



**Executive Committee Meeting/
Executive Transition Subcommittee Meeting
Tuesday, January 7, 2020
4:00 P.M.**

MCEDD Office
802 Chenoweth Loop Road, The Dalles, OR

AGENDA

<u>Topic</u>	<u>Time</u>	<u>Item</u>
Call to Order, Introductions		
Executive Committee Minutes <i>December 4, 2019</i>	5 minutes	Approval
Financial Report	5 minutes	Acceptance
RARE Community Application	5 minutes	Decision
Executive Director Hiring Process	20 minutes	Decision
Authorized Representative <i>GrantsOnline/EDA activities Other Functions</i>	5 minutes	Decision
ROI Application	5 minutes	Decision
Deputy Director Report	10 minutes	Information
Executive Director Report	10 minutes	Information
Facilities- Bus Barn Status	5 minutes	Information
Executive Session per ORS 192.660 (h) (litigation) <i>Regular Session Reconvened</i>		
Actions	5 minutes	Decision
Other New Business/ Updates from Committee Members		

The meeting location is accessible to persons with disabilities. If you have a disability that requires any special materials, services or assistance, please contact MCEDD at 541-296-2266 (TTY 711) at least 48 hours before the meeting.

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT
EXECUTIVE COMMITTEE MEETING
WEDNESDAY, DECEMBER 4, 2019
4:00 PM
MCEDD OFFICE
515 East Second Street, The Dalles, OR 97058

ATTENDANCE

Attending: Bill Schmitt, Bob Hamlin, Eric Proffitt, Ken Bailey, Steve Kramer, Dana Peck, Joe Dabulskis

Staff: Amanda Hoey (Executive Director), Jessica Metta (Deputy Director), Siri Olson (Finance and Operations Manager)

CALL TO ORDER

Bill Schmitt called the meeting to order at 4:00 p.m. A quorum was present.

EXECUTIVE COMMITTEE MINUTES

Eric Proffitt motioned to approve the November 6, 2019 Executive Committee meeting minutes as presented. Steve Kramer seconded the motion. Motion carried unanimously.

LONGEVITY CREDIT

Amanda Hoey reviewed the insurance policy with coverage through the Special Districts Insurance Services. She requested review of the longevity credit and rate lock agreement.

Dana Peck joined the meeting at 4:02 pm

Ken Bailey motioned to approve the longevity credit and rate lock agreement. Bob Hamlin seconded the motion. Motion carried unanimously.

HARASSMENT POLICY

Siri Olson presented the draft ‘Prevention of workplace discrimination, harassment and retaliation policy’ and the associated proposed revisions to the MCEDD personnel policies.

Joe Dabulskis joined at 4:04 pm

Eric Proffitt motioned to recommend the MCEDD Board of Directors adopt the MCEDD “Prevention of workplace discrimination, harassment, and retaliation policy” and revise the personnel policies to reference the new discrimination, harassment and retaliation policy. Steve Kramer seconded the motion. Motion carried unanimously.

EXECUTIVE DIRECTOR REPORT

Amanda Hoey presented the Executive Director report. She highlighted the proposed organizational structure change, noting that the title may change and that, if approved, a salary scale revision and new job description would be prepared.

Discussion: Eric Proffitt asked if this would be a new job classification or just a revision within an existing classification to include a supervisory role. Amanda Hoey noted that it would be a new classification and while it would retain project management work, it would provide strategic support in allocating staffing resources within the project management team and connecting to the CEDS. Ken Bailey noted that it was important, as the organization has grown, to alleviate some of the responsibility from the Executive Director and provide this kind of organization structure change.

Ken Bailey motioned to recommend to the board to approve the organizational structure change. Dana Peck seconded the motion. Motion carried unanimously.

Amanda reviewed the additional staffing support options related to the Finance Division.

Discussion: Steve Kramer inquired about the audit findings. Ken Bailey noted the need to take a long-term look and contract in the short-term. Siri Olson noted challenges with the current software's capability related to fund accounting. Amanda Hoey noted the software analysis and potential implementation is on the list of major items to complete after February. Eric Proffitt asked about the process for procurement of a CPA if pursuing. The Executive Committee expressed support for pursuing training. The Executive Committee requested the discussion of outside CPA support be discussed with the board following presentation of the audit in December.

Amanda reviewed the additional staffing support options related to the Business Assistance Division.

Discussion: Bob Hamlin inquired about the cost for additional legal support. Ken Bailey highlighted the need for short-term assistance and reevaluation with a new Executive Director. Eric Proffitt emphasized the importance of legal representation that specializes in the field. Amanda Hoey noted confidence with MCEDD's attorney, Vic Vankoten, but noted if he was not available for further assistance, the ability to understand the nuances of MCEDD's programs would be critical. Ken Bailey noted that there may be other individuals within Vic's office to engage, if needed. The Executive Committee agreed on pursuing mentorship/coaching opportunities. The Executive Committee agreed on additional legal support, at least in the short term. Amanda Hoey will follow-up with MCEDD's attorney on availability and cost.

Amanda reviewed the additional staffing support options related to the general support.

