The Role of a Board Member

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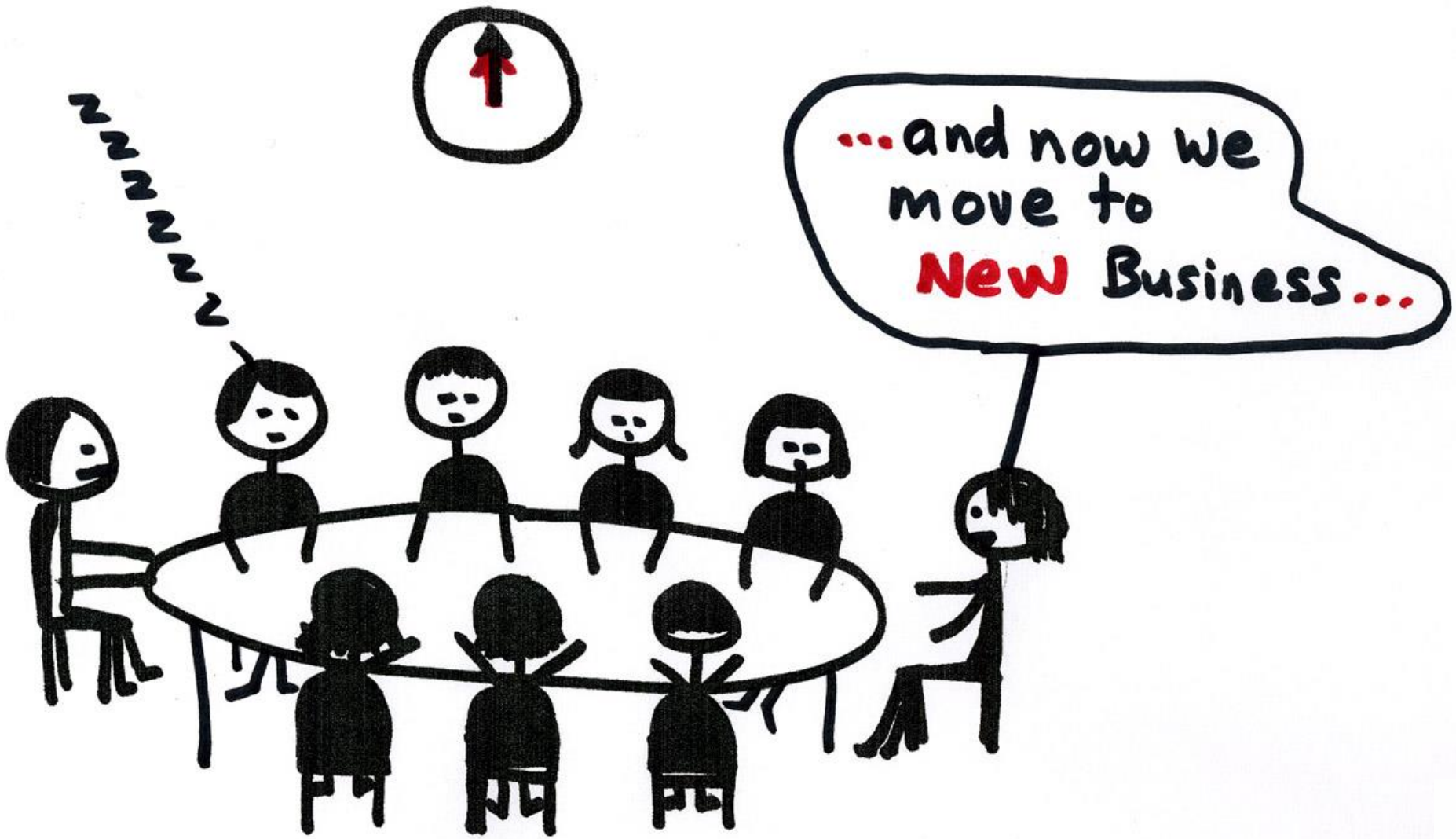

