



**Executive Committee Meeting**  
**Tuesday, March 1, 2022**  
**4:00 P.M.**

Via Zoom Only (Information on Reverse)

**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>February 2022</i>	2 minutes	Approval
Finance Report	10 minutes	Acceptance
Budget Committee	5 minutes	Recommendation
Grant Application Request	5 minutes	Approval
Out-of-State Travel	5 minutes	Approval
Expansion Task Force Updates	15 minutes	Recommendation
Executive Director Updates	5 minutes	Information
Other New Business; Committee Members Updates		
Executive Director Evaluation <i>Executive Session per ORS 192.660(i)</i> (performance evaluations of public officers and employees) <i>Regular Session Reconvened</i>	10 minutes	Evaluation
Executive Director Action	5 minutes	Decision
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.

MCEDD is inviting you to a scheduled Zoom meeting.

Topic: Executive Committee Meeting

Time: Mar 1, 2022 04:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/88153906820>

Meeting ID: 881 5390 6820

One tap mobile

+13462487799,,88153906820# US (Houston)

+16699006833,,88153906820# US (San Jose)

Dial by your location

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 312 626 6799 US (Chicago)

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

Meeting ID: 881 5390 6820

Find your local number: <https://us06web.zoom.us/u/kbTdwMAgZx>

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.

MCEDD is an equal opportunity lender, employer and provider.

**MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT  
EXECUTIVE COMMITTEE MEETING  
WEDNESDAY, February 2, 2022  
4:00 PM  
ZOOM TELECONFERENCE**

**ATTENDANCE**

*Attending:* Ken Bailey, Joe Dabulskis, Steve Kramer, Eric Proffitt, Dave Sauter, Scott Clements, Bob Hamlin

*Staff:* Jessica Metta (Executive Director), Jill Brandt (Administrative Assistant), Carrie Pipinich (Deputy Director of Economic Development), Kate Drennan (Deputy Director of Transportation), Dana Woods (Financial Officer), Lauren Hernandez (Office Administrator)

**CALL TO ORDER / INTRODUCTIONS**

Bob Hamlin called the meeting to order at 4:00 p.m. A round of introductions took place.

**EXECUTIVE COMMITTEE MINUTES**

**Eric Proffitt** to approve the November 3, 2021, Executive Committee meeting minutes as presented. Dave Sauter seconded the motion. All voted in favor and the motion carried.

**FINANCE REPORT**

Dana Woods presented the Financials for December 2021. November and December were included. Total cash balance as of 12/31/2021 was \$7,273,318.05. Accrued loan interest is down due to decreased lending activity in the month. November and December combined saw 4 loan payoffs and no new loans funded. The current Loans Receivable balance was \$3,724,761.66. Net Position as of 12/31/21 was \$12,968,800.04. In the Operations' Budget vs. Actual, State revenue showed zero for the month of December. This was because the 2<sup>nd</sup> quarter STIF payment showed up in November rather than December. YTD revenue was at 50.8% of budget.

Personnel expenses for the month of December were 75% of budget because we were short on staff for one part-time bus driver position and one program assistant. Ami's former position has not been rehired but is being filled by sharing out those duties to other staff for now. This may be revisited when Loan Fund activity picks up. Vehicle costs were up due to the price of fuel going up. Other materials and services appeared under budget because it included the full \$2 million in USDA funds.

Dana gave a status report with the Caselle transition: the first of three rounds of data has been processed. She said year-end reporting was complete and on time. The LGIP accounts were established and three of them have been funded. Upcoming projects include the budget and the audit. Dana will be preparing the spreadsheets for the next budget coming up. On the audit, the extension has been filed until May 31. The CPA consultant that we had lined up to help fell through so another had to be found. This new consultant cannot start until the end of February. Therefore, the Audit presentation for the Board was pushed out from the March meeting. Staff is now looking at presenting the audit to the Board in a May special meeting to fall well within the extension deadline.

*Discussion: Ken Bailey asked Dana when Caselle training was expected to start. Dana replied that she and Lauren Hernandez have done several webinars to become familiar with the software. Dana did not know yet of any dates for any scheduled individual or personal training sessions, and will pursue this question with Caselle. Bob Hamlin concluded the discussion by asking Dana to reaffirm that the Audit presentation to the reiterated that the audit presentation to the full Board is now expected to happen at a special meeting in May.*

**Dave Sauter motioned to accept** the finance report as given. Eric Proffitt seconded the motion. All voted in favor, and the motion passed.

### **MCEDD DRUG & ALCOHOL POLICY UPDATE**

Jessica gave the background on this topic. The document in the packet contains some minor changes to our current policy that were recommended by the ODOT's consultant that conducted a review of our Drug and Alcohol program. Jessica asked the group for any comments, then to recommend this updated policy to be presented for approval at the full Board meeting in March.

**Eric Proffitt moved to recommend approval** of the updated policy to the MCEDD Board of Directors as presented. Ken Bailey seconded the motion. All voted in favor, and the motion passed.

### **ORGANIZATIONAL PLAN**

Jessica has been exploring contracting with a consultant to develop a Diversity, Equity, and Inclusion (DEI) Plan for the organization and/or a Strategic Plan. She reviewed her memo on the topic and asked for interest in one or either of these ideas and a preference for the timing.

*Discussion: Bob Hamlin noted the Strategic Plan could be helpful to identify if there is more MCEDD should be doing or if/how we want to expand our services. Jessica noted some of our grant sponsors have new requirements that applicants must have a DEI Plan in order to qualify for funding.*

*Ken Bailey supported the consultant as a step forward to resolve the equity amongst counties and states issue that has surfaced with bringing in Gilliam County. He added that having a written strategic plan will help both Board and staff with guidance and will be helpful.*

*Eric Proffitt agreed with Ken, adding that "the devil is not knowing what you don't know." Bob Hamlin supported the consultant as well. There was general support for both plan ideas.*

Jessica stated that the next step in the Ford grant application will be to find a consultant. MCEDD will have to go through a process to identify a consultant and then apply for the grant. Jessica added that she will also research the costs for a consultant, and that she will consult with other EDDs interested in forming a cohort for the DEI consultant. She will come back with an update at the full board meeting in March.