Discussion: Ken Bailey noted concern with a company with one individual, such as eggKrate, as MCEDD's systems could be down for a time when that person was on holiday. He noted preference to work with a company like Radcomp that has more people and depth to support. Eric Proffitt stated that the cost range seems reasonable. He asked if this cost was already in the budget. Amanda Hoey noted it was not a consideration in budgeting and that review of a potential supplemental budget is included as one of the major items after February. The Executive Committee expressed general support to move forward with some additional IT engagement.

Amanda reviewed the proposed Executive Director schedule through February.

Discussion: Dana Peck stated support for a smooth path forward. Steve Kramer noted his support. Ken Bailey stated appreciation for the detailed notes that will also assist a future Director.

Steve Kramer motioned to authorize outside employment for the Executive Director in January and February, authorize use of Paid Time Off in January and February and accept the proposed schedule from the Executive Director. Bob Hamlin seconded the motion. Motion carried unanimously.

Amanda requested appointment of an Executive Transition Subcommittee as spelled out in MCEDD's succession plan.

Dana Peck motioned to approve the Executive Committee members serving as the Executive Transition Subcommittee. Bob Hamlin seconded the motion. Motion carried unanimously.

Discussion: Ken Bailey clarified that quorum was not necessary for the subcommittee and the role it would serve in moving forward hiring processes.

Amanda reviewed a few highlights of activities from MCEDD, noting that the recent Webworks forum Carrie Pipinich put on was sold-out, the loan board conditionally approved a loan through the Attainable Housing RLF and the status of the remodel.

Discussion: The Executive Committee asked if staff would have changed the remodel now that it nears completion, seeing the finished product. Amanda Hoey noted that the preference would have been to stay with the initial design, but given cost considerations she was appreciative that we could find a way to move the project forward and completion of a project that allows MCEDD to move in is a huge win.

FACILITIES STATUS: BUS BARN

Jessica Metta provided an overview of the bus barn status.

EXECUTIVE SESSION

Per ORS 192.660 (g) Litigation, the MCEDD Executive Board moved into Executive Session at 4:37 p.m.

Regular session reconvened at 4:45 p.m.

ACTIONS

Jessica Metta provided an update on the funding option Google contacted her about to propose a green initiative for funding. They were interested in providing \$15,000 for two passenger shelters to support the Link. The funds are not enough to complete, but she will be working with a few entities on the necessary matching resources.

Discussion: The Executive Committee congratulated this achievement.

PREPARATION FOR FULL BOARD MEETING

Amanda reviewed the items for completion in advance of the full board meeting.

Discussion: Ken Bailey asked about when the search for a new Executive Director would begin and the process. Amanda Hoey noted she anticipated an outline of that before the board meeting with the intent to release a position announcement following the board meeting. The Executive Committee noted the recent updates to the job description which will help expedite the process. Bob Hamlin asked about the timeframe for hiring. Eric Proffitt state that a realistic timeline would be 6-12 months. Amanda noted she anticipates internal and external candidates applying and would encourage a shorter initial search for candidates to assess the pool. Ken Bailey noted it could always be extended if a successful candidate was not identified initially. Eric Proffitt noted the difficulties other employers have been facing securing executive leadership.

OTHER NEW BUSINESS

No other new business was presented.

ADJOURN

Meeting adjourned at 4:50 p.m.

Respectfully submitted, Amanda Hoey, Executive Director



FINANCIAL SUMMARY

The following reports were run by the Executive Director as the Finance Manager is out of the office. Bank statements have been reconciled, but there may be changes in categories not fully captured.

Balance Sheet as of November 30, 2019 reflects inclusion of depreciation expenses. Total cash balance is \$4,247,909.46, which is notably higher than the year prior and slightly increased since the prior month, as well. Accounts Receivable (1202) reflects higher than this time last year due to the growth of the organization, but is about half the amount it was last month. There are no concerning outstanding accounts receivable. On the loan side, the balance sheet reflects a decline in the loans receivable balance (1300) over the prior year and since the prior month as we have received an increase in loan partial payoffs and payments. While not substantial, it is worth monitoring trends. There is a positive to the numbers, which also tracks closely to reduction in delinquencies, as it reflects necessary scheduled payments being made. However, if few new loans are closed and payoffs/partial payoffs continue, the net result could represent a challenge into the future. Given recent Loan Board approvals, I anticipate that this trend will reverse over the next quarter. Total net position is \$11,580,514.72

Operational Budget versus Actual continues to show a low percentage in the federal funds revenue (4100) as comparison to budget. This reflects primarily flow-through revenue related to the transportation side, such as the anticipated acquisition of new vehicles. There are no concerns in relation to the current level of federal funding received. Local match (4300) and assessment (4400) both appear high, but it is due to the majority of those assessments and match funds being realized at the beginning of the fiscal year and the budget being based on 1/12th of the total each month. Loan processing fees (4700) and filing fees (4705) are low as they directly relate to loan closings, which are discussed above. The loan late fees (4710) are higher than budget as staff has been diligent in ensuring adequate collections. For expenses, Bonds and Insurance (6800) will appear above budget throughout the year as it includes pre-paid expenses. When those are adjusted out at the end of the fiscal year, it should reflect in line with the budget. Capital purchase (9100) will continue to reflect low. While it includes remodel expenses, the majority of the budgeted costs relate to the bus barn which may or may not actualize expenses in FY20.

