



**Executive Committee Meeting**  
**Wednesday, April 1, 2020**  
**4:00 P.M.**

MCEDD Office, 802 Chenoweth Loop Road, The Dalles

*Or*

Zoom (contact [officeadmin@mcedd.org](mailto:officeadmin@mcedd.org) for access information)

**AGENDA**

<b><u>Topic</u></b>	<b><u>Estimated Time</u></b>	<b><u>Item</u></b>
Call to Order, Introductions		
Executive Committee Minutes <i>March 2020</i>	5 minutes	Approval
Finance Report and Account Signer	10 minutes	Acceptance
Employee Benefits through COVID-19	10 minutes	Decision
Loan Program Disaster Relief	10 minutes	Information
<b><i>Executive Session per ORS 192.660 (f) (Exempt Documents)</i></b> <b><i>Regular Session Reconvened</i></b>		
Other COVID-19 Response Activities	10 minutes	Information
Executive Director Hiring Process Review	10 minutes	Discussion
Meyer Memorial Trust Grant Request	5 minutes	Approval
Executive Director Report	10 minutes	Information
Other New Business; Committee Members Updates		
Adjourn		

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

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT  
EXECUTIVE COMMITTEE MEETING  
WEDNESDAY, MARCH 4, 2020  
4:00 PM  
MCEDD OFFICE  
802 Chenowith Loop Road, The Dalles, OR 97058

**ATTENDANCE**

*Attending:* Eric Proffitt, Dana Peck, Steve Kramer, Ken Bailey, Bill Schmitt

*Staff:* Jessica Metta (Interim Executive Director), Siri Olson (Finance & Operations Manager), Lauren Hernandez (Office Administrator)

**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 February 2020 Executive Committee meeting minutes as presented. Steve Kramer seconded the motion. Motion carried unanimously.

**FINANCIAL REPORT**

Siri Olson presented the financial report. She noted Total Cash balance as of January 31, 2020, is \$4,861,399.55. Siri explained the balance for prepaid expenses is due to insurance premiums for 2020. The Loans Receivable balance is \$541,157 lower than at this time last year due to recent loan payoffs and paydowns. The loan pipeline shows positive activity, which will increase both Accrued Loan Interest and Loans Receivable balances. Siri also explained that Deferred Revenue reflects the funding for MCEDD's Planning grant. Current Net Position is \$11,652,155. Siri noted she is working with Carol Friend on the logistics of booking the interfund loan approved at the last MCEDD Board meeting.

Siri reported that Federal and State revenue still appear to be lagging due to timing of receiving payments from Transportation Operations for the prior quarter. Local Match is considerably more than budgeted in this period, in part due to Google's support of the Bus Shelter project. Personnel numbers look good and are below budget. Siri explained Professional Services is expected to increase due to additional legal, technology, and accounting support services. Bonds & Insurance includes premiums for January through June 2020. The premiums covering July through December 2020 are recognized as a prepaid expense and will be booked as an expense in FY21. Other Materials and Services appears over budget due to third-party processing fees associated with Farebox online processing fees and increased bank services charges associated with ACH Collections. Capital Purchase will continue to increase as the Bus Barn project moves forward.

**Ken Bailey motioned to approve** the financial report as presented. Eric Proffitt seconded the motion. Motion carried unanimously.

**BUDGET COMMITTEE AND PROCESS**

Jessica Metta explained the Executive Committee appoints members to the Budget Committee on a yearly basis. The Budget Committee is comprised equally of three at-large and three MCEDD Board members. There is currently one board representative position open and one at-large position open. For the FY21 Budget Committee, Dana Peck and Fritz Ellett's terms are expiring. Dana is interested in reappointment, but Fritz is not. Leana Kinley expressed interest in filling the board position. Three applications have been submitted to fill the at-large position opening.

*Discussion: Dana Peck noted he enjoys serving on the Budget Committee but is happy to have Leana fill the vacant board representative spot.*

**Ken Bailey motioned to recommend** Andrea Krol as a candidate for the at-large position and Leana Kinley as a candidate for the board position on the MCEDD Budget Committee. Dana Peck seconded the motion. Motion carried unanimously.

**Dana Peck motioned to recommend** the approval of the FY2021 Budget Process. Steve Kramer seconded the motion. Motion carried unanimously.