### **DIVERSITY, EQUITY & INCLUSION STATEMENT**

Jessica gave a brief summary of the background on this topic. Since the December Executive Committee meeting approved staff continuing with the DEI statement, we have continued with our monthly discussions and now have a draft statement. Jessica credited Kathy Fitzpatrick for the research. The

draft is presented here for the Committee's suggestions for edits and will then go before the full Board at the March meeting. MCEDD plans to add the DEI statement to the personnel policy as a header, and to add it to the website. She noted that we may need to update the statement when we do the full DEI plan.

*Discussion: Steve Kramer pointed out that everything that gets added to the personnel policy should be reviewed and approved by legal counsel. Ken Bailey agreed but noted that today we are at the first step to get the policy in place. Ken added that the policy can change later if needed. Ken concurred that there was need to develop this policy because it will be required down the road by the granting entities that MCEDD works with.*

Jessica will run the statement past legal and this will be presented to the Board in March.

### **DEPUTY DIRECTOR REPORTS: ECONOMIC DEVELOPMENT**

Carrie Pipinich began by applauding the Port of Skamania for the final submission of their completed application to the EDA for the new business park. She credited Jacque Schei for her work on this project.

**Broadband:** The Wasco County Broadband action team met in January and will begin with mapping work. The mapping tool used by the State of Washington will be used as the template for Oregon's mapping. MCEDD's Washington counties will be included in the data collection. The goal with this project is to figure out the access gaps for Broadband to identify where further resources will be needed to get Broadband coverage to everyone.

**Business Resilience/Support:** MCEDD will be hosting a grant writing workshop this spring for government partners and non-profits. Carrie promised more details at the next meeting.

**Industry clusters:** The GTA's annual budget has been completed. The GTA's events calendar is set for the year, with the largest project coming up in April, supporting the mixer at the AUVSI trade show in Florida.

**Energy updates:** The Hood River County Energy Council has updated their work plan. There is a new contract with The Next Door that supports outreach to Latino and low-income groups about barriers accessing energy efficiency tools and how to remove them.

#### ***Infrastructure:***

- The City of Cascade Locks has secured CDBG funds.
- Wasco County's Dog River Pipeline project bids came back higher than the original estimate, and the plan is to apply to Business Oregon for the extra funding that will be needed.
- Working to get new bus barn in Moro.

### **TRANSPORTATION REPORT**

Kate Drennan reported on The Link's inclement weather response this past month. There were new snow route policies that went into effect that made some safety changes in routes. The Hood River service stopped when I-84 was closed. Dial a ride service was maintained for medical rides and necessity runs for riders.

**Grants:** MCEDD is in process with Wasco County with the application for the 5310 grant that will fund the Link's deviated fixed route services for the next two years. In addition to this grant, Kate asked the committee for approval to apply for ODOT's 5339 grant program to fund vehicle replacements and bus facilities. With this money, the Link can replace two buses. Kate stated that she was looking at the possibility of purchasing Hybrid buses. This will require some infrastructure research to determine if the buses can be supported. The research that would be needed on the infrastructure improvements falls within ODOT's price structure. She hopes the 5339 grant will also provide enough money to add more bus shelters on the fixed route lines.

**Steve Kramer motioned to approve** MCEDD's application to ODOT's 5339 program to cover vehicle replacement and bus facilities. Ken Bailey seconded the motion. All voted in favor, and the motion passed.

Kate reported on Kathy Fitzpatrick's grant-writing work in the past quarter. Kathy supported the Veteran's medical van for Hood River County and Sherman County with grant writing, and the grant was approved in January. Kathy continues her work with the Gorge Transit Strategy, which is in contract negotiations with a consultant team until the end of February. This project will continue to move forward in the spring.

**Wasco Transit Development Plan:** This project continues, and Kate will host an open conference here at the MCEDD office for feedback in the next quarter.

### **EXECUTIVE DIRECTOR REPORT**

Jessica gave a brief background on the EDA planning grant application that is in progress. Jessica explained to the Committee that the EDA planning grant is what the local assessments are used as the match for. This is a 3-year grant that provides \$80,000 per year for planning purposes. She then requested that the Committee motion to approve her application for the EDA planning grant.

**Scott Clements motioned to approve** MCEDD's application for the EDA planning grant. Eric Proffitt seconded the motion. All voted in favor and the motion passed.

Jessica reported on the Expansion Task Force meetings that have been taking place since the last Executive Committee meeting. These conversations gravitated to the issue of MCEDD's Oregon services versus Washington services. The current Washington board members have requested a conversation about those differences and other ways MCEDD can serve our Washington partners. Jessica is in the process of developing the options for Gilliam County that have come out of the conversations and will present them to the Board at the March meeting. She touched on the idea of adding this topic as an Agenda item to the March meeting since the Budget will not be ready for presentation.