Mid-Columbia Economic Development District
Balance Sheet
 As of November 30, 2019

	<u>Nov 30, 19</u>	<u>Nov 30, 18</u>
ASSETS		
Current Assets		
Checking/Savings		
1000 · Bank Demand Deposits		
Total 1010 · MCEDD Checking	116,152.87	161,315.51
Total 1015 · MCEDD MM	545,647.07	408,718.64
1020 · IRP		
1021 · IRP - Sherman	76,252.45	114,124.60
1022 · IRP - WA	20,426.46	104,442.46
1020 · IRP - Other	156,011.38	48,044.79
Total 1020 · IRP	252,690.29	266,611.85
1030 · Loan Funds		
1036 · EDA RLFs	132,033.79	76,954.71
1045 · Reg Strat	52,732.27	136,030.13
1050 · RBEG-OR	41,351.21	113,224.43
1055 · RBEG-WA	3,593.39	95,419.37
1057 · RBEG-KL	44,960.81	126,623.88
1067 · CDBG Microenterprises	81,461.57	65,800.95
Total 1030 · Loan Funds	356,133.04	614,053.47
1031 · Housing RLF	1,793,945.56	1,182,242.05
1070 · National Scenic Fund	1,183,340.63	1,151,960.66
Total 1000 · Bank Demand Deposits	4,247,909.46	3,784,902.18
1100 · CDS		
1121 · IRP Reserve	96,070.80	96,070.80
Total 1100 · CDS	96,070.80	96,070.80
1122 · IRP - DDM Product	232,369.60	463,149.37
1125 · LINK Petty Cash	150.00	50.00
1196 · OR Telecom Conference	0.00	11,949.43
Total Checking/Savings	4,576,499.86	4,356,121.78
Accounts Receivable		
1202 · Accounts Receivable	95,024.33	66,156.74
Total Accounts Receivable	95,024.33	66,156.74
Other Current Assets		
1200 · Receivables & Accruals		
1205 · Accrued Revenue	20,000.00	14,166.66
1217 · Prepaid Expenses	811.48	204.04
1227 · Accrued Loan Interest	32,126.64	20,272.19
Total 1200 · Receivables & Accruals	52,938.12	34,642.89
1300 · Loans Receivable		
1330 · MCEDD Loans Receivable		
1320 · IRP	2,100,304.39	1,959,146.08
1321 · IRP - Sherman	164,872.41	132,743.67
1322 · IRP - WA	299,523.98	219,323.44
1336 · EDA RLFs	646,678.38	679,102.32

Mid-Columbia Economic Development District
Balance Sheet
As of November 30, 2019

	<u>Nov 30, 19</u>	<u>Nov 30, 18</u>
1345 · Reg Strat	123,154.42	35,134.45
1350 · RBEG-OR	285,425.46	203,094.30
1355 · RBEG-WA	94,175.29	0.00
1357 · RBEG-KL/SK	84,794.10	0.00
1367 · CDBG Microenterprises	26,497.34	41,260.05
1371 · Housing RLF	243,412.99	838,678.81
Total 1330 · MCEDD Loans Receivable	4,068,838.76	4,108,483.12
1370 · OIB Loans Receivable	1,787,896.52	1,775,449.37
Total 1300 · Loans Receivable	5,856,735.28	5,883,932.49
1500 · Allowance for Doubtful Loans		
1520 · IRP Allowance	-132,493.11	-158,999.33
1521 · IRP - SH Co	-10,387.61	-8,115.80
1522 · IRP - WA	-15,257.43	-25,097.07
1536 · EDA RLFs Allowance	-41,277.39	-34,023.66
1545 · Reg Strat Allowance	-10,036.11	-2,138.04
1555 · RBEG Allowance	-30,833.86	-12,426.19
1567 · CDBG Microenterprises	-2,021.76	-2,736.88
1571 · Housing RLF Allowance	-14,737.95	-27,918.84
1575 · OIB Allowance	-48,906.65	-47,404.77
Total 1500 · Allowance for Doubtful Loans	-305,951.87	-318,860.58
Total Other Current Assets	5,603,721.53	5,599,714.80
Total Current Assets	10,275,245.72	10,021,993.32
Fixed Assets		
1600 · Fixed Assets		
1610 · Building/Land	1,216,060.00	1,216,060.00
1605 · Vehicles	164,627.00	127,534.00
1650 · Accumulated Depreciation	-75,418.00	-21,675.00
Total 1600 · Fixed Assets	1,305,269.00	1,321,919.00
Total Fixed Assets	1,305,269.00	1,321,919.00
TOTAL ASSETS	11,580,514.72	11,343,912.32
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2010 · A/P General	0.00	220.00
Total Accounts Payable	0.00	220.00
Other Current Liabilities		
2030 · Accrued Loan Payment	47,727.79	47,600.44
2035 · Accrued Interest Payable	257.82	166.47
2050 · PTO - Accrued	50,619.87	40,398.10
2070 · Health Insurance Payable	-23,599.27	-5,982.47
2080 · Life & Disability Payable	-740.87	-187.05
2090 · WC SAIF Ins	-7,301.74	-4,084.80
Total 2100 · Payroll Liabilities	394.20	-825.94