### **AUDITOR SELECTION**

Jessica Metta reported MCEDD submitted a Request for Proposals for auditing services and received responses from Connected Professional Accountants, LLC, and Solutions Certified Public Accountants, PC. She noted CPA has been MCEDD's auditor for the last four years and has experience auditing other similar entities. Yvonne Roberts with CPA is specialized in Revolving Loan Funds. Jessica explained SCPA has experience with governmental entities but gave no evidence of previous experience auditing loan funds or EDA funds. CPA's total rate for four years is \$91,294 and SCPA's total rate for four years is \$104,326. Jessica explained staff does not provide a recommendation, as the auditor will evaluate financial information provided by staff, and the decision of an auditor should be made independent of staff recommendations.

*Discussion: The Executive Committee acknowledged it is good practice to periodically switch auditors but noted maintaining consistency in the auditor is essential at this time, as MCEDD is in a period of administrative transition.*

**Ken Bailey motioned to recommend** to the MCEDD Board of Directors that MCEDD engage with Connected Professional Accountants, LLC in a contract for auditing services. Dana Peck seconded the motion. Motion passed unanimously.

### **INTERIM EXECUTIVE DIRECTOR REPORT**

Jessica Metta reviewed the Interim Executive Director report, highlighting that MCEDD received the building permit for the bus barn and held pre-construction meetings. The groundbreaking will be March 16<sup>th</sup>. The project should be complete by June 30<sup>th</sup>. She reported the Wind Challenge was canceled due to concerns about Coronavirus. Jessica noted staff is internally discussing how to protect employees while continuing to be a resource for the community.

*Discussion: Eric Proffitt asked how the buses are cleaned. Jessica explained the drivers clean them, and extra time has been built into the schedule to allow for another block of time for disinfecting. Bill Schmitt asked if the bus stops were being disinfecting. Jessica noted she would look in to it.*

Jessica noted MCEDD contracted with Friend and Reagan, P.C. for financial support.

*Discussion: Siri Olson reported Carol Friend has made observations and suggestions, and the financials will be cleaned up. There is much residual financial history in QuickBooks, some going back to 2006. Cleaning up unclassified transactions will be a focus as well as creating a balance sheet by fund. Discussion was held regarding how due to the growth of the organization in such a short time frame, MCEDD's financial needs have outgrown the capabilities of QuickBooks. Siri noted the transition to new accounting software will be long term and will require up-front planning. The process for changing accounting software was discussed. Siri explained different phases of the change will be included in the budget process. The FY21 budget will likely include funds for researching software options. The*

*total cost of transitioning is dependent on the software chosen, the modules purchased, and the size and needs of the organization.*

Jessica noted MCEDD's application to Business Oregon's Rural Opportunity Initiative grant was successful. The grant will provide funds to help expand some of MCEDD's ongoing programs.

**EXECUTIVE SESSION**

Per ORS 192.660 (a) (To consider the employment of a public officer, employee, staff member or individual agent) the MCEDD Executive Committee moved into Executive Session at 4:38 p.m.

Regular session reconvened at 4:53 p.m. No actions were taken.

**OTHER NEW BUSINESS**

No other new business was presented.

**ADJOURN**

Meeting adjourned at 4:53 p.m.

*Respectfully submitted, Lauren Hernandez, Office Administrator*



## FINANCIAL SUMMARY

As of February 29, 2020

Balance Sheet. Total Cash balance as of 01/31/20 is \$4,020,991.92. Accounts Receivable (1202) balance remains at a higher level largely due to the timing of payments for Transportation Operations, GTA Staffing, and Contract Reimbursements. Accrued Loan Interest (1260) balance of \$37,481.62, of which \$18,135 of accrued interest belongs to OIB. The higher Accrued Loan Interest is attributed to the stability and growth of the loan activities from the prior year. Accrued Loan Payment (2030) is MCEDD's liability to the USDA for the IRP funds, of a large party of the payments will take place in June. As the payments are made the Long-Term Liabilities will decrease. Current Net Position is \$11,578,489.88.

Operations Budget vs. Actual. Total Revenue reflects we have received 85.2% of the anticipated revenue for July - February budget. Revenue attributed to ODOT grants and Transportation Operations continues to come in as expected. Contract Reimbursement (4500) is seeing revenue from multi-year contracts related to infrastructure projects as they move forward. Loan Interest (4600) is in good standing at this point in time. Unfortunately, there is a rise in Loan Late Fees (4710), however this is attributed to a few loan clients. Personnel Expenses (5000) continues to be below budget, which is attributed to variables included in the budget. The Personnel budget includes potential increase in health benefits, potential wage increases, and potential for PTO payout should an employee leave. Although, Bonds and Insurance (6800) and Other Materials and Supplies (6900), which is made up of Dues and Fees, 3<sup>rd</sup> Party Online Processing Fees, are over budget, Materials and Services is currently under budget by 47% for the fiscal year. Capital Purchase currently has \$121,000 budget left in spending authority for the fiscal year.