*Discussion: Ken Bailey said he was concerned about pushing forward too quickly due to the number of agencies involved. If the full Board approves going forward in March, due diligence on all of the paperwork and approvals before final sign off will take a few months at least.*

*Steve Kramer stated that he needed more clarification from the Task Force. He explained that he could not derive from the Task Force minutes if there was a*

*recommendation from the task force to move forward. Ken responded that the Task Force was ready to add this topic to the agenda to move the project forward at the March meeting. The topic will outline the questions, solutions, and steps forward that have been identified so far, and request approval to continue in the process.*

*Scott Clements noted that the Task Force discussions seemed to focus more on the issue of the relative services provided to the Oregon and Washington Counties. He had not heard any real reservations expressed about adding Gilliam County to the MCEDD District. He recommended clarifying the services question first, noting that the Gilliam County question could not be addressed while the Washington Board members were distracted by any perceived inequity of services.*

*Eric Proffitt agreed with Ken that September was a more realistic timeline for final approval and admission to the District. He also agreed with Scott's priority assessment that MCEDD must ensure that all of its partners are served equally before expanding.*

Jessica appreciated the Task Force committee's feedback and has responded to it by stepping up her Washington outreach efforts. She has registered to attend the Spring Legislative Conference in Olympia with Washington Economic Development Association scheduled for March 2<sup>nd</sup>. This conflicted with the next scheduled Executive Committee, and requested to move the meeting forward to Tuesday, March 1<sup>st</sup>, at 4pm. The Executive Committee approved moving the meeting date to March 1<sup>st</sup> with consensus.

Jessica reminded the Committee that her annual review would be on the March Board meeting agenda. She requested further meeting time with Bob, and perhaps Ken, to assist with her evaluation.

#### **OTHER NEW BUSINESS/ COMMITTEE MEMBERS UPDATES**

Eric Proffitt mentioned an article that appeared in Business Oregon on Klamath County's Pumped Storage project. He recommended the article to the other Committee members as a possible source for ideas that MCEDD can use to move the Goldendale Pump Storage project along.

Steve Kramer mentioned the Oregon legislative session has started. He cautioned the committee members to keep an eye on the economic development pieces as they move through the legislature.

#### **ADJOURN**

Bob Hamlin adjourned the meeting at 4:50 pm.

*Respectfully submitted by Jill Brandt, Administrative Assistant.*



## FINANCIAL SUMMARY

As of January 31, 2022

### Balance Sheet

Total Cash balance as of 1/31/2022 is \$7,350,005.16, an increase from the previous month. Accounts Receivable (1202) balance is \$310,460. There was one new \$10,000 loan funded in January out of the EDA Cares RLF. This was an additional loan to an existing loan client. The current Loans Receivable (1300) balance is \$3,563,737.22, a decrease from the December financials due to regularly scheduled payments and one loan payoff in the IRP fund. Current Net Position as of 1/31/22 is \$12,900,093.13.

### Operations Budget vs. Actual

Total Revenues for the month of January are at 22.2% of budget. YTD revenue is at 48.7%. Total expenses for the month of January are 45.9% of budget and YTD expenses are 55.3%. Personnel expenses for the month of December are 84.6% of budget. The cost of fuel continues to be a concern that we will have to keep an eye on to be sure that we budget appropriately for FY23.

### Other Updates

- The “Pre-Live” phase of the Caselle implementation is when the official training will occur. The “Pre-Live” phase is the second data pull from the existing software (Quickbooks). In an effort to decrease interruptions and have more effective training, Caselle does recommend that the training happen at their facility in Provo, Utah.
- Funds have been transferred to the majority of the LGIP accounts, which will be reflected on the February financial reports.
- I had a very productive video call with a CPA consultant and made good progress at resolving some of the issues that are a concern to our current auditor. We will continue this process until March, when she can do a final review of the Balance Sheet.
- I attended the CIS annual conference (virtually) and they announced that they are expecting a 0% rate increase for our medical and dental insurance for 2023. We could see up to a 9.5% increase in our vision coverage.

Respectfully Submitted,

Dana Woods  
Finance Manager



## Mid-Columbia Economic Development District

## Balance Sheet

As of January 31, 2022

02/23/22

Accrual Basis

	Jan 31, 22	Jan 31, 21
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
<b>1000 · Bank Demand Deposits</b>		
1010 · MCEDD Checking	254,485.68	434,842.35
1015 · MCEDD MM	495,463.75	297,801.25
<b>1020 · IRP</b>		
1021 · IRP - Sherman	138,301.87	86,063.27
1022 · IRP - WA	58,916.31	52,850.46
1020 · IRP - Other	52,788.20	111,157.61
<b>Total 1020 · IRP</b>	<b>250,006.38</b>	<b>250,071.34</b>
<b>1030 · Loan Funds</b>		
1036 · EDA RLFs	629,681.45	310,727.26
1037 · EDA CARES RLF	5,329.95	0.00
1045 · Reg Strat	149,795.93	143,587.77
1050 · RBEG-OR	290,642.42	154,550.63
1055 · RBEG-WA	94,212.56	96,415.93
1057 · RBEG-KL	127,280.01	123,220.71
1067 · CDBG Microenterprises	107,822.12	108,395.84
<b>Total 1030 · Loan Funds</b>	<b>1,404,764.44</b>	<b>936,898.14</b>
1031 · Housing RLF	1,839,814.65	1,500,230.01
1070 · National Scenic Fund	1,760,518.11	1,527,727.19
<b>Total 1000 · Bank Demand Deposits</b>	<b>6,005,053.01</b>	<b>4,947,570.28</b>
<b>1100 · CDS</b>		
1121 · IRP Reserve	96,047.64	96,006.93
<b>Total 1100 · CDS</b>	<b>96,047.64</b>	<b>96,006.93</b>
1122 · IRP - DDM Product	1,248,763.61	740,980.14
1125 · LINK Petty Cash	140.90	150.00
<b>Total Checking/Savings</b>	<b>7,350,005.16</b>	<b>5,784,707.35</b>
<b>Accounts Receivable</b>		
1202 · Accounts Receivable	310,460.00	324,418.30
1205 · Interfund Loan Receivable	54,499.37	70,450.49
<b>Total Accounts Receivable</b>	<b>364,959.37</b>	<b>394,868.79</b>
<b>Other Current Assets</b>		
<b>1200 · Receivables &amp; Accruals</b>		
1210 · Accrued Revenue	-27,500.00	10,000.00
1240 · Prepaid Expenses	14,550.31	11,237.37
1260 · Accrued Loan Interest	14,387.28	38,585.09
<b>Total 1200 · Receivables &amp; Accruals</b>	<b>1,437.59</b>	<b>59,822.46</b>
<b>1300 · Loans Receivable</b>		
1330 · MCEDD Loans Receivable		
1320 · IRP	1,257,389.08	1,679,082.25
1321 · IRP - Sherman	94,887.41	152,812.13
1322 · IRP - WA	90,019.65	270,124.92
1336 · EDA RLFs	182,454.69	515,727.91
1337 · EDA Cares RLF	488,380.07	20,750.00
1345 · Reg Strat	30,064.16	31,791.57
1350 · RBEG-OR	26,465.10	151,819.06