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Four Areas
Board Governance

- Set Policy AND desired outcomes
- Define Executive Limitations
- Define Board's Job/Role
- Board - Staff Relationship

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Set Policy and Measurable Outcomes

- Ensure that DA is in compliance with all state laws and operation requirements; BYLAWS
- Work with community partners to foster collaboration
- Lead “strategy” formation for economic development
- How will strategy be implemented – paid staff
- Establish DA organization policies and procedures
- Oversees finances – PILOT agreements, MOUs, PILOT billing
- Establish budget and funding sources

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Executive Limitations

Establish Basic Policy & Procedures – Internal Operations

Examples:

- Spending shall not exceed "_____"$$ without board approval
- Payroll and bills shall NOT be paid late, except by specific action of the board
- Reserve fund balance shall not be spent, except by specific action of the board, etc.
- Travel reimbursement, conditions

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Board - Staff Relationship

- Some DAs employ staff – normally called President/CEO or Executive Director
- Some boards utilize “volunteers”
- Develop and USE job description
- Board has only one employee
- Board Members and CEO should be partners
- CEO is accountable to full Board
- Annual Performance Review encouraged

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Board Service Summary

- Stick to policy-making
- Let your lead staff person manage implementation of authority's work
- Improve communication/connections with public – "Advocates" for DA work
- Make sure new board members receive proper training
- Support STAFF training
- Spend time on big issues

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Executive Search Tips

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Step 1 : Board Pre-Planning

- Develop Executive Search Timeline
- Is organization properly funded?
- Where is office?
- Who will executive be employed by and what is reporting and accountability structure?
- Develop salary/benefits package
- Define credentials
- Define residency requirements
- Prepare to produce supporting documents to finalists

- Develop budget for search – reimburse candidate travel expenses
- Define search range (Georgia, S.E., national?)
- Appoint Executive Search Chair (within board) and Committee (can include outside members)
- Finalize Job Description
- Hire executive search firm?
- Volunteer-led search process?

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Executive Search Firm

- No worries – you will pay but a credible firm will lead you through the entire process
- Where to find recommendations for executive search firms?

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Volunteer-Led Executive Search Tips

- Define process (phone/Skype, face-to-face)
- Develop job posting/job profile
- Post position – with deadline or "open until filled"
- Confidentiality – **a must!**
- Who receives resumes?
- Background checks
- DMV checks
- Establish interview questions
- Establish location for interviews
- Interview Committee prep
- **MUST** comply with Georgia finalists posting requirements
- Schedule board vote
- Who notifies unsuccessful candidates?
- Press release and timing (both communities)
- Community introduction/welcome event
- Define onboarding process – who takes the lead?

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Project Protocol

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3 Economic Development Activities

Business Recruitment	Business Expansion	Business Creation

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Primary Points of Contact for Economic Development in a Community