Respectfully Submitted,

Siri Olson  
Finance & Operations Manager

Mid-Columbia Economic Development District  
**Balance Sheet**  
As of February 29, 2020

	Feb 29, 20	Feb 28, 19
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
<b>1000 - Bank Demand Deposits</b>		
1010 - MCEDD Checking	106,354.57	49,092.68
1015 - MCEDD MM	414,965.53	443,294.03
<b>1020 - IRP</b>		
1021 - IRP - Sherman	81,753.88	115,018.51
1022 - IRP - WA	21,842.93	101,427.53
1020 - IRP - Other	153,724.96	38,149.65
<b>Total 1020 - IRP</b>	257,321.77	254,595.69
<b>1030 - Loan Funds</b>		
1036 - EDA RLFs	160,662.18	90,037.49
1045 - Reg Strat	52,987.42	135,636.62
1050 - RBEG-OR	46,651.87	114,239.10
1055 - RBEG-WA	4,518.14	94,386.70
1057 - RBEG-KL	44,534.89	126,618.49
1067 - CDBG Microenterprises	86,431.53	69,300.70
<b>Total 1030 - Loan Funds</b>	395,786.03	630,219.10
1031 - Housing RLF	1,510,467.10	1,191,038.46
1070 - National Scenic Fund	1,336,096.92	996,200.38
<b>Total 1000 - Bank Demand Deposits</b>	4,020,991.92	3,564,440.34
<b>1100 - CDS</b>		
1121 - IRP Reserve	96,072.01	96,068.17
<b>Total 1100 - CDS</b>	96,072.01	96,068.17
1122 - IRP - DDM Product	330,473.21	336,138.49
1125 - LINK Petty Cash	150.00	50.00
1196 - OR Telecom Conference	0.00	0.12
<b>Total Checking/Savings</b>	4,447,687.14	3,996,697.12
<b>Accounts Receivable</b>		
1202 - Accounts Receivable	126,305.90	59,161.46
<b>Total Accounts Receivable</b>	126,305.90	59,161.46
<b>Other Current Assets</b>		
<b>1200 - Receivables &amp; Accruals</b>		
1210 - Accrued Revenue	20,000.00	14,166.66
1240 - Prepaid Expenses	10,209.98	8,333.53
1260 - Accrued Loan Interest	37,481.62	24,630.55
<b>Total 1200 - Receivables &amp; Accruals</b>	67,691.60	47,130.74
<b>1300 - Loans Receivable</b>		
<b>1330 - MCEDD Loans Receivable</b>		
1320 - IRP	2,042,740.13	2,115,159.19
1321 - IRP - Sherman	161,217.04	130,031.84
1322 - IRP - WA	297,048.48	216,851.41
1336 - EDA RLFs	626,426.58	669,797.83
1345 - Reg Strat	122,775.18	34,754.32
1350 - RBEG-OR	282,921.27	204,259.17
1355 - RBEG-WA	93,651.69	1,772.29
1357 - RBEG-KL/SK	84,794.10	0.00
1367 - CDBG Microenterprises	23,300.63	38,054.41
1371 - Housing RLF	532,778.05	837,379.10
1372 - MCEDD Micro Loan	20,000.00	0.00
<b>Total 1330 - MCEDD Loans Receivable</b>	4,287,653.15	4,248,059.56
1370 - OIB Loans Receivable	1,649,834.96	1,938,098.83

Mid-Columbia Economic Development District  
**Balance Sheet**  
As of February 29, 2020

	Feb 29, 20	Feb 28, 19
Total 1300 · Loans Receivable	5,937,488.11	6,186,158.39
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	<u>-305,951.87</u>	<u>-318,860.58</u>
Total Other Current Assets	5,699,227.84	5,914,428.55
Total Current Assets	10,273,220.88	9,970,287.13
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	<u>1,305,269.00</u>	<u>1,321,919.00</u>
Total Fixed Assets	1,305,269.00	1,321,919.00
<b>TOTAL ASSETS</b>	<b><u>11,578,489.88</u></b>	<b><u>11,292,206.13</u></b>
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2010 · A/P General	0.00	660.48
Total Accounts Payable	0.00	660.48
Other Current Liabilities		
2030 · Accrued Loan Payment	76,715.70	76,536.12
2035 · Accrued Interest Payable	257.82	166.47
2050 · PTO - Accrued	50,619.87	40,398.10
2060 · Deferred Comp Payable	5,500.00	0.00
2070 · Health Insurance Payable	-23,059.96	-23,554.84
2080 · Life & Disability Payable	-756.77	-749.03
2085 · Retirement Payable	655.72	0.00
2090 · WC SAIF Ins	-6,300.16	-4,122.11
2100 · Payroll Liabilities	1,941.49	314.91
2800 · Deferred Revenue	6,666.66	7,500.00
Total Other Current Liabilities	<u>112,240.37</u>	<u>96,489.62</u>
Total Current Liabilities	112,240.37	97,150.10
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	263,997.61	274,411.33
2824 · IRP Loan Payable - SH \$200,000	166,603.11	173,359.52
Total Long Term Liabilities	<u>1,707,314.02</u>	<u>1,810,613.74</u>
Total Liabilities	1,819,554.39	1,907,763.84
Equity	9,758,935.49	9,384,442.29
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>11,578,489.88</u></b>	<b><u>11,292,206.13</u></b>