## Mid-Columbia Economic Development District

## Balance Sheet

As of January 31, 2022

02/23/22

Accrual Basis

	Jan 31, 22	Jan 31, 21
1371 · Housing RLF	236,714.23	564,676.60
1372 · MCEDD Micro Loan	17,908.18	14,500.59
<b>Total 1330 · MCEDD Loans Receivable</b>	<b>2,424,282.57</b>	<b>3,401,285.03</b>
1370 · OIB Loans Receivable	1,139,454.65	1,418,265.44
<b>Total 1300 · Loans Receivable</b>	<b>3,563,737.22</b>	<b>4,819,550.47</b>
1400 · Loan Payments Holding		
1420 · IRP	134,807.75	0.00
1436 · EDA RLFs	1,326.90	1,326.90
1467 · CDBG Microenterprises	-12.40	-12.40
1475 · OIB	-1,523.00	-13,039.51
<b>Total 1400 · Loan Payments Holding</b>	<b>134,599.25</b>	<b>-11,725.01</b>
1500 · Allowance for Doubtful Loans		
1520 · IRP Allowance	-101,230.49	-112,150.28
1521 · IRP - SH Co	-8,728.41	-9,329.15
1522 · IRP - WA	-5,836.48	-17,452.77
1536 · EDA RLFs Allowance	-18,154.76	-33,468.48
1545 · Reg Strat Allowance	-1,865.36	-1,947.64
1555 · RBEG Allowance	-8,729.68	-22,705.49
1571 · Housing RLF Allowance	-33,440.72	-33,936.18
1575 · OIB Allowance	-133,666.93	-148,149.53
<b>Total 1500 · Allowance for Doubtful Loans</b>	<b>-311,652.83</b>	<b>-379,139.52</b>
<b>Total Other Current Assets</b>	<b>3,388,121.23</b>	<b>4,488,508.40</b>
<b>Total Current Assets</b>	<b>11,103,085.76</b>	<b>10,668,084.54</b>
<b>Fixed Assets</b>		
1600 · Fixed Assets		
1605 · Vehicles	377,037.00	214,361.00
1610 · Building/Land	1,615,463.00	1,605,958.00
1650 · Accumulated Depreciation	-196,822.00	-123,337.00
<b>Total 1600 · Fixed Assets</b>	<b>1,795,678.00</b>	<b>1,696,982.00</b>
<b>Total Fixed Assets</b>	<b>1,795,678.00</b>	<b>1,696,982.00</b>
<b>Other Assets</b>		
87 · Due To/From Internal Accounts		
88 · Due From Accounts	1,706,825.72	1,455,885.03
94 · Due To Accounts	-1,705,496.35	-1,455,884.99
<b>Total 87 · Due To/From Internal Accounts</b>	<b>1,329.37</b>	<b>0.04</b>
<b>Total Other Assets</b>	<b>1,329.37</b>	<b>0.04</b>
<b>TOTAL ASSETS</b>	<b>12,900,093.13</b>	<b>12,365,066.58</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable		
2005 · Interfund Loan Payable	55,828.74	70,450.53
2010 · A/P General	11,292.45	13,030.00
<b>Total Accounts Payable</b>	<b>67,121.19</b>	<b>83,480.53</b>
<b>Other Current Liabilities</b>		
2030 · Accrued Loan Payment	69,077.61	68,469.70
2035 · Accrued Interest Payable	213.57	162.84
2050 · PTO - Accrued	69,518.56	57,299.21
2070 · Health Insurance Payable	-20,117.80	-20,320.82
2080 · Life & Disability Payable	-120.32	-267.53
2090 · WC SAIF Ins	7,186.46	4,349.72
2100 · Payroll Liabilities		
2110 · Federal Payroll Liability	-187.49	-187.49

## Mid-Columbia Economic Development District

## Balance Sheet

As of January 31, 2022

02/23/22

Accrual Basis

	Jan 31, 22	Jan 31, 21
2120 · State Payroll Liabilities		
2115 · OR- SUTA Payroll Liabilities		
2105 · WBF Payroll Assessment	240.69	158.86
2115 · OR- SUTA Payroll Liabilities - Other	399.03	109.36
Total 2115 · OR- SUTA Payroll Liabilities	639.72	268.22
2120 · State Payroll Liabilities - Other	106.45	94.85
Total 2120 · State Payroll Liabilities	746.17	363.07
2100 · Payroll Liabilities - Other	361.57	420.74
Total 2100 · Payroll Liabilities	920.25	596.32
2800 · Deferred Revenue	-2,416.74	17,583.30
Total Other Current Liabilities	124,261.59	127,872.74
Total Current Liabilities	191,382.78	211,353.27
Long Term Liabilities		
2820 · IRP Loan Payable \$1million	324,527.78	363,344.34
2821 · IRP Loan Payable \$600,000	308,895.37	331,054.82
2822 · IRP Loan Payable \$750,000	468,438.51	495,323.28
2823 · IRP Loan Payable - WA \$310,000	248,170.67	258,740.95
2824 · IRP Loan Payable - SH \$200,000	152,886.93	159,779.14
Total Long Term Liabilities	1,502,919.26	1,608,242.53
Total Liabilities	1,694,302.04	1,819,595.80
Equity		
3100 · Fund Balances	4,836,051.85	4,663,870.85
3110 · Carryforward Balance	684,886.00	-117,089.67
3900 · Retained Earnings	6,122,047.14	5,611,444.57
Net Income	-437,193.90	387,245.03
Total Equity	11,205,791.09	10,545,470.78
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>12,900,093.13</b>	<b>12,365,066.58</b>