Development Authorities
Chambers
Local Gov't Dept

CCEDA
CATOOSA COUNTY ECONOMIC DEVELOPMENT AUTHORITY

Dalton • Whitfield County
JOINT DEVELOPMENT AUTHORITY

Carroll Tomorrow

Georgia DEcD
Project
Managers

Georgia™
georgia.org

Local Elected Officials

Utility Company
Project
Managers

Georgia EMC

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MEAG POWER

ElectriCities of Georgia

TVA

Other Support Entities

Local Agencies

- Local Utilities
- Planning and Zoning
- Schools

State Agencies

- DCA
- Quickstart
- DOL
- WDBs

Education/ Workforce

- Technical Colleges
- College & Career Academies

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Project Development Process

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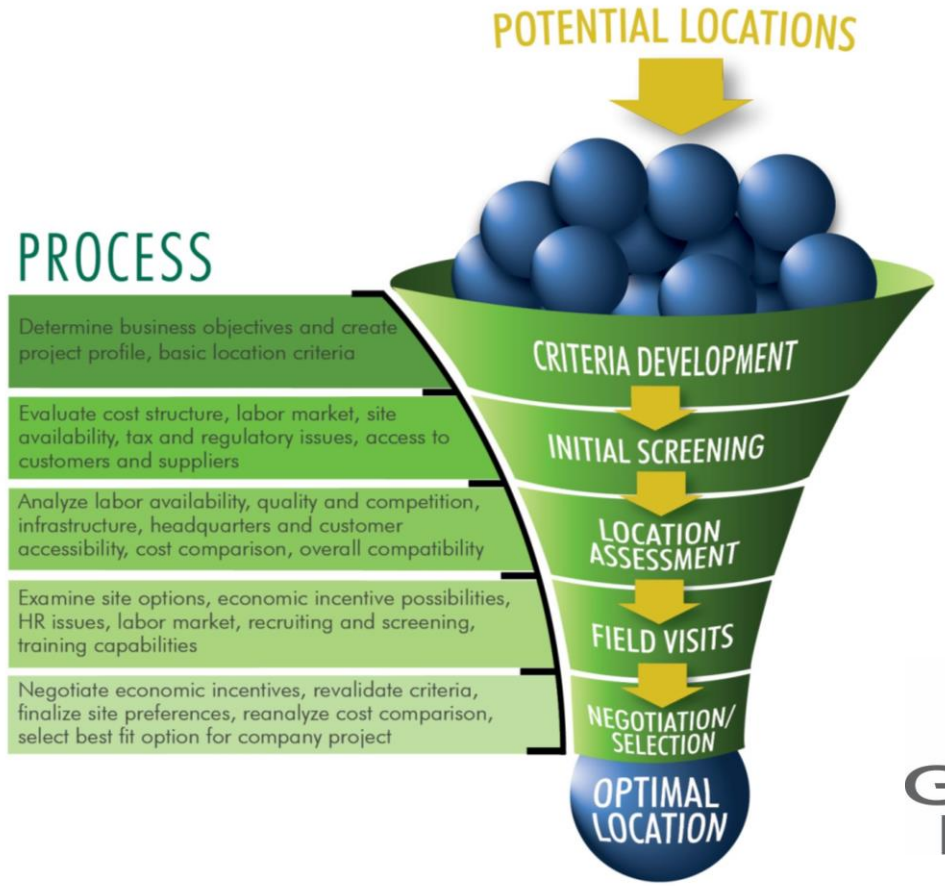
Closing The Deal – From Local Perspective

- **Can Do Attitude**
  - "We want you here!"
  - "What will it take?"
  - United approach, one-stop shop, one point of contact for each community?
- **Creative and flexible incentives**
  - Every project's requirements are unique (understand gaps)
  - Expedited approvals and permitting
- **Responsiveness (over the top)**
  - Must have one point of contact
  - Credible and Current Information
  - Timeliness
  - Follow-up



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What We See…

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What Companies See….