**Mid-Columbia Economic Development District**  
**Budget vs. Actual FY20**  
July 2019 through February 2020

	<u>Jul '19 - Feb 20</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4000 · Carryover Revenue	717,487.48	572,645.00	144,842.48	125.29%
4010 · Trans Frm/To Fund (MATCH)	11,160.87	666.64	10,494.23	1,674.2%
4012 · Trans From/To Fund (SUPPORT)	-20,959.87	9,237.96	-30,197.83	-226.89%
4100 · Federal	268,161.71	503,263.28	-235,101.57	53.29%
4200 · State	320,604.05	495,112.00	-174,507.95	64.75%
4300 · Local Match	64,153.68	22,000.00	42,153.68	291.61%
4400 · Local Assessment	60,946.00	53,964.00	6,982.00	112.94%
4500 · Contract Reimbursement	525,173.89	608,007.32	-82,833.43	86.38%
4600 · Loan Interest	213,048.12	246,808.64	-33,760.52	86.32%
4700 · Loan Processing Fees	9,043.12	15,833.32	-6,790.20	57.11%
4705 · Loan Filing Fees	729.52	3,066.72	-2,337.20	23.79%
4710 · Loan Late Fee	3,444.47	2,733.32	711.15	126.02%
4750 · Investment Interest	1,293.18	709.28	583.90	182.32%
4800 · Other Revenue	8,558.41	6,358.00	2,200.41	134.61%
4803 · Sponsor Donations	500.00			
4805 · Farebox Revenue	20,590.19	23,333.32	-2,743.13	88.24%
4934 · In-Kind Revenue	0.00	21,623.32	-21,623.32	0.0%
<b>Total Income</b>	<u>2,203,934.82</u>	<u>2,585,362.12</u>	<u>-381,427.30</u>	<u>85.25%</u>
<b>Gross Profit</b>	<u>2,203,934.82</u>	<u>2,585,362.12</u>	<u>-381,427.30</u>	<u>85.25%</u>
<b>Expense</b>				
5000 · Personnel Expense	851,814.50	1,011,794.88	-159,980.38	84.19%
6110 · Travel & Conference	17,805.66	23,500.00	-5,694.34	75.77%
6190 · Event Services	2,305.00	2,600.00	-295.00	88.65%
6200 · Equipment	28,993.06	8,206.64	20,786.42	353.29%
6300 · Supplies	12,620.05	29,386.76	-16,766.71	42.95%
6400 · Professional Services	95,972.79	320,772.84	-224,800.05	29.92%
6500 · Vehicle Costs	44,945.18	78,544.64	-33,599.46	57.22%
6600 · Communications	13,971.09	28,014.64	-14,043.55	49.87%
6700 · Building Costs	19,125.68	70,673.28	-51,547.60	27.06%
6800 · Bonds & Insurance	14,165.00	7,339.32	6,825.68	193.0%
6900 · Other Materials & Supplies	8,774.55	8,719.36	55.19	100.63%
9000 · Indirect Spread	-183.02	1.64	-184.66	-11,159.76%
9100 · Capital Purchase	192,539.26	209,229.32	-16,690.06	92.02%
9600 · Transfer to/from Source	3,963.47	1,333.32	2,630.15	297.26%
<b>Total Expense</b>	<u>1,306,812.27</u>	<u>1,800,116.64</u>	<u>-493,304.37</u>	<u>72.6%</u>
<b>Net Ordinary Income</b>	<u>897,122.55</u>	<u>785,245.48</u>	<u>111,877.07</u>	<u>114.25%</u>
<b>Other Income/Expense</b>				
<b>Other Expense</b>				
7300 · Student Tickets	238.50			
7400 · Loan Payment	80,920.00	81,360.64	-440.64	99.46%
7500 · Carryover to Next Year	626,563.00	626,563.00	0.00	100.0%
7600 · In-Kind Contractual	0.00	21,623.32	-21,623.32	0.0%
<b>Total Other Expense</b>	<u>707,721.50</u>	<u>729,546.96</u>	<u>-21,825.46</u>	<u>97.01%</u>
<b>Net Other Income</b>	<u>-707,721.50</u>	<u>-729,546.96</u>	<u>21,825.46</u>	<u>97.01%</u>
<b>Net Income</b>	<u><u>189,401.05</u></u>	<u><u>55,698.52</u></u>	<u><u>133,702.53</u></u>	<u><u>340.05%</u></u>