**Mid-Columbia Economic Development District**  
**Operations Budget vs. Actual**  
 July 2021 through January 2022

02/23/22

Accrual Basis

	Jul '21 - Jan 22	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4000 · Carryover Revenue	0.00	709,570.00	-709,570.00	0.0%
4012 · Trans From/To Fund (SUPPORT)	11,372.85	6,662.85	4,710.00	170.7%
4100 · Federal	1,066,218.12	2,438,128.00	-1,371,909.88	43.7%
4200 · State	389,062.00	473,327.75	-84,265.75	82.2%
4300 · Local Match	52,500.00	51,041.60	1,458.40	102.9%
4400 · Local Assessment	78,768.00	46,045.40	32,722.60	171.1%
4500 · Contract Reimbursement	327,823.77	316,624.60	11,199.17	103.5%
4600 · Loan Interest	129,728.08	181,969.70	-52,241.62	71.3%
4700 · Loan Processing Fees	10,351.04	15,248.30	-4,897.26	67.9%
4705 · Loan Filing Fees	2,510.44	3,120.90	-610.46	80.4%
4710 · Loan Late Fee	20.16	2,012.50	-1,992.34	1.0%
4750 · Investment Interest	819.89	658.60	161.29	124.5%
4800 · Other Revenue	24,398.63	54,101.30	-29,702.67	45.1%
4805 · Farebox Revenue	12,227.96	22,026.65	-9,798.69	55.5%
<b>Total Income</b>	<b>2,105,800.94</b>	<b>4,320,538.15</b>	<b>-2,214,737.21</b>	<b>48.7%</b>
<b>Gross Profit</b>	<b>2,105,800.94</b>	<b>4,320,538.15</b>	<b>-2,214,737.21</b>	<b>48.7%</b>
<b>Expense</b>				
5000 · Personnel Expense	982,316.29	1,272,973.90	-290,657.61	77.2%
6110 · Travel & Conference	4,291.78	19,343.35	-15,051.57	22.2%
6190 · Event Services	0.00	6,892.05	-6,892.05	0.0%
6200 · Equipment	4,609.72	7,632.35	-3,022.63	60.4%
6300 · Supplies	13,833.80	24,304.55	-10,470.75	56.9%
6400 · Professional Services	191,744.68	350,306.00	-158,561.32	54.7%
6500 · Vehicle Costs	82,191.40	63,009.35	19,182.05	130.4%
6600 · Communications	10,508.07	22,231.40	-11,723.33	47.3%
6700 · Building Costs	31,848.27	22,980.84	8,867.43	138.6%
6800 · Bonds & Insurance	24,197.50	8,430.35	15,767.15	287.0%
6900 · Other Materials & Supplies	11,184.00	1,183,007.05	-1,171,823.05	0.9%
9000 · Indirect Spread	0.00	0.19	-0.19	0.0%
9100 · Capital Purchase	438,055.00	261,598.75	176,456.25	167.5%
9600 · Transfer to/from Source	0.00	1,166.65	-1,166.65	0.0%
<b>Total Expense</b>	<b>1,794,780.51</b>	<b>3,243,876.78</b>	<b>-1,449,096.27</b>	<b>55.3%</b>
<b>Net Ordinary Income</b>	<b>311,020.43</b>	<b>1,076,661.37</b>	<b>-765,640.94</b>	<b>28.9%</b>
<b>Other Income/Expense</b>				
<b>Other Expense</b>				
7400 · Loan Payment	70,805.00	70,805.00	0.00	100.0%
7500 · Carryover to Next Year	684,886.00	684,889.00	-3.00	100.0%
7600 · In-Kind Contractual	0.00	0.00	0.00	0.0%
<b>Total Other Expense</b>	<b>755,691.00</b>	<b>755,694.00</b>	<b>-3.00</b>	<b>100.0%</b>
<b>Net Other Income</b>	<b>-755,691.00</b>	<b>-755,694.00</b>	<b>3.00</b>	<b>100.0%</b>
<b>Net Income</b>	<b>-444,670.57</b>	<b>320,967.37</b>	<b>-765,637.94</b>	<b>-138.5%</b>

