications:

Five plus (5+) years documented experience in business management and/or accounting preferred. An academic degree in business administration, accounting, or related field is preferred.

### Compensation:

Compensation is negotiable and will be based upon the successful candidate's experience and other qualifications. Base salary range \$55k-\$75k.

### Additional information:

To apply for the position, please submit a completed Leon County Research and Development Authority application, with a cover letter and resume, in a format suitable for black and white photocopying to:

Attention: Business Manager Search  
Leon County Research and Development Authority  
2051 E. Paul Dirac Drive, Tallahassee, FL 32312  
or Email to: [opportunities@inn-park.com](mailto:opportunities@inn-park.com)

Additional information and the application are available at the link below.

<https://innovation-park.com/jobs/>

Applications will be received until \_\_\_\_\_. The first review of applications will be the week of \_\_\_\_\_. For questions regarding the application process, please contact \_\_\_\_\_ at \_\_\_\_\_.



## Firm Overview

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Founded in 2003, Opus Partners is an independent executive search firm that conducts senior-level searches for clients in higher education and academic medicine. Our clients advance missions in education, research, patient care, and philanthropy.

Our mission is to apply the expertise of search consultants with deep experience in a range of leadership and management functions to a concentrated set of clients in our core industry sectors to provide a consultative, inclusive, and rigorous recruitment process.

Opus was founded and is headquartered in Philadelphia, Pennsylvania. We have offices in Portland, Oregon and Charlottesville, Virginia. Our professional team is diverse, engaged, and experienced, and brings a collaborative approach to each search.

Our clients are also diverse in scale and scope and include large universities, smaller liberal arts colleges, academic medical centers, research institutes and nonprofit organizations. Each client is afforded individualized attention and care throughout a collaborative process as we value and emphasize excellence, transparency, communication, diversity, and inclusion for every search. As a boutique firm, we take pride in the individualize attention we extend each client and each search, built on a foundation of meaningful relationships and engagement.

## Relevant Experience

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Opus has a long track record of leadership searches in research dating back to a search at Columbia University for the Vice President for Research Operations in 2004 – of note, the placed candidate is still in the role. In searches for major research universities like the University of Washington, Yale, NYU, Northwestern, Baylor College of Medicine, and in academic medical institutions like Boston Children's, and CHOP, and in independent research institutes like the Jackson Laboratory and New York Genome Center we have identified candidates with strong leadership skills that also bring experience in fostering and promoting strong research.

The searches listed here represent only a portion of our overall track record:

- Director, Health Systems Innovation Lab, **BJC HealthCare**
- Executive Director, Research Business Development and Strategy, Institute for Clinical and Translational Research, **Baylor College of Medicine**
- Director of Technology Transfer, **Children's Hospital of Philadelphia (CHOP)**
- Vice President & Managing Director, Children's National Research & Innovation Campus, **Children's National Hospital**
- Executive Director, Center For Technology, Enterprise and Commercialization (CCTEC), **Cornell University**
- President & CEO, **Cortex Innovation Community**
- Vice President, Office of Research and Technology Ventures, **Dana Farber Cancer Institute**
- Executive Director of External Partnerships, **Duke University**





- Director, Farley Center for Entrepreneurship and Innovation; Vice President for Research, **Northwestern University**
- Vice President, Research Ventures and Licensing, **Partners Healthcare System**
- Director, Office of Technology Transfer, **Rice University**
- Vice Chancellor for Research & Economic Development, **State University of New York System**
- Deputy Director, Research & Development, Laboratory for Atmospheric and Space Physics, **University of Colorado at Boulder**
- Associate Vice President, Research Administration, **University of Miami**
- Director, UNCW Center for Innovation & Entrepreneurship, **University of North Carolina at Wilmington**
- Executive Director of Licensing for the Penn Center for Innovation, **University of Pennsylvania**
- Director, Laboratory for Laser Energetics, **University of Rochester**  
Associate Vice President for Research & Chief Commercialization Officer, **University of Texas at Austin**
- Assistant Vice Chancellor for Research Innovation & Entrepreneurship, **Washington University in St Louis**
- Senior Associate Provost for Research Administration, **Yale University**

For a full list of searches please visit: <https://opuspartners.net/experience/positions>

These projects have given us deep experience in the identification, evaluation, and recruitment of candidates with the academic credentials, the capacity for vision, the communication and relationship skills, and the organizational aptitude to advance the mission of Innovation Park.