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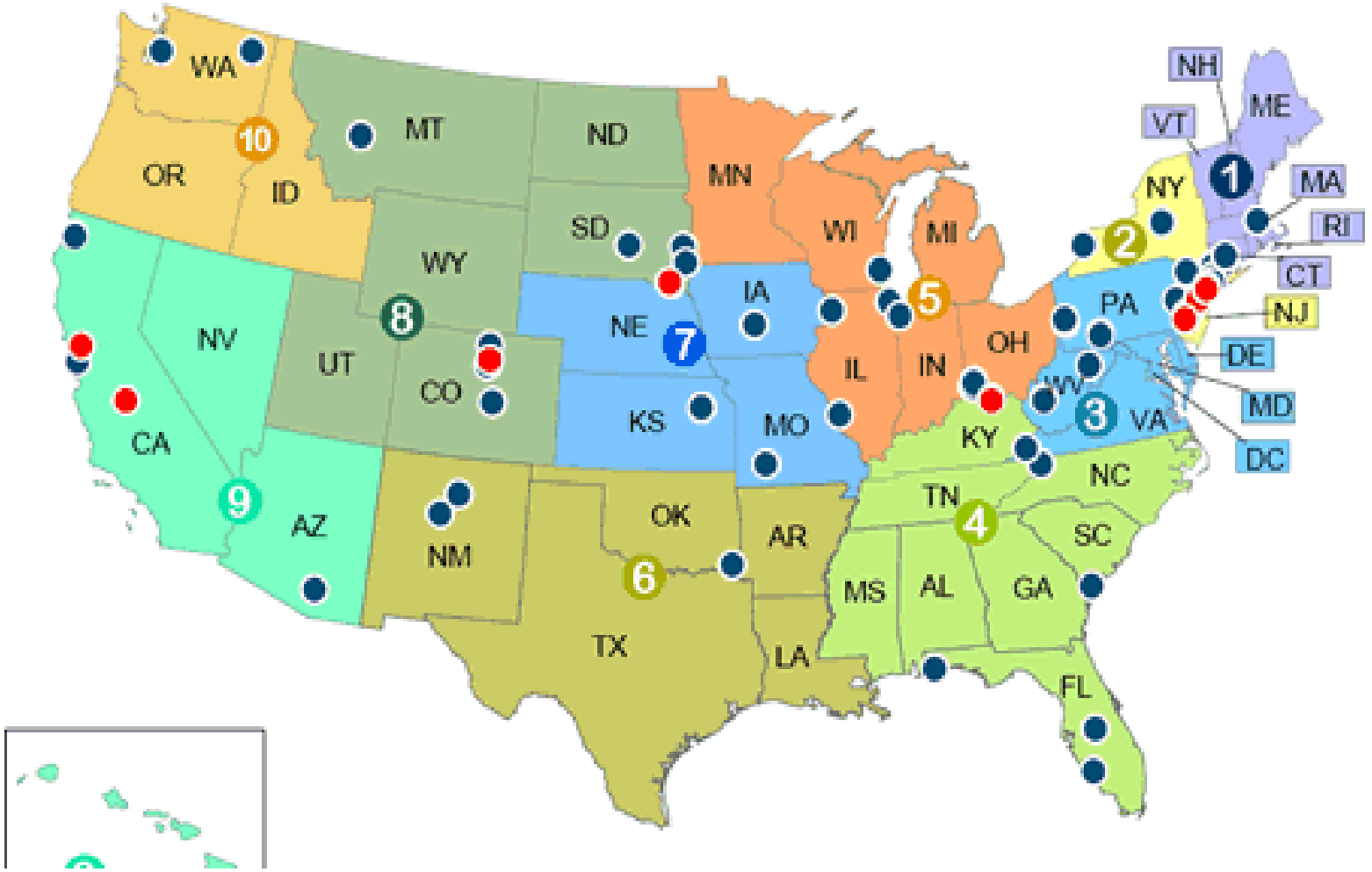
Process of Elimination……



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How you are identified for a project