Mid-Columbia Economic Development District
Balance Sheet
As of November 30, 2019

	Nov 30, 19	Nov 30, 18
2800 · Deferred Revenue	6,666.66	7,500.00
Total Other Current Liabilities	74,024.46	84,584.75
Total Current Liabilities	74,024.46	84,804.75
Long Term Liabilities		
2820 · IRP Loan Payable \$1million	401,776.57	439,828.29
2821 · IRP Loan Payable \$600,000	352,994.87	374,717.70
2822 · IRP Loan Payable \$750,000	521,941.86	548,296.90
2823 · IRP Loan Payable - WA \$310,000	269,206.32	279,567.81
2824 · IRP Loan Payable - SH \$200,000	166,603.11	173,359.52
Total Long Term Liabilities	1,712,522.73	1,815,770.22
Total Liabilities	1,786,547.19	1,900,574.97
Total Equity	9,793,967.53	9,443,337.35
TOTAL LIABILITIES & EQUITY	11,580,514.72	11,343,912.32

Mid-Columbia Economic Development District
Budget vs. Actual FY20
July through November 2019

	Jul - Nov 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · Carryover Revenue	717,487.48	572,645.00	144,842.48	125.29%
4010 · Trans Frm/To Fund (MATCH)	2,000.00	1,166.62	833.38	171.44%
4012 · Trans From/To Fund (SUPPORT)	-5,925.00	5,773.68	-11,698.68	-102.62%
4100 · Federal	111,817.94	314,539.49	-202,721.55	35.55%
4200 · State	211,670.05	309,445.00	-97,774.95	68.4%
4300 · Local Match	41,291.10	13,750.00	27,541.10	300.3%
4400 · Local Assessment	60,946.00	33,727.50	27,218.50	180.7%
4500 · Contract Reimbursement	330,854.13	380,004.56	-49,150.43	87.07%
4600 · Loan Interest	134,985.35	154,255.40	-19,270.05	87.51%
4700 · Loan Processing Fees	780.00	9,895.81	-9,115.81	7.88%
4705 · Loan Filing Fees	632.50	1,916.76	-1,284.26	33.0%
4710 · Loan Late Fee	1,652.47	1,708.31	-55.84	96.73%
4750 · Investment Interest	805.79	443.24	362.55	181.8%
4800 · Other Revenue	2,922.09	3,973.75	-1,051.66	73.54%
4803 · Sponsor Donations	500.00			
4805 · Farebox Revenue	12,159.30	14,583.31	-2,424.01	83.38%
4934 · In-Kind Revenue	48.00	13,514.56	-13,466.56	0.36%
Total Income	1,624,627.20	1,831,342.99	-206,715.79	88.71%
Gross Profit	1,624,627.20	1,831,342.99	-206,715.79	88.71%
Expense				
5000 · Personnel Expense	503,552.70	632,372.04	-128,819.34	79.63%
6110 · Travel & Conference	13,074.53	14,687.50	-1,612.97	89.02%
6190 · Event Services	700.00	1,625.00	-925.00	43.08%
6200 · Equipment	1,530.08	5,129.12	-3,599.04	29.83%
6300 · Supplies	8,076.44	18,366.83	-10,290.39	43.97%
6400 · Professional Services	56,770.89	200,783.22	-144,012.33	28.28%
6500 · Vehicle Costs	25,694.68	49,090.37	-23,395.69	52.34%
6600 · Communications	9,034.13	17,509.12	-8,474.99	51.6%
6700 · Building Costs	14,910.47	44,170.74	-29,260.27	33.76%
6800 · Bonds & Insurance	6,810.50	4,587.06	2,223.44	148.47%
6900 · Other Materials & Supplies	6,716.27	5,449.63	1,266.64	123.24%
9000 · Indirect Spread	-14.19	2.87	-17.06	-494.43%
9100 · Capital Purchase	52,841.90	130,768.31	-77,926.41	40.41%
9600 · Transfer to/from Source	-4,112.50	833.31	-4,945.81	-493.51%
Total Expense	695,585.90	1,125,375.12	-429,789.22	61.81%
Net Ordinary Income	929,041.30	705,967.87	223,073.43	131.6%
Other Income/Expense				
Other Expense				
7400 · Loan Payment	50,575.00	50,850.40	-275.40	99.46%
7500 · Carryover to Next Year	626,563.00	626,563.00	0.00	100.0%
7600 · In-Kind Contractual	48.00	13,514.56	-13,466.56	0.36%
Total Other Expense	677,186.00	690,927.96	-13,741.96	98.01%
Net Other Income	-677,186.00	-690,927.96	13,741.96	98.01%
Net Income	251,855.30	15,039.91	236,815.39	1,674.58%

Memorandum

Date: January 2, 2020
To: MCEDD Executive Committee
From: Carrie Pipinich, Senior Project Manager
Re: Resource Assistance for Rural Environments

Action Requested

Recommendation: I am requesting authority to pursue application for a RARE participant to serve with MCEDD in advancing the objectives of key MCEDD strategies. I am also requesting authority for applying for a portion of matching funds through The Ford Family Foundation.