### **Opus Team**

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We will mobilize an experienced team to support this search. [Katie Dean](#), Associate Partner, will co-lead Opus' work, guiding the search strategy and be available to the client and candidates throughout the process. The search would be supported by a dedicated Senior Associate, and by our research and business operations team.

### **Approach to Diversity, Equity, and Inclusion in the Search Process**

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For every search, Opus utilizes existing professional networks and proactive and comprehensive research into leaders in the field. We actively solicit recommendations and nominations and prioritize reaching out to candidates in peer organizations as well as those who may have taken more nontraditional routes to build the skills and capacity required for any specific leadership opportunity.

Opus works proactively to ensure that the candidate pool includes excellent candidates with diverse backgrounds, experiences, and perspectives. Among the many activities we undertake to ensure that every candidate pool is strong, diverse, and inclusive are social media-based research and networking, broad advertising including with diversity-oriented publications and websites, working with formal and informal affinity groups, and ensuring that our research covers a full range of institutions and not just



a narrowly defined “peer” group. We work with our clients to ensure that the position announcement is inclusive by design and that both explicit and implicit biases are checked throughout the process.

Overall, Opus has a successful track record of recruiting women and members of underrepresented racial and ethnic groups into leadership roles in our client organizations. 64% percent of our placed candidates during the last five years are women and/or members of an under-represented minority group.

If selected for this search, at the beginning of the engagement one of Opus’ AIRS-certified Diversity Recruiters would work with leadership and stakeholders in developing a strategy for diversity, equity, and inclusion specific to the search. This strategy is built on our informed and professional understanding of best practices, consideration of industry availability pool benchmarking measures, and developed specifically for the client and for the role. It serves as a tool for Opus, the search committee, and the hiring agent throughout the process.

### **Fee, Expenses, and Guarantee**

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Opus’ standard fee is 33.3% of first year’s total cash compensation (salary plus bonus). Recognizing the growing relationship with FSU, we are prepared to reduce the fee to 30%.

The professional fee covers a complete, full-service, national search, regardless of its duration. We do not charge any additional administrative or overhead fee.

We invoice on a monthly basis for reimbursable expenses, and we include documentation for all reimbursable expenses with each invoice. We do not incur significant indirect expenses without client approval.

Opus’s retained search model includes a guarantee: should the successful candidate leave the position for any reason – except for death, disability, change of control over the organization or location of the position, or a significant change in the responsibilities of the position and/or its reporting relationship – within one year of accepting employment at FSU, Opus will conduct a replacement search if so requested in writing within 30 days of said candidate’s departure.

There would be no additional professional fee charged for the replacement search, but reimbursable expenses will apply.

North Florida Innovation Labs  
 Estimated Funding Uses and Sources  
 8/3/2022

<u>Uses</u>		<u>Potential Sources</u>	<u>Unidentified</u>
<b>By July 1, 2023:</b>			
Building add backs (boiler, fan, roller shades, water heater)	\$ 250,000	LA \$ 250,000	
Access control	20,000		\$ 20,000
AV	50,000		50,000
	\$ 320,000	250,000	70,000
<b>By January 1, 2024 (COE):</b>			
Office furniture	140,000		140,000
Break rooms	50,000		50,000
Conference room furniture	25,000		25,000
Autoclave	100,000	LA 100,000	
Miscellaneous	5,000		5,000
First year working capital	1,000,000	EDA 280,000	720,000
	1,320,000		
	1,640,000	630,000	1,010,000
<b>By January 1, 2025:</b>			
Interest Payment (including construction)	235,000		235,000
	235,000		
<b>As funded:</b>			
	1,875,000	630,000	1,245,000
Prototype shop equipment	500,000	LA 500,000	
Shared lab equipment	1,500,000	LA 1,500,000	
Debt retirement	4,000,000		4,000,000
	6,000,000		
	\$ 7,875,000	\$ 2,630,000	\$ 5,245,000

**Potential Sources**

<b>By July 1, 2023:</b>			
Legislative appropriation (Shared lab equipment, add backs, autoclave)	LA	\$ 2,350,000	Will submit late fall 2022
<b>By January 1, 2024:</b>			
EDA Grant-Build to Scale (Operating Expenses)	EDA	280,000	Awarded by November 1, 2022
		\$ 2,630,000	