

**CENTRAL NEW YORK REGIONAL MARKET AUTHORITY  
GOVERNANCE COMMITTEE MEETING  
Tuesday, June 5<sup>th</sup>, 2023  
5:30 P.M.**

**ORDER OF BUSINESS**

- I. APPROVAL OF AGENDA**
  
- II. APPROVAL OF PRIOR MINUTES: 3/27/23**
  
- III. ANNUAL REVIEW OF THE EXECUTIVE DIRECTOR**
  
- IV. POLICY DISCUSSION**
  
- V. DISCUSSION OF BYLAWS AND COMMITTEE CHARTERS**
  
- VI. COMMITTEE DISCUSSION**
  
- VII. NEXT MEETING**
  
- VIII. ADJOURNMENT**

*“The mission of the Authority is to provide facilities, programs, and services to promote opportunities for agriculture and commerce in Central New York.”*

**CENTRAL NEW YORK REGIONAL MARKET AUTHORITY  
GOVERNANCE COMMITTEE MEETING**

**Monday, March 27, 2023**

**5:30PM**

**PRESENT:** J. Berenguer, A. Emmi, M. Mahar, J.A. Delaney, T. Kerr

**OTHERS:** A. Vitale

The meeting was called to order at 5:32PM by Committee Chair, J.A. Delaney

**APPROVAL OF AGENDA**

**Resolved:** a motion was made by T. Kerr and seconded by J. Berenguer to approve the agenda. all in favor; no one opposed; no abstentions

**APPROVAL OF PRIOR MINUTES**

**Resolved:** a motion was made by T. Kerr and seconded by A. Emmi to approve the prior minutes. all in favor; no one opposed; no abstentions.

**POLICY DISCUSSION**

J.A. Delaney informed members of the committee that the policies contained in the policy books that they received in advance of the meeting were all policies that had been updated by A. Vitale and reviewed by the attorneys for the Authority. Many of the policies are only reformatted and have minor corrections, but some others are new or updated based on current laws and requirements. She then asked A. Vitale to review each of the policies with the changes to each, and outlining which policies are new.

Upon reviewing each policy,

**Resolved:** a motion was made by J. Berenguer and seconded by T. Kerr to recommend each of the policies to the Board of Directors for approval with the following changes:

- Remove "Collector" from the Cell Phone Use Policy
- Define "collector" in the Daily Fees on the Retail Market Policy
- Define "collector" in the Daily Stall Assignment Policy
- Update the delivery fee to \$13 in the Delivery Fee Policy
- Define "collector" in the Returned/Bounced Checks Policy
- Add the original adoption date to the Sexual Harassment Policy

All in favor, no one opposed, no abstentions.

## **COMMITTEE DISCUSSION**

J.A. Delaney informed the committee that the next important item that needs to be addressed and finally resolved by the Governance COmmittee is the bylaws and committee charters. The committee has been working to update the bylaws since 2014, but have not been successful in completing the project. At this time, it is very important that the bylaws be updated, as there are laws and requirements that need to be updated within them. The committee agreed that J.A. Delaney and A. Vitale would work on the documents to get them to the point that they are ready for review by the committee. J.A. Delaney would schedule the time with A.Vitale and then notify the committee to schedule a meeting once the documents were ready for review.

## **NEXT MEETING**

The next meeting of the Governance Committee will be TBD.

## **ADJOURNMENT**

**Resolved:** a motion was made by J. Berenguer and seconded by T. Kerr, to adjourn at 7:17PM. all in favor; no one opposed; no abstentions.

## Job Description

Job Title: Executive Director  
Department: Administration  
Reports To: CNYRMA Board of Directors  
FLSA Status: Exempt

Prepared by: CNYRMA Board of Directors  
Approved by: CNYRMA Board of Directors  
Date: March 2014

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### Basic Function

Responsible for the management and oversight of the Central New York Regional Market Authority, its programs and activities.