Alternative A: Do not approve engaging in supporting a RARE volunteer.

Overview

The Resource Assistance for Rural Environments (RARE) program, administered by the University of Oregon, is designed to increase the capacity of rural communities to improve their economic, social, and environmental conditions through the assistance of trained graduate-level members who live and work in communities for 11 months. Each RARE participant is a college graduate (with a bachelor's degree) or graduate-level student. The RARE program provides initial selection and screening and the community partner conducts interviews for final selection of the participant at their site.

In order to be an agency hosting a RARE participant, we must apply to be a host site. Pre-applications are due April 17, 2020. There is a \$23,500 matching funds requirement from the host agency to place, train, and support a full-time RARE member. However, there is an option for up to \$10,000 through The Ford Family Foundation to support the match.

MCEDD has hosted multiple AmeriCorps RARE participants in the past and currently hosts RARE participant Tatiana Eckhart. RARE participants have supported cluster analysis, cluster implementation, and our CEDS process, among other efforts. MCEDD has also benefited from trained alumni from the program with alumni of the RARE program hired as MCEDD staff, including previous staff member Anna Tompkins (Assistant Project Manager) and current staff members Carrie Pipinich (Senior Project Manager), Marla Harvey (Program Manager) and I. More information about the program is available at <http://csc.uoregon.edu/rare/>

RARE Participant's Proposed Role

The RARE participant would primarily support the Project Management Team and report to the Senior Project Manager. Key roles include:

- Serve as a point of contact for key initiatives for the Wasco County Economic Development Commission, including staffing one of their committees and supporting key local projects.
- Manage the annual Economic Symposium logistics, including coordination with the venue, speakers, and attendees, marketing materials, etc.

- Support the economic resiliency initiatives as opportunities arise to implement key strategies identified.
- Begin laying the foundation for MCEDD's 2021/2022 major update to the CEDS.

Opportunities and Costs

The RARE program presents an inexpensive means to gain a full-time qualified person. The opportunity for what could be achieved in hosting this person for the region is described in the "RARE Participant's Proposed Role" above.

With significant organizational transitions and shifts in our structure, the capacity a RARE provides for the upcoming year presents an opportunity for additional support for the project management team to move key initiatives forward smoothly.

We have the space to support a RARE built into our new office configuration.

The match is higher than some other AmeriCorps programs, but in return there is a great deal of screening and training provided through the University to get a qualified participant and to support development of that individual throughout their year. In order to address the matching requirement, we would utilize a portion of funding provided by our Wasco County EDC contract revenue, our EDA Planning Grant, and if application is approved by the Executive Committee and successful, ROI resources.

The primary cost is the supervisory time from MCEDD management staff in order to ensure the participant is successful in completing the scope of work. However, supervisory time will be far less than the amount of time we would otherwise need to expend directly administering these efforts if we did not have a RARE.

Memorandum

Date: January 2, 2020
To: MCEDD Executive Committee/ Transition Subcommittee
From: Amanda Hoey, Executive Director
Re: Executive Director Search Process

Request

As outlined in the process at the Board meeting and per our succession policy, at this Executive Committee meeting you are asked to:

- a. Conduct a brief organizational assessment to identify attributes and characteristics necessary to consider in the selection of the next Executive Director. You have an adopted job description for the position that provides the primary attributes and characteristics on which candidates will be evaluated.
- b. Determine panelists for the first interview stage. Staff will then work on outlining proposed interview dates based on panelists' availability.
- c. Discuss anticipated process for second stage of candidate assessments. Determine which key stakeholders will be involved and how. Determine how the public may be involved. Determine if a presentation or other items may be required in stage two of the evaluation of candidates.

Decisions on the items above, combined with the job description as adopted and the process outlined below, creates the entire framework for the hiring process. The Executive Committee is then asked to formally adopt these as the standards, criteria and policy directives for hiring of the Executive Director position. This item, as are all of ours excluding the items in Executive Session, is open for public comment.

Role of the Executive Transition Subcommittee (through the Executive Committee)

As outlined in our adopted succession policy, the role of the committee is to:

- Establish a timeline and plan for the recruitment and selection process
- Conduct an assessment of the organization to identify attributes and characteristics necessary to consider in the selection of the next Executive Director.
- Consider needs for consulting assistance in transition.
- Appoint an interim Executive Director if the process for a permanent selection will extend beyond February 29, 2020.
- Assign a lead contact to negotiate with the preferred candidate for employment.
- Communicate with stakeholders on Board actions related to the Executive Director search, interim appointment (if applicable), and permanent selection.
- Consult with MCEDD's cognizant agency (EDA) for approval of the top candidate.

Proposed Timeline: and Process

- **December 16, 2019:** Begin distribution of position advertisement and notices. Position open to internal and external candidates to submit application (cover letter, resume and references).
 - a. Alternate: Hire executive search firm to assist in recruitment.
- **January 7, 2020:** Executive Committee meeting/Executive Transition Subcommittee meeting. Established procedures adopted. Staff will prepare recommended interview

questions for first stage interviews and work with the appointed interview panelists for a draft schedule.