## Memorandum

**Date:** March 26, 2020  
**To:** MCEDD Executive Committee  
**From:** Siri Olson, Finance & Operations Manager  
**RE:** Employee Benefits through COVID-19

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### Overview

In response to COVID-19, MCEDD proactively reduced transportation services to include only essential trips, which consist primarily of dial-a-ride for groceries and medical related trips. Our drivers and dispatchers provide essential services in order to continue to provide these essential functions. Reduced transportation services will affect our employees due to the potential of reduced work schedules, temporary furloughs, and layoffs of these essential employees as we all work together to battle this pandemic.

Personnel Policy 6.1, states “Employees working 30 or more hours on a weekly basis shall be eligible to pro-rated portion of benefits.”

This will impact employees who will be paid through National Paid Sick Leave Act and Emergency Family Medical Leave Act, both effective April 2, 2020. Should an employee meet the criteria for either or both situations, the paid time is reduced to 66.7%, which is below the “30 hours per week.” Additionally, should we need to reduce services more, this will also reduce employees to less than “30 hours per week.”

As additional information, there are likely to be resources available through the Federal Transit Administration and/ or Oregon Dept. of Transportation to cover additional expenses related to COVID-19.

### Options:

1. MCEDD continues to provide 100% employee benefits to any employee who is affected by a reduced work schedule, layoff, and/or furlough, which includes covering COBRA costs as necessary, *for a 3 month period.*
2. Employees utilize accrued PTO up to 30 hours per week to remain eligible for benefits on a pro-rated basis.
3. MCEDD applies current personnel policy to all employees.

### Request:

To provide direction as to how to proceed with employee benefit coverages, as we are impacted by COVID-19.

## Memorandum

**Date:** March 26, 2020  
**To:** MCEDD Executive Committee  
**From:** Jessica Metta, Executive Director  
**Re:** Loan Program Disaster Relief

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### Overview

Several of MCEDD's loan clients' businesses are or may be negatively impacted the latest COVID-19 pandemic. With unforeseeable impacts of non-essential businesses being forced to close, the immediate future is uncertain. Some businesses are operating at minimal levels, while some are impacted by their distribution channels changing. Others are closed but are continuing to pay utility costs. Loan client businesses are unable to generate the revenues needed to support fixed business expenses for multiple weeks. Many of these fixed expenses do not have flexibility in payment requirements. Future impacts are unknown in dealing with potential extended closures and low revenues for existing loan clients, as well as potential new relief-loan applicants. Flexibility in MCEDD loan payment requirements will help these businesses.

Staff presented options to the Loan Administration Board for approval on March 26, 2020 for:

- 1) Direction on payment relief that can be proactively offered to loan clients;
- 2) Discussion of other proactive options or manners in which our resources can be best used to support local businesses in managing through the COVID-19 pandemic; and
- 3) Discussion of options for delinquent loan clients.

### Approved Option

The Loan Administration Board authorized MCEDD staff to provide payment relief options to MCEDD loan clients without additional approval by the Loan Administration Board with specific options included and/or flexibility provided to staff.

These authorized options could include:

- Loan payment deferrals with interest capitalized to loan principal for up to 2 months for existing clients.
- Interest-only payments for up to 6 months.
- Waiving of late fees for March and April 2020 months.
- Loan amount increases with collateralization of at least 125% for amounts over \$15,000 and at least 75% collateralization for amounts \$15,000 or less.
- Short term working capital loans up to \$15,000 with up to 30-month repayment period and 5% to 7% annual interest rates and no loan fees with at least 75% collateralization, with a relief term intro of 4.25% for the first 6 months.
- Other options as approved by the MCEDD Loan Board Administration.