You have to have product

How you are identified for a project

You have to have product

Land

How you are identified for a project

- You have to have product
  - Land
  - Building

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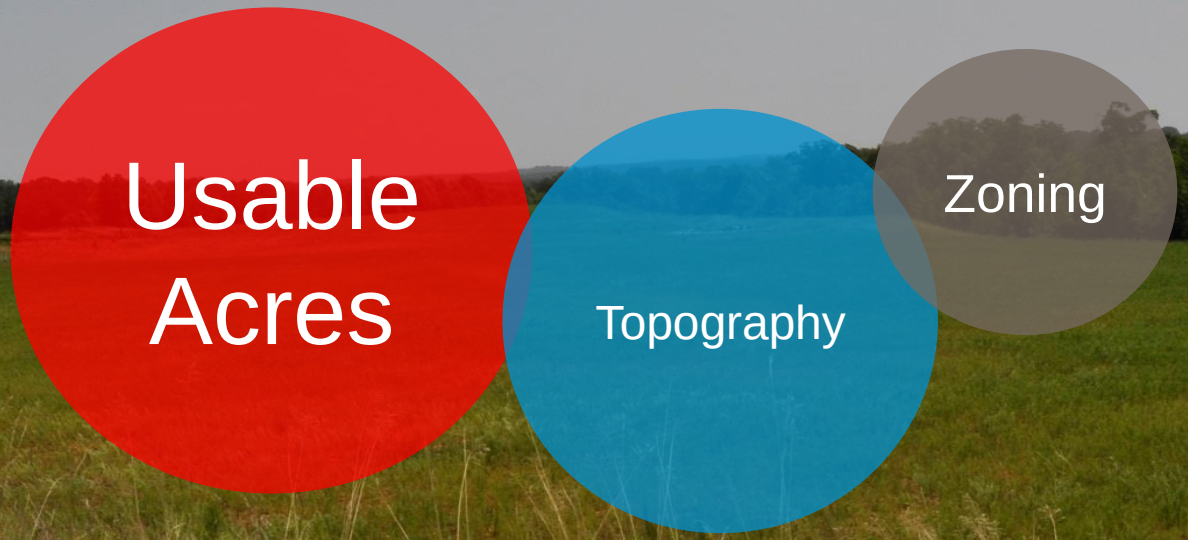

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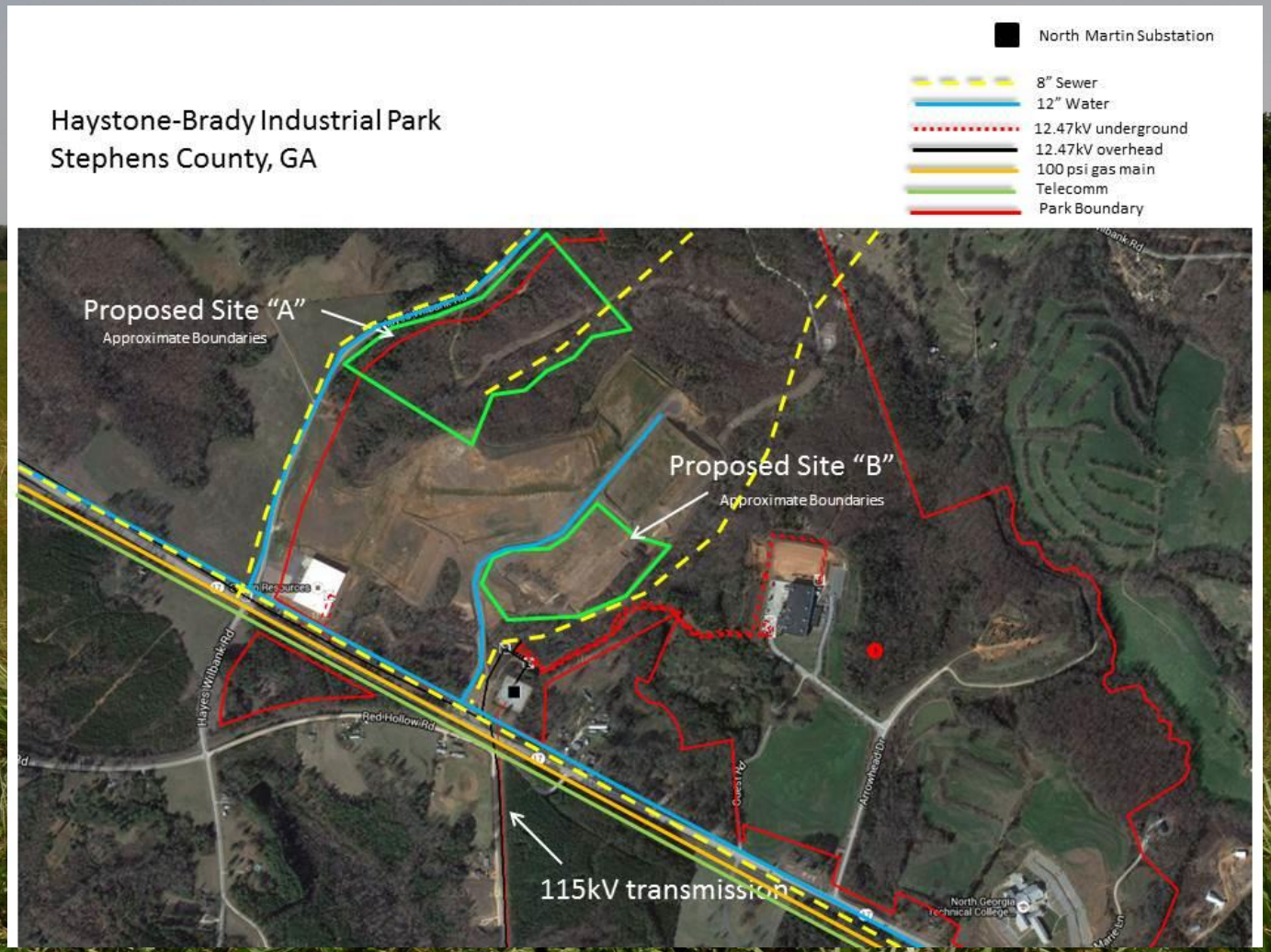