**Mid-Columbia Economic Development District**  
**Operations Budget vs. Actual**  
**January 2022**

	Jan 22	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4012 · Trans From/To Fund (SUPPORT)	2,025.37	951.83	1,073.54	212.8%
4100 · Federal	6,666.67	348,304.00	-341,637.33	1.9%
4200 · State	53,425.00	67,618.25	-14,193.25	79.0%
4300 · Local Match	0.00	7,291.68	-7,291.68	0.0%
4400 · Local Assessment	0.00	6,577.92	-6,577.92	0.0%
4500 · Contract Reimbursement	30,728.73	45,232.08	-14,503.35	67.9%
4600 · Loan Interest	16,801.49	25,995.66	-9,194.17	64.6%
4700 · Loan Processing Fees	150.00	2,178.34	-2,028.34	6.9%
4705 · Loan Filing Fees	4.90	445.82	-440.92	1.1%
4710 · Loan Late Fee	0.00	287.50	-287.50	0.0%
4750 · Investment Interest	123.67	94.08	29.59	131.5%
4800 · Other Revenue	2,927.50	7,728.74	-4,801.24	37.9%
4805 · Farebox Revenue	1,793.38	3,146.67	-1,353.29	57.0%
<b>Total Income</b>	<b>114,646.71</b>	<b>515,852.57</b>	<b>-401,205.86</b>	<b>22.2%</b>
<b>Gross Profit</b>	<b>114,646.71</b>	<b>515,852.57</b>	<b>-401,205.86</b>	<b>22.2%</b>
<b>Expense</b>				
5000 · Personnel Expense	153,830.66	181,853.42	-28,022.76	84.6%
6110 · Travel & Conference	95.73	2,763.33	-2,667.60	3.5%
6190 · Event Services	0.00	984.59	-984.59	0.0%
6200 · Equipment	232.48	1,090.33	-857.85	21.3%
6300 · Supplies	956.03	3,472.09	-2,516.06	27.5%
6400 · Professional Services	32,588.79	50,043.20	-17,454.41	65.1%
6500 · Vehicle Costs	8,464.96	9,001.33	-536.37	94.0%
6600 · Communications	1,382.80	3,175.92	-1,793.12	43.5%
6700 · Building Costs	3,415.19	3,281.44	133.75	104.1%
6800 · Bonds & Insurance	11,499.50	1,204.33	10,295.17	954.8%
6900 · Other Materials & Supplies	110.40	168,998.19	-168,887.79	0.1%
9000 · Indirect Spread	0.00	-0.02	0.02	0.0%
9100 · Capital Purchase	0.00	37,371.25	-37,371.25	0.0%
9600 · Transfer to/from Source	0.00	166.67	-166.67	0.0%
<b>Total Expense</b>	<b>212,576.54</b>	<b>463,406.07</b>	<b>-250,829.53</b>	<b>45.9%</b>
<b>Net Ordinary Income</b>	<b>-97,929.83</b>	<b>52,446.50</b>	<b>-150,376.33</b>	<b>-186.7%</b>
<b>Other Income/Expense</b>				
<b>Other Expense</b>				
7400 · Loan Payment	10,115.00	10,115.00	0.00	100.0%
<b>Total Other Expense</b>	<b>10,115.00</b>	<b>10,115.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Net Other Income</b>	<b>-10,115.00</b>	<b>-10,115.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Net Income</b>	<b>-108,044.83</b>	<b>42,331.50</b>	<b>-150,376.33</b>	<b>-255.2%</b>

## Memorandum

**Date:** February 22, 2022

**To:** MCEDD Executive Committee

**From:** Jessica Metta, Executive Director

**Re:** Budget Committee

---

### Overview

The MCEDD Budget Committee is an unpaid committee that meets to review and approve the MCEDD budget. The budget is adopted by the MCEDD Board. The Budget Committee consists of an equal number of at-large members and MCEDD board members. Members serve three-year terms, staggered so that one third of the terms of the appointive members end each year. Members are appointed by the MCEDD Board based on recommendations from the MCEDD Executive Committee. The primary qualification for appointive members is that they must be representative of the services provided by MCEDD.

The committee as appointed in 2021 is as follows:

<b>Name</b>	<b>Term Expires</b>
Sam Bauer (At Large)	February 2022
Jan Brending (Board)	February 2022
Andrea Krol (At Large)	February 2023
Leana Johnson (Board)	February 2023
Tiffany Prince (At Large)	February 2024
Eric Proffitt (Board)	February 2024
<i>Budget Officer:</i> Dana Woods, MCEDD Finance and Operations Manager	

### Expiring Terms

#### ***Board Position***

One board position on the Budget Committee expires; the position held by Jan Brending. She is not seeking reappointment as she will be retiring this year. Jonathan Lewis has volunteered for the position.

#### ***At-Large Positions***

The at-large position held by Sam Bauer requires appointment consideration as it expires this year. He is interested to seek reappointment.

### Request

**Action:** Recommend candidates for the at-large positions on the MCEDD Budget Committee.

**Action:** Recommend a candidate for the board position on the MCEDD Budget Committee.

These positions will be appointed by the MCEDD Board of Directors at their March meeting.

## Memorandum

**Date: February 22, 2022**

**To: MCEDD Executive Committee**

**From: Jessica Metta, Executive Director**

**Re: Grant Application Request**

---

### Overview

There is an upcoming grant opportunity for which we are seeking approval. Business Oregon issued a request for grant applications for the **Regional Innovation Hub Planning Grant**. This is a new program as part of Oregon's recently released 10-year Innovation Plan. Regional Innovation Hubs will be "regionally focused, sector-agnostic partnerships that provide technical assistance to innovation-based entrepreneurs, and support and grow a regional innovation ecosystem. Planning grants will be awarded to collaborative partnerships to determine how they can best build and advance regional innovation-based ecosystems and provide innovation-based entrepreneurs access to technical assistance, capital, networking, mentorship, and talent development in their region." The focus is on traded-sector companies. This will be a two-phase process:

- Phase 1: Up to 11 planning grants for regions exploring the potential of Regional Innovation Hubs will be awarded. The grant covers up to 12 months of planning work and provides up to \$140,000.
- Phase 2: A request for grant applications for a full Regional Innovation Hub designation will be released in late summer/ early fall 2023. Designation will bring additional Oregon financial and technical support to the region. Not all Phase 1 awardees will achieve full designation.