- **January 21, 2020 at 5 pm:** Deadline for ‘first round consideration’ of applications.
- **January 21-23, 2020:** MCEDD’s Finance/Operations Manager (FM) and Executive Director (ED) review candidate applications for completeness and supplies list of those meeting requirements to the Executive Transition Subcommittee.
- **January 27, 2020:** The Executive Transition Subcommittee submits ranking of candidates to the MCEDD FM/ED and recommends candidates for interviews. If insufficient candidate pool, the committee may recommend to formally reopen for longer search time. If sufficient candidate pool, MCEDD FM/ED will compile subcommittee input to schedule top candidates for interviews.
- **February 5, 2020:** Executive Committee meeting/Executive Transition Subcommittee meeting. Depending on the consistency of rankings submitted and the availability of candidates:
 - a. **If consistency in assessments:** interviews completed before the **February 5, 2020** Executive Committee meeting. Discussion at the meeting to determine how to proceed into the second stage.
 - b. **If significant disagreement on candidates to interview:** assess at the February 5th meeting to determine candidates for interviews. By **February 14, 2020**, conduct interviews and rank candidates. Determine if formally reopen for longer search time or proceed with top candidates to next stage
- MCEDD Finance Manager/Executive Director conduct reference checks on top candidate(s) and proceed to invitations for second stage, as appropriate.
- Second stage process (second round of interviews with key stakeholders, presentation and interview, meeting with the board, or other as determined by the committee)
- Recommendation of top candidate, with assignment of individual (generally board chair) to act as lead in submitting the offer to the candidate and identifying parameters for that individual to negotiate with a candidate.
- Final offer letter prepared and signed.
- MCEDD Finance Manager conducts all required background, driving and credit checks, if offer accepted.
- Obtain concurrence from EDA.
- Onboarding of a new Executive Director

If a candidate is selected and on board by February 29, 2019 then action is not required in relation to an interim Executive Director. If the process is still underway by that date, then an interim appointment will be made to begin March 1, 2020 until there is a successful full hire.

Memorandum

Date: January 2, 2020
To: MCEDD Executive Committee
From: Amanda Hoey, Executive Director
Re: Authorized Representative

Request

Designate Authorized Representatives for the grantsonline system, Enterprise Zone and any other accounts that may be required during an interim time before a new Executive Director is hired.

Overview

Grantsonline (EDA)

MCEDD receives funding through the US Economic Development Administration (EDA). EDA uses a system developed for NOAA called grantsonline. It is a cumbersome system that is intended to handle all reporting and payment authorizations for our Partnership Planning grant. An "Authorized Representative" must be designated and have the approval from MCEDD's governing body to act on its behalf on matters related to the Partnership Planning grant.

The actions required by the Authorized Representative should include the following:

- Quarterly approvals for payment processing.
- Semi-annual report submissions (March/April).
- Annual communications providing evidence of meeting special award conditions (eg updates to the CEDS, status of matching funds).

Recommendation: Interim: Senior Project Manager. Long term: new Executive Director.

Cascade Locks-Hood River Enterprise Zone

The Cascade Locks-Hood River Enterprise Zone Manager is designated as the MCEDD Executive Director with my name, in particular, on file with the State of Oregon. Enterprise Zone tasks are delegated to MCEDD staff to perform, with most of that work the responsibility of the MCEDD Loan Fund Manager. The Zone Manager provides final review and signature on authorizations. I am requesting the zone sponsors authorize a generic "MCEDD" manager which can be internally delegated. The Executive Committee would then need to delegate that role internally.

The actions required by the Authorized Representative should include the following:

- Provide final review and signature on authorizations (typically four per year).

Recommendation: Interim: Loan Fund Manager. Long term: new Executive Director.

Other Accounts

In addition, authorization for other items is necessary to begin changing over accounts in January and prevent any lapses in those accounts. This action needs to occur before an Executive Director hire may be made.

Recommendation: Interim: Deputy Director. Long term: new Executive Director.

Memorandum

Date: January 2, 2020
To: MCEDD Executive Committee
From: Carrie Pipinich, Senior Project Manager
Re: Rural Opportunity Initiative

Request/Recommendation

Recommendation: I am requesting authority to pursue an application to Business Oregon's Rural Opportunity Initiative (ROI) for grant funding.

Alternative A: Do not approve application of funding at this time.

Overview

Business Oregon's Rural Opportunity Initiative focuses on investing in local capacity to develop and implement entrepreneurship programs and improve the entrepreneurial ecosystem. ROI areas of focus for investment include dismantling barriers to entrepreneurship among rural residents; increasing the number, type, and accessibility of business support services; leveraging and attracting funding and capital investments; removing hurdles to business success by changing regulations and policies; prioritizing inclusivity and diversity; and working collaboratively to minimize duplication and maximize existing resources.

The program requires at least three local partners to participate with a lead applicant accepting funds and managing the effort. The program supports a term through June 2021 with funding requests between \$30,000 and \$80,000.