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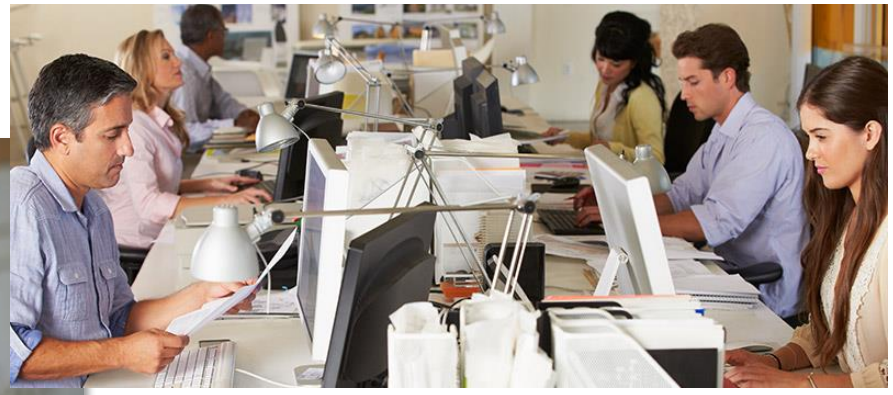
You have to meet other criteria – Population Characteristics



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You have to meet other criteria – Transportation Infrastructure

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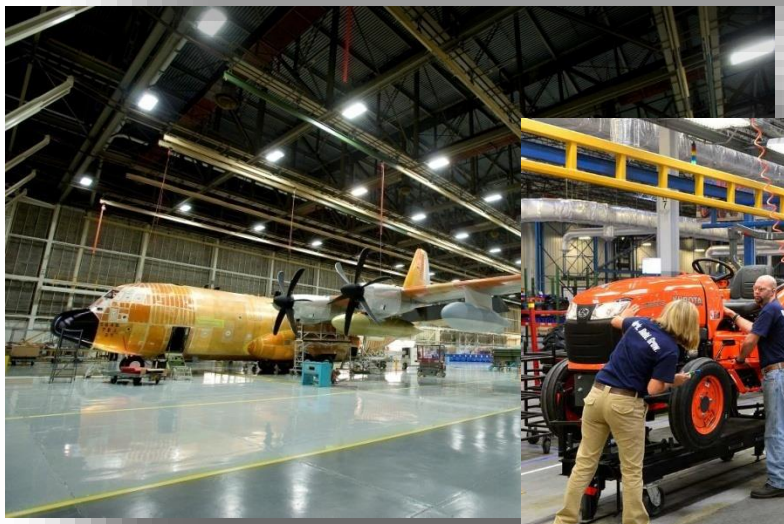
You have to meet other criteria – Local Business Climate



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