We have spoken with some other Oregon partners like Columbia Gorge Community College and there is interest in pursuing this together for our region. We would like to pursue a Phase 1 grant, which could cover staff time and/or consultants, to prepare the region to apply for the full designation. MCEDD would be the Lead Applicant and we will be reaching out broadly for partners. Applications will be accepted on a rolling basis until May 31, 2022, and there is no match required.

We are considering how we could use other funds we have to expand this work into Klickitat and Skamania Counties, and will be talking to the Washington Department of Commerce for solutions.

### Request

Approval to apply for the Business Oregon Regional Innovation Hub Planning Grant.

## Memorandum

**Date:** February 23, 2022  
**To:** MCEDD Executive Committee  
**From:** Carrie Pipinich, Deputy Director for Economic Development  
**Re:** Out of State Travel Requests

---

### Action Requested

Recommendation: Approval for the Deputy Director of Economic Development to travel to Missouri in May and Project Manager to travel to Florida in April.

### Missouri Request Overview

The Wasco County EDC, Port of The Dalles, and CGCC along with Business Oregon and Regional Solutions regional staff participated in a planning process with the Center on Rural Innovation (CORI) over the last year to create a digital economy ecosystem strategy. As a result of this work, these partners are able to participate in a community of practice that CORI convenes called the Rural Innovation Network that provides access to resources on entrepreneurship and workforce development strategies.

Annually, CORI provides an opportunity for communities in the Rural Innovation Network to come together for a summit to learn from experts in this work and from each other. This year, the summit will be held May 17 to 19 in Cape Girardeau, Missouri.

MCEDD policy requires approval from the Executive Committee or inclusion in the budget for all travel out of Oregon or Washington by District staff. This was not an opportunity staff was aware of during development of this fiscal year's budget.

### Opportunities and Costs

- MCEDD has received grant funding through the Rural Opportunity Initiative and Oregon Community Foundation to begin next steps for this work. There is also the Regional Innovation Hub opportunity noted elsewhere in the packet that would build on these strategies. Participating in this event will provide an opportunity for professional development and space to develop new strategies to support successfully growing this work within the MCEDD region.
- CORI will reimburse \$800 in travel costs per attendee as well as arrange for accommodations. Staff anticipates that with this resource and opportunities to share costs with the Port of The Dalles staff also attending, there will be limited or no direct cost to MCEDD.

### Florida Request Overview

The Gorge Tech Alliance is again supporting the Unmanned Aerial Vehicle companies in the Gorge by hosting a mixer event at the annual international conference for unmanned vehicles called XPONENTIAL. Based on the amount of sponsorships received from GTA companies for the event, the GTA may ask our Project Manager to attend in person to support the event. This final decision should be known shortly, but we request approval in case the request is made. If MCEDD staff does not attend, GTA Board members already planning to be at XPONENTIAL will be in charge of the event on the ground.



### **Opportunities and Costs**

- Our staff attended the 2019 XPONENTIAL event to support the first mixer and it was a good opportunity to strengthen relationships with those Gorge businesses and demonstrate the value of the GTA. Being at the event in person can make it easier to address last minute issues if they arise.
- The GTA would cover all travel expenses (transportation, meals, lodging). Staff time would fall under the GTA contract. There are no direct costs to MCEDD.

## Memorandum

**To: MCEDD Executive Committee**

**From: Jessica Metta, MCEDD Executive Director**

**Date: February 22, 2022**

**Re: Expansion Task Force Update**

---

### Overview

This information is being provided to the MCEDD Executive Committee for feedback before providing it to the MCEDD Board at their March meeting. The memos provided to the Task Force will be included in the full Board packet as additional information. An Executive Committee recommendation could be added to the two Board requests below if desired.

---

The MCEDD Expansion Task Force met in December and January to explore Gilliam County's request to join the MCEDD region. Task Force members include Leana Kinley, Bob Hamlin, David Griffith, Ken Bailey, Eric Proffitt, and Scott Clements. The group noted that the ultimate goal of their work is to make MCEDD stronger. Discussion landed on two separate but related issues: adding Gilliam County and strengthening our Washington relationships. Resolution to these two issues can proceed simultaneously and are not reliant on each other.

### **Issue: Gilliam County's request to join the MCEDD district.**

Work completed to date:

- Explored desires of Gilliam County. Primary desire is the addition of one board seat as a Gilliam County Commissioner to represent both the county and cities of Gilliam County.
- Confirmed Wheeler County is not interested.
- Researching changing of revolving loan fund boundaries (in progress).
- Confirmed Greater Eastern Oregon Development Corporation (GEODC) is willing to adjust the boundary.
- Prepared memo to explore differences in services provided by MCEDD in our Oregon and Washington counties.
- As additional information, the EDA description of the process to change district boundaries is attached.

Next steps:

- March MCEDD Board meeting: Inform Board of work to date and confirm Board interest in continuing this process.
- April, May: Outreach to Governors' offices to explore support. Support Gilliam County in crafting a resolution.
- June MCEDD Board meeting: Present draft proposal for consideration.
- July, August: Gilliam County passes resolution.
- September MCEDD Board meeting: Board vote on adding Gilliam County.

- If the addition is approved: Work with GEODC on their approval. Work with both Governors' offices for letters. Submit all information to EDA.

**Request to MCEDD Board:**

A motion clarifying the MCEDD Board's interest/ willingness to continue this process to consider adding Gilliam County to the MCEDD district.

**Issue: Ensure a strong Oregon/ Washington balance in MCEDD's Board of Directors such that Board members from both sides feel equally heard and supported. Ensure equal staff support through the use of our EDA Planning Grant. Consider adding an additional private sector seat on the MCEDD Board.**

Staff organized a meeting of the Washington MCEDD Board Members (Counties, Cities, Port, Chamber) to discuss how MCEDD is currently supporting Washington and what changes would strengthen that work. Recommendations for staff included:

- Develop a deep understanding of Washington state economic development resources.
- Strengthen relationships with Washington state legislators.
- Meet regularly with partners in Skamania and Klickitat Counties to share MCEDD resources and discuss how MCEDD can support their needs and issues.
- Consider designating one staff member as the sole Skamania and Klickitat County support person.
- Increase engagement with Washington community and economic development organizations.
- Host this meeting again in six months as a check-in.