ROI Proposed Scope Elements

Staff seeks to build on existing efforts to address needs around broadband adoption and utilization by local businesses, meet identified needs around providing tools to make local businesses more resilient in the face of economic shocks, and increasing access to capital for local businesses. Focus areas for this proposal that would build on local partners' expertise and these identified needs include:

- **Business Planning and Finance for Resilient Businesses:** Increasing access to Small Business Development Center services through increased local outreach and planning workshops focused on business continuity, financial, and succession planning held in areas throughout the region will support addressing these key needs.
- **Access to Capital:** Hosting a lender roundtable, business training sessions on preparing for accessing funding, and engagement with existing business training programs by lenders would support reducing barriers to accessing capital.
- **WebWorks: Business Broadband Utilization:** This existing model training would include both bringing business training resources from outside local communities but also provide opportunities to highlight local businesses already successfully deploying strategies. This topic area could reinforce skills and strategies that increase economic resiliency as well through highlighting cloud based services accessible

from anywhere, marketing and communications strategies that allow businesses to connect with customers about changing conditions, and other key tools.

Staff is gathering feedback from local partners on a proposed scope of work and identifying opportunities for partnerships.

Opportunities and Costs

Funding through this program could bring in additional resources to support business training at MCEDD and with local partners. This would also provide opportunities to strengthen relationships with these partners.

These investments could have a positive impact on the lending pipeline through supporting outreach time for the Loan Fund Manager as well as increasing the resources available to current and potential clients to prepare for accessing capital.

The proposed scope would support implementation of identified strategies.

This effort would take staff time from both the project management team as well as the Loan Fund Manager but would also provide resources to support that time.



**Deputy Director's Report
Prepared for the January 2020 Executive Committee Meeting**

LINK Transportation

- Bus Barn and Vehicle Gate: We are continuing to work with Crestline's gate subcontractor to address issues with the repairs to the existing vehicle gate. Pioneer Engineering, Crestline's engineering subcontractor, has drafted a new foundation design for the bus barn. Once we have the updated construction budget, we will submit the new plans to Building Codes for permitting. Additional updates on the status of bus barn related items will be discussed at the meeting and we have included an Executive Session to address the item.
- Vehicles: We have received our newest bus! Once the logos are in place, we are excited to start using it for service. We have started the paperwork to procure the two additional vehicles for which we recently received a grant.
- We signed a three-month agreement with LogistiCare for the non-emergency medical transportation funded through PacificSource. This will give us time to see how the new Oregon Health Authority regulations work for our system and an adjusted pricing schedule with LogistiCare.
- We were pleased to learn that CAT is adjusting their stop in The Dalles from Lewis and Clark Festival Park back to The Dalles Transit Center as of January 4. We are expanding our Saturday hours to stay open until 4 pm so that we can meet their last bus and take riders downtown if needed.
- Blue Marble Creative will be developing some new marketing collateral for The LINK. It will be helpful to have visually appealing brochures, flyers and images with a unified look to better communicate all the new services with The LINK.

Gorge Translink Alliance and Mobility Management

- Kathy held a quarterly meeting of Gorge Translink Alliance in December, which primarily was a good opportunity to provide updates on her work and for the transportation providers to share updates on new services.
- Kathy is supporting Skamania County Transportation in discussions with the Port of Cascade Locks to request a transit vehicle bridge toll waiver. She is presenting the request to the Port of Cascade Locks Commission in early January.
- Kathy has been participating in Advisory Committee Meetings for the Historic Columbia River Highway. The group is considering significant use of transit to solve transportation issues along the waterfall corridor.
- The project management team for the Gorge Regional Transit Strategy will have greater support from WSDOT staff, which will benefit the outcomes. WSDOT staff has also suggested a grant source for additional funds toward this project. The first project management team meeting with ODOT, WSDOT and MCEDD staff is in early January.

Gorge Technology Alliance

- The December FIRST LEGO League robotics tournaments went off successfully. As our 11th year of holding these, the events run very smoothly.
- The GTA Board reviewed the first round of new logos for the organization in December and was generally pleased with the direction. I expect we should have a final logo in February. The next

phase of Locus Interactive's work will be updated messaging about the GTA and the Gorge tech industry for our use.

- We have begun planning for Wind Challenge on March 14, 2020. This event is a partnership between the GTA, Google and CGCC. We are discussing with Google if they have increased staff capacity as ours is somewhat constrained at present.

Other Items

In consultation with Amanda, we have set Tuesday, February 18, 5:30 p.m. as the date for her public farewell gathering, possibly at Freebridge Brewing in The Dalles. There is historical precedent of spending some MCEDD funds on food for these types of events (i.e. for Eric Nerdin and Sherry Wickert most recently). I am requesting Executive Committee approval to spend MCEDD funds on food for this event. We are also planning a staff potluck farewell on February 26.