### Major Responsibilities

1. Responsible for determining the appropriate organizational structure and staffing requirements, defining the key responsibilities of all employees and setting performance standards.
2. Responsible for hiring, supervising, terminating, disciplining, promoting employees, and adjusting wages within guidelines approved by the Board.
3. Supervises the preparation of budget and management reports relative to the fiscal condition of the Authority.
4. Authorizes and oversees special events held at the Authority.
5. Plans, recommends and administers all capital improvements and major equipment purchases; responsible for seeking special funding whenever available.
6. Meets with the Board of Directors to present operating data, fiscal information and project status.
7. Works with the Board to develop both short and long term strategic plans and then implements those plans.
8. Prepares and submits reports to the Board of Directors, recommends policy and procedure to the Board of Directors.
9. Represents the Authority with State, Federal and Local representatives, economic development authorities and other members of the community.
10. Communicates with Commercial tenants including the negotiation and administration of Commercial Lease Agreements.
11. Oversees reconciliations of bank accounts on a monthly basis.
12. Responsible for the advertising and promotions and special events staff committee.
13. Records and prepares minutes of Board and Committee meetings.
14. Conduct employee evaluations annually or more frequently, as needed.
15. Implements policies, directives and resolutions established and/or adopted by the Board of Directors.

16. Responsible for ensuring the overall security of the Regional Market and the Authority's properties.
17. Performs such other duties consistent with the position of Executive Director, assigned from time-to-time by the Board of Directors.

### **Supervisory Responsibilities**

1. Develop and maintain an effective staff through the selection, training, supervision, compensation, motivation, termination and review of employees.
2. Delegate duties to staff, as well as supervise and provide instruction as needed.
3. Provide guidance and direction to staff to assist in their professional development to include facilitating cross training employees.

### **Skills**

Oral Communication Skills  
Planning  
Customer Relations  
Time Management  
Diplomacy  
Computer Literacy  
Accounting Systems  
Capital Justifications  
General Ledger  
Knowledge of Infrastructure

Reading Skills Professionalism  
Written Communication Skills  
Accrual Accounting  
Interpersonal Skills  
Organization  
Problem Solving  
Bank Reconciliation  
Fixed Assets  
Project Management

### **Education/Training**

Degree: Bachelors Degree or Equivalent Experience

### **Experience**

Prior experience in multiple disciplines helpful, including but not limited to Farmers' Markets, financial systems and reports, interpersonal skills, facility management and public relations are required.



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## *2022-23 Executive Director Accomplishments*

1. Continued striving for a payroll rates that are competitive and fair, leading to increases performance and retention of quality employees.
2. Continued relationships with current employees, working toward the goal of a cohesive staff and long term staff retention, while bringing in new employees, working closely with new hires for comprehensive training, and toward the goal of long term staff retention.
3. Successfully onboarded and trained a new Market Manager.
4. Participated in several interviews about the Market and about the Revitalization Project Proposal. Used these interviews as opportunities to build support and awareness for our Market.
5. Continued working with CNY Central on morning news segment featuring “What’s Fresh at the Market.” This campaign now runs all year and is featured across channels 3,5, and 6 in multiple morning news segments. This also aligns with the “What’s Fresh at the Market,” campaign that we now additionally run across all of our web platforms as well.
6. Secured a new mortgage with Farm Credit East, that allowed for emergency repairs and improvements to be made.
7. Secured new tenant in the Commons, leaving only one (the unit requiring significant work and investment) unit vacant in the Commons.
8. Worked with our engineering firm (C&S Engineers) to evaluate the entire facility and create a list of all required repairs/ improvements, to include cost estimates.
9. Used this list, in coordination with the Governance Committee to create a comprehensive strategic plan for the facility — establishing short, medium, and long term goals both for facilities and programming. **Strategic Plan**

10. Worked with the staff to conduct surveys of the vendors, tenants, and customers, and used collected data — in combination with several other forms of data — to create a project proposal and investment plan that would repair and enhance the facility into the future in alignment with the Authority’s strategic plan. **Revitalization Project Proposal**
11. Have continued to grow the project proposal through the duration of the year, as new data becomes available.
12. Worked closely with the New York State Farm Bureau, gaining support from Onondaga County, Oswego County, and the New York State Farm Bureau as a whole for funding to be provided in the New York State budget for our Revitalization Project.
13. Worked to increase agricultural industry networking through participation in events such as the New York State Farm Bureau Annual Meeting and the 2023 Agricultural Society Annual Forum.
14. Secured and attended several meetings with representatives on the City, County, and State level — sharing the Authority’s Strategic Plan and Revitalization Project Proposal — seeking support and funding for the project and the future of the Authority.
15. Attended NYS Farm Bureau Lobby Days and hosted a booth as the Taste of New York Reception, working to rally funding support for our project. **Lobby Days Report**
16. Onboarded new attorneys specializing in municipalities. Worked with them to solidify our ABO website compliance, and policy compliance.
17. Worked with the Governance Committee and new attorneys to update all of the Authority’s existing policies and create new policies to put the Authority in compliance with all required policies. Created organized and cohesive policy book containing all updated CNYRMA policies. **2023 CNYRMA Policy Book**
18. Completed a large scale renovation on the brickwork on the Regional Market Commons — working closely with the contractor, and bringing the project to completion with over \$200,000.00 in savings from the originally estimated cost.
19. Created updated streams for increased ease of communication amongst staff, vendors, and tenants.
20. Established the role of: Marketing and Special Events Coordinator and worked with this team member on increased creative advertising campaigns to maximize our reach for the limited budget dedicated to marketing and advertising. Continued to grow our reach on each of our web platforms to include a top viewed instagram reel with over 135,000 views.  
**Website YouTube Facebook Instagram LinkedIn**