Conditions will include:

1. The client must be current on all conditions of the loan agreement.

2. Payment relief request from the client must be for an adverse business impact due to an emergency such as a natural disaster, family death or severe illness, or other circumstances as staff deems constitute an emergency.
3. Interest will continue to accrue during the skip payment months and will create or increase a balloon payment amount at the end of the loan term.
4. Collateral: A personal guarantee for individuals with 20% or more ownership in the business is required. A blanket UCC filing on the business will be required. No additional collateral will be required, but may be provided voluntarily.
5. Financials will be required; to include a credit report and the standard financials request for both business (P/L, Balance Sheet, tax returns) and personal (tax returns, financial statements).
6. Businesses must demonstrate at least a 25% reduction in revenue as a result of the disaster as shown by:
  - Existing business: A comparison of the current quarter financials to the same time period a year prior.
  - New businesses (in business less than a year): Comparison of the current month financials to the prior month.

Staff authorized payment relief will be reported regularly to the Loan Administration Board and available for review.

**Request**

This is presented to the MCEDD Executive Committee as information. No approval is needed as the actions are in line with the Board-approved Revolving Loan Fund Plans.

## Memorandum

**Date: March 25, 2020**  
**To: MCEDD Executive Committee**  
**From: Jessica Metta, Executive Director**  
**Re: COVID-19 Response Activities**

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### Overview

In addition to the update on our lending program, this memo shares how MCEDD staff is working to address the COVID-19 pandemic.

### Regional Resiliency Work

This work is an outgrowth of the economic resiliency work we have done over the last few years. Oregon Regional Solutions staff has been assisting greatly in helping us stand up first an Oregon-only and then a bi-state Mid-Columbia Resiliency Team with staff-level regional economic development and workforce partners, as well as key state agency and federal staffers. The first bi-state meeting was March 20 and the group is meeting every Friday at present. We have also been pulling together sub-groups as needed, including ports, ag partners and chambers.

On the information-sharing front, we have built out a COVID-19 resources page off [mcedd.org/ready](https://mcedd.org/ready) as a clearinghouse for business and employee information. We are also sending out a daily digest summarizing new information to the Mid-Columbia Resiliency Team contact list.

We are also serving as connectors to economic development information through the Oregon Emergency Operation Centers, through our role as county-level economic staff on the Oregon side. Guidance on what more we should be doing in Washington would be appreciated.

MCEDD staff Carrie Pipinich, Jacque Schei and Ami Trosley have been instrumental in all the above.

### The Link

The Link Public Transportation has been closely monitoring state and federal health authority guidance in relation to the COVID-19 outbreak. We understand the important role that public transportation plays for many in our community and are balancing those needs with how we operate to keep our many vulnerable riders healthy. We are working to keep the riders physically spaced out on the buses and building additional time into the schedule to clean the buses often. As of March 17, we took these additional precautions:

- We are limiting rides to essential rides, including to work, medical appointments, necessary shopping and other essential reasons.
- We reduced our hours of operation to be 7:00 a.m. to 4:30 p.m. weekdays for dial-a-ride and our deviated fixed route in The Dalles. We are not operating on Saturdays.
- To limit handling of cash and tickets, all rides are free.
- Our lobby is closed to the public. This also means we stopped selling Greyhound tickets from our lobby.

We are keeping an eye on information from ODOT and the Federal Transit Administration about how we might be able to recoup lost revenue.

### Internal Operations

Staff has been asked to work remotely as much as possible. We worked with RADCOMP to get remote access to our files. Portfol access is still a challenge, and Quickbooks access can be slow. We are encouraging no in-person meetings and have been making good use of our zoom video conferencing account. In the office, we have provided extra Clorox wipes and marked off safe distances around key congregating areas to keep staff apart. Our lobby is closed to the public.

Personally, as I balance care for my school-aged children, I have adjusted my hours mostly to 6:30am to 2pm and check in briefly in the evening.

### Request

This is provided as informational but guidance from the Executive Committee on how we can improve or be more useful across the region would be welcome. I also would appreciate your thoughts on how we can look ahead to the future versus the short-term response work that is occupying us at present.

## Memorandum

**Date: March 25, 2020**  
**To: MCEDD Executive Committee**  
**From: Jessica Metta, Executive Director**  
**Re: Executive Director Hiring Process Feedback**

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### **Overview**

With the completed hiring of a new Executive Director, staff suggests the Executive Committee review the process that was used for that hire and suggest adjustments that would improve the process.

As background information, the Hiring Process reviewed by the Executive Committee at its December 2019 meeting is included, as is the Succession Policy. The process deviated from the December 2019 suggestion in that one candidate was recommended for approval after the first round of interviews and a second round of interviews was not conducted.

### **Request**

The MCEDD Executive Committee is asked to provide feedback on this process.