Executive Director’s Report
Prepared for the January 2020 Executive Committee Meeting

Schedule

I will be in the office on the following days:

- January 2, 3, 6, 7, 10, 21, 27, 28, 29, 30, 31
- February 4, 5, 11, 18 and one additional day (likely the 21st)

Business Assistance

- Cause for celebration! The \$2M was secured through the Ag appropriations. These are essentially the funds that had been authorized for economic development in 1986, but never fully appropriated. See media notice here: https://www.hoodrivernews.com/gorge-life/cross-river-and-cross-aisle-federal-business-development-grants-directed/article_9fec8918-2bf6-11ea-8cc2-8b069589d4e1.html.
- Updates on the targeted completion items:

Item	Progress	Still to Accomplish
\$2M Economic Development Funds	I have sent inquiries to confirm the process for funding and anticipate it to be through the Rural Business Development Grants program.	Complete the draft application once the process is confirmed.
Loan closing documents	Loan Fund Manager has prepared a draft for Perry Management, which is expected to close shortly. He is working on the C&E documents as well. MCEDD’s attorney will be point on review of documents.	Attorney will support reviews of any documents associated with new loan commitments made by the Loan Board.
Wrap up litigation, where possible, on defaulted loans.	MCEDD’s attorney is actively working with Israel through each of the issues.	Attorney to continue support.
RLF's revolved if possible (AHDRLF, Micro)	The commitment of funding for C&E furthers the objective for AHDRLF funds revolving, but more work is needed. An application should be presented at the next Loan Board meeting for the microloan program	I anticipate that we will still have funds to revolve in both accounts following my departure. The Loan Fund Manager has this item as a priority.
RLF Reporting- End of Year	Housing and Microloan reports are completed and submitted. IRS reporting was prepared by the Loan Fund Manager for submission.	EDA report still to complete (due 1/30/20). Loan Fund Manager and Finance Manager tasked with completion.
Mentorship/coaching options	Discussed with the Loan Fund Manager on specific individuals to contact.	Still need to complete.
OIB Multnomah County Representative	Tammy Miller reappointed to fill one of the two vacancies.	We will need a second appointee to fill the final vacancy. It will hold until later in 2020.

Project Management/Regional

- Updates on the targeted completion items

Item	Progress	Still to Accomplish
CEDS update underway, drafted	Notices sent to all leads and reminders scheduled. Drafts of items prepared for March discussions.	Senior Project Manager to have lead. Request for the EC's consideration on a RARE
EDA planning grant mid-point report prepared for submission in April		Draft of planning grant mid-point report still needed.
Work with NADO on board replacement	NADO advised of changes.	No further action required
Gorge Commission comments		Still to be completed and submitted.
Transfer projects and information currently primarily under the ED's role to Project Managers	Complete.	No further action required
Logisticare and GOBHI contract execution	Short term for Logisiticare in place and GOBHI is extended for the short term as well.	No further action until new Executive Director is on board.
Provide response to engineers	Complete.	Further action will be taken as directed by the Executive Committee.
Infrastructure contracts signed. Follow-up on EDA applications	Draft agreement submitted for the remaining pending contract	Project Manager is on point for all EDA application follow-up
Complete the Economic Resilience statewide documents and distribute to partners	Draft completed by the graphic designer and feedback provided.	Once final is prepared, the Project Manager will distribute.

Internal/ Operational

- Jacque Schei submitted a SDAO Safety/Security Grant for \$3,050 which was awarded! The funds will offset the cost of video cameras we have in the buses and support getting those cameras into the new buses.
- We are moved!!! I would add more exclamation points to this item if I could do so without being obnoxious. This was a huge lift that I am so glad to have been able to complete. New address for all of MCEDD: 802 Chenowith Loop Road, The Dalles.
- Updates on the targeted completion items:

Item	Progress	Still to Accomplish
Banking	Columbia State was notified of the move for all of our accounts	Ultimately, I still need to be removed from accounts, but that will be a final day item
Remodel complete. Move complete.	We are moved!	Final walk through with the building owner. Final move of the odds/ends that do not have a home.

IT sorted	Radcomp and eggKrate have done a superb job in the transition and there are only a few minor items yet to complete.	Ongoing support to be provided by eggKrate, with backup support through Radcomp for emergency calls.
Payroll, monthly financial activities.	Payroll completed to date. Monthly activities pending.	Scheduled through February.
Set up hiring process and associated items.	In process	Additional activities will be completed following the Executive Committee meeting
Organizational structure change implemented; with salary adjustments.	Carrie Pipinich was promoted to Senior Project Manager, effective 1/1/20. Organizational structure changes implemented	No further action required. Salary adjustments will take place with the next payroll run.
Notices; Accounts signed over	In progress	Further actions will take place throughout January and February, pending Executive Committee decisions.
E-accounts sorted with master passwords and instructions	Complete	No further action required
Policies	All reviewed	Unfair competition policy update to be presented in February
Audit: finalized, to federal clearinghouse	Audit finalized. Finance Manager has submitted to all funders.	Need confirmation on submission through federal clearinghouse (have left a message for the auditor)
Pursue TFFF grant for training resources.	Finance Manager drafted and submitted application	Pending response from TFFF.
Evaluations conducted	Completed for all staff due to this point for performance review	Scheduled for the remaining staff due for evaluations before the end of February
Annual Reporting/ IRS	Finance Manager has drafted for MCEDD	No further action required

Happy new year! The future looks bright for MCEDD in the next decade.