21. Worked in coordination with the Downtown Committee on a grant application that successfully brought the funding necessary to staff the mobile market, to bring that highly requested program back into existence.
22. Worked in coordination with several community partners through, and including, SOFSA to gain additional support for Authority funding and programming.
23. Secured a commissary kitchen to bring the Demonstration Kitchen back online in the near future.





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## *2023-24 Executive Director Goals*

1. To keep pay and benefits at a competitive level; encouraging increased performance, and long term retention of quality employees.
2. Work toward the continued growth of our website and social media outlets with hopes of exploring the income potential of such platforms.
3. Finish implementing a system to increase leases accountability and keep them up to date, and continue working on negotiating positive new leases on current vacant space.
4. Explore options for funding and establishment of a community kitchen, opening the door for reinstatement of cooking demonstrations, community classes and outreach, and a tool for new vendor establishment.
5. Continue to explore options for investment, to secure funding for our Revitalization Project.
6. Work to continue to grow relationships with political leaders, ag. Industry leaders, and community partners — in an effort to cultivate additional support for investment in and the growth of the Authority.
7. Work Closely with the Facilities Manager and C&S Engineers on a continued investments in safety repairs and improvements across the facility.
8. Continue to work closely with the Facilities Manager on implementation of electronic methods to streamline communication, documentation, and action of the maintenance staff, their supplies, and their tasks. — Just had internet installed in the maintenance shop, and am in the process of setting up: phone, computer, and iPad in the shop. The maintenance team will be set up with: a phone line, and email address, a staff and event calendar, and storage drive to begin creating electronic files. Maintenance staff members will need to be trained on all items, but this will increase our reporting and record retention for maintenance work, expenses, ect., and improve communication between administrative staff and maintenance staff and help to keep everyone informed and on the same page.

9. Begin updates to warehouse facilities, to possibly include new warehouse space. Maintain and increase the ease of cold chain and FSMA compliance within the space, while beginning plans for the repurposing of out of date warehouse space. \*Beginning with updates and improvements to the existing warehouse on Hiawatha Blvd.
10. Repurpose current commission houses into food hall style establishments, brewery style restaurants, and possibly even an event/wedding venue.
11. Reimagine Farmers Market Drive to create a public market like atmosphere that encourages congregation and a cohesive gathering environment through the Regional Market and timing into NBT Bank Stadium.
12. Continued work toward completion of all items included in the Strategic Plan and Revitalization Project Proposal, continuing to complete items on the list as funding allows.
13. Install interactive and updated signage in and around the facility.
14. Work to secure a tenant for Retail Unit B, to grow that corner and that area of the market, as well as to add an additional stream of revenue.
15. Continue to explore opportunities for community collaboration and outreach for increased public education of healthy eating, shopping local, and the local food system.
16. Continue to explore options of reimplementing a successful gleaning program. (This is currently in the works.)
17. Work with the Marketing and Special Events Coordinator to continue to increase programming and special events to increase promotional income and grow the use and public awareness of the facility.
18. Seek out further opportunities to represent and spread education and awareness of our Market on the local, state, and national levels.
19. Explore opportunities to reimagine spaces to encourage community gathering and inclusivity.
20. Continue to work toward rates and services in line with the current market and community needs.
21. Implementation of increased Wifi access, security camera coverage, and key fab entry.
22. Increased availability of rental facilities for storage.
23. Update and reimagine Guard Shack and Security role.