# MCEDD Executive Director Search Process

## Role of the Executive Transition Subcommittee

- Establish 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: Recruitment

- **December 16, 2019:** Begin distribution of position advertisement and notices. Distribution points to include MCEDD website and social media, direct email to partners, inclusion of the process in the press release announcing Amanda's transition, Oregon and Washington employment departments, National Association of Development Organizations and others identified by the committee.
  - a. Recommendation: Open the position for internal and external candidates to submit application (cover letter, resume and references).
  - b. Alternate: Hire executive search firm to assist in recruitment.
- **January 21, 2020 at 5 pm:** Deadline for 'first round consideration' of applications. *This deadline allows for just over a month search. The closing for first round consideration is just past the MLK holiday (MCEDD is not open).*
- **January 21-23, 2020:** MCEDD's Finance/Operations Manager (FM) receives applications and reviews submitted applications for completeness and meeting minimum qualifications. MCEDD FM and/or Executive Director (ED) supplies candidate applications 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.

## Proposed Timeline: Selection

- **December 16-20, 2019:** Staff develops proposed first stage interview questions.
- **Week of January 6, 2020:** Proposed January Executive Committee meeting/Executive Transition Subcommittee meeting.

- a. Conduct a brief organizational assessment (MCEDD ED to support) to identify attributes and characteristics necessary to consider in the selection of the next Executive Director.
  - b. Review staff recommended interview questions for first stage interviews.
  - c. Determine interview panelists for first interview stage and proposed interview dates based on panelist availability.
  - d. Discuss anticipated process for second stage of candidate assessments. Determine which key stakeholders will be involved and how. Determine if a presentation will be required in second stage.
- **January 27, 2020:** 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.

# Succession Plan Policy *Adopted March 2019*

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## **Policy statement:**

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of the Mid-Columbia Economic Development District (MCEDD) to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures.

It is also the policy of the Board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is representative of the community; a good fit for the organization’s mission, vision, values, goals, and objectives; and who has the necessary skills to lead the organization. To ensure that the organization’s operations are not interrupted while the Board of Directors assesses the leadership needs and recruit a permanent Executive Director, the board will appoint interim executive leadership as described below. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, loans approved, reports due, contracts, licenses, certifications, memberships, obligations to lenders or investors of MCEDD, and others.

It is also the policy of MCEDD to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent Executive Director position. MCEDD shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim Executive Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the search committee according to the guidelines established for the search and recruitment process.

## **Procedures for succession:**

For a temporary change in executive leadership (i.e., illness or leave of absence), refer to the organization’s emergency succession plan. In the event the executive director of MCEDD is no longer able to serve in this position (i.e., leaves the position permanently), the Executive Committee of the Board of Directors shall do the following:

- Within five (5) business days appoint an interim Executive Director.
- Implement the transition plan or, within fifteen (15) business days, appoint an executive transition subcommittee to implement the transition plan. Implementation shall include:
  - Communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee, and implementing the succession policy. The organization shall maintain a current list

of key stakeholders who must be contacted, such as lenders and grantors of MCEDD, government agencies, etc.

- Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- Establish a time frame and plan for the recruitment and selection process.
- Refer to the personnel handbook for additional hiring procedures.
- Consult with MCEDD's cognizant agency.

The Board should use similar procedures in case of an executive transition that simultaneously involves the executive director and other key management. In such an instance, the Board may also consider temporarily subcontracting some of the organizational functions from a trained consultant or other organizations.

## Memorandum

**Date:** March 26, 2020  
**To:** MCEDD Executive Committee  
**From:** Carrie Pipinich, Senior Project Manager, Marla Harvey, Program Manager  
**Re:** Meyer Memorial Trust Grant Request

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### **Request/Recommendation**

Recommendation: Grant authority to submit an application for up to \$150,000 to Meyer Memorial for grant funding to support the Energy Coordinator Position for two years.

Alternatives:

1. Do not approve application of funding at this time.
2. Approve funding for a one-year application.

### **Overview**

Meyer Memorial Trust's annual funding opportunity is open now through April 13, 2020. Meyer offers operating, capacity, project and technical assistance grants. They have four portfolio categories: Healthy Environment, Housing Opportunities, Equitable Education, and Building Community. Grant requests can be for projects lasting up to three years with funding up to \$185,000. Grant decisions will be made July-November and funding will be released in January 2021.

### **Meyer Proposed Scope Elements**

Staff seeks to apply for a capacity grant of up to two years to provide staffing capacity and developing communications tools to support implementation of the Hood River County Energy Plan and the remaining two years of the Energy Council's current workplan. Projects anticipated for inclusion are:

- Development of funding strategies to support the build-out of energy and storage systems that increase community resilience.
- Creation of maps and planning tools that help the community plan for, prioritize, and implement energy projects that increase community resilience.
- Data collection that helps us better understand the business impacts of outages and residential housing stock.
- Public facility assessments that identify opportunities to increase resilience and efficiency of publicly owned facilities and fleets, such as school buses and City and County buildings.
- Local campaigns that strategically promote weatherization and renewable energy where historic access to these resources is low and impact would be significant.
- Efforts to increase vehicle charging stations.
- Diversity, Equity and Inclusion training for the Energy Council to support further incorporation into operations and workplan projects.

**Match:** This grant application would leverage anticipated local funding for Energy Coordinator position, Energy Council volunteer hours, and Energy Trust of Oregon Resilience contract funding as match.

### **Opportunities and Costs**

The proposed scope of work would support implementation strategies identified in the Hood River County Energy Council Work Plan through continued staffing capacity. This effort would require staff time from the Finance Manager and project management staff and would likely preclude MCEDD from applying to another Meyer Memorial grant while this grant is open (potentially through 2022). However, it would also provide stable support for up to two years, freeing up staff capacity to focus on project specific management, coordination and fundraising efforts as well as leveraging local resources for implementation.



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

*Below are staff updates not presented elsewhere to the Executive Committee.*

**Business Assistance**

- We closed with Perry Management LLC/ Twin Market, Inc. for \$332,500 loan and a \$40,000 bridge loan.
- The Loan Administration Board approved a modification request for Toss Products, LLC.
- The Oregon Investment Board approved their budget for FY21, which flows into MCEDD budget development. They increased the amount for marketing and discussed producing a video to advertise the OIB loan program.
- Israel is researching SBA disaster loan information to be of assistance to our clients.

**Transportation Division**

- We ordered three smaller passenger bus shelters for The Link which we will work to install along our Deviated Fixed Route. These were 80% grant funded.
- We received three quotes for our latest RFQ to purchase two buses for The Link. We will be moving forward with the procurement approvals from the state but should be slightly under budget for the grant we have.
- In early March, we implemented plans to increase marketing for The Link, including radio ads, billboards and movie theater advertising. The radio spots have been modified to share our current operations. The billboards share general information and will be installed in April.
- Kathy is researching best practices for transit in relation to COVID-19 and supporting providers in coordination as operations change and in sharing information.
- Planning: Our many transportation planning activities are moving along:
  - We are finalizing the scope of work with ODOT for the 20-year Transportation Masterplan for The Link.
  - Wasco County and Sherman County Coordinated Transportation Plans have been doing surveying. We will adjust the meetings to be more one-on-one to gather input for these plans.
  - Gorge Regional Transit Strategy had the next large meeting scheduled for May. Kathy is investigating remote meeting tools to see how to adjust this process.

**Project Management**

- The GTA had been preparing for a shared booth and off-site mixer for the international drone tradeshow AUVSI in Boston in May, which I was planning to attend. The show is tentatively postponed for August 10-12.
- The GTA received 13 applications for its annual STEM college scholarship fund and selected a recipient at its March Board meeting.
- Several of Jacque's grant management projects are in a holding pattern, but Antelope is making good progress and will have enough extra funds to extend out some waterlines.

- Marla is reaching out to partners in Hood River County to explore ongoing funding for her work in FY21. The Hood River Energy Council has been working on a weatherization campaign.
- In Maupin, staff is engaged in a Housing Needs Analysis as well as analyzing the economic impact of water sports recreation.
- We are pulling together the USDA Rural Business Development Grant application as approved at the March Board meeting to expand out the Rural Opportunities Initiative project which would bring business training, broadband outreach, and other outreach to the region.
- We are finalizing a RARE application as approved.
- Carrie participated in a panel about broadband as part of the Western Governors Association Conference. The event was moved online due to COVID-19.

### **Operations and Facilities**

- Siri is monitoring guidance on the COVID-19 emergency FMLA rules to ensure our compliance, as we will be subject to them.
- We are mailing out the annual assessment letters notifying our partners about their annual dues for their budgeting processes.
- We worked with RADCOMP to set up a VPN to allow remote access to our server. This is supporting most employees working fully remotely. Remote access for Portfol is still an issue.
- The vehicle gate for our rear parking lot appears to be fully functional. Crestline was repairing the gate with a subcontractor as part of the bus barn contract. Crestline broke ground for the bus barn on March 16 (see right). We have received notice that they may need to change deadlines and operations based on COVID-19. Otherwise they are intended to be done by June.