Discussions at the Task Force meetings also included adding an additional private sector MCEDD Board Member to reflect Washington interests, whether or not a Gilliam County member is added. Tentative thoughts had been around a Forestry representative. MCEDD's existing private sector Board members do not have an Oregon or Washington designation. Rather, staff works to ensure we are recruiting from both sides and that the representation is balanced. Staff does not recommend adding a new private sector seat that has a state designation but would work to recruit a Washington-based representative if a new seat is added. Our seven current private sector membership is balanced as follows:

- |                                      |                         |
|--------------------------------------|-------------------------|
| • Scott Clements: regional, WA based | • Ken Bailey: OR        |
| • Buck Jones: regional, OR based     | • Eric Proffitt: OR     |
| • Jason Hartmann: WA                 | • Marta Yera Cronin: OR |
| • Robert Kimmes: WA                  |                         |

Adding an additional MCEDD Board representative would require a Board vote to amend MCEDD's bylaws, advertisement of the position, and then appointment by the MCEDD Board.

**Request to MCEDD Board:**

Provide feedback on adding a Forestry representative (or other industry TBD) to the MCEDD Board. Provide any additional feedback related strengthening MCEDD's work in Klickitat and Skamania Counties.

**Information from EDA on Boundary Modification**  
*Summarized from a 2015 email from David Porter, EDA*

The authority to establish, modify, or terminate an EDA Economic Development District resides with the Assistant Secretary of Commerce for Economic Development. Such modification must be upon the request of the District Organization(s) concerned and with the concurrence of the State or States affected. EDA may modify the geographic boundaries of a District if it determines that such modification will contribute to a more effective program for economic development. [See 13 CFR 304.3]

How this process should work is as follows:

1. The Board of Commissioners of Gilliam County must pass a resolution requesting that GEODC release said county from membership so that it may become affiliated with MCEDD. The Gilliam County resolution should identify the principal reasons and economic justification for advancing this initiative to include how the economic development landscape in the region has changed since EDA established the Districts. (EDA staff can dig into EDA files for background information, however, files older than about 20 years are difficult to resurrect.)

The County's resolution should reflect a unique perspective in terms of the advantages and opportunities associated with making the move. You may also choose to address the potential disadvantages if proposed modification is not approved. Recognizing there may be some short-term disruption in terms of organizational management, over the long term the initiative should support the efforts of both Districts to build economic development capacity within their respective boundaries as modified.

In the final analysis the proposed modification must be seen to advance EDA's mission in the Region. This information may be drawn from or informed by your respective CEDS documents. Reference to the information being "contained in or consistent with your CEDS" is not sufficient. For instance, the modified Regions may:

- Share economic and community development challenges and opportunities...with the existing area covered by the newly modified District
  - Share employment patterns, workforce characteristics, or workforce development strategies...
  - Share transportation access issues and/or transportation networks...
  - Have industry or business clusters in common with or tied to...
  - Share natural resource planning or utilization issues that affect economic development...
2. Once the County Resolution is passed, copies should be delivered to GEODC and MCEDD for review by their respective Board of Directors. A quorum must be present and minutes taken for said District Boards to act on these petitions. Anticipating

approval of the proposed modification by both Districts, the minutes must nevertheless reflect (1) any significant opposition, (2) a clear understanding of the anticipated advantages of the modification, and (3) an assertion that the modification will not unduly disrupt either District's ongoing economic development programs and services.

3. The petition(s) must include map(s) of the proposed EDD boundary modification that show the boundaries in place before as well as after the modification. When possible, the map(s) used should illustrate the spatial economic linkages between the counties included in the modification.
4. Action letters required as part of your submission package:
  - Letters on District stationery from the Chairs of both Districts requesting the proposed boundary modification to include the principal justifications.
  - Letters of concurrence from the Office of the Governor of the two states involved (Washington and Oregon) clearly demonstrating support for proposed action.
  - Letters or copy of the resolution from the county (Gilliam) requesting the boundary modification.

All letters and related documents should be addressed and forwarded to the EDA's Seattle Regional Office, with copies to our Oregon and Washington EDA reps.

5. Once these documents are received in the Seattle Regional Office, the EDA will assemble them as part of an "Action Memorandum" (Form ED-506) and shepherd the petition through various levels of review up to the Assistant Secretary who has approval authority. EDA staff is available to provide general advice and guidance on the process but is not allowed to craft or edit the reasons or justification associated with the petition.

## Memorandum

**To: MCEDD Executive Committee**  
**From: Jessica Metta, MCEDD Executive Director**  
**Date: February 23, 2022**  
**Re: Executive Director Updates**

---

Following are a few updates prior to the full Board meeting in March:

- With some feedback from a few staff members, I developed a 2022 workplan for the organization. **You do not have to read it all!** This is attached **just as information** to provide an overview of what the entire organization is working on in 2022. If you do read it and wish to provide feedback, that is fine.
- I am continuing to explore a DEI and/ or Strategic Planning consultant. My current thinking is to move forward with a DEI Plan first.
- We have a new EDA Director for the Seattle Regional Office, Sheba Person-Whitley. I invited her to visit the region to see the good work EDA has done locally and she accepted! April 28 is the tentative date.
- There seems to be progress with Business Oregon on allocating the funds designated for Oregon's Economic Development Districts in Oregon House Bill 2345 that passed in 2021. We expect about \$45,000. The exciting news is that the Ford Family Foundation has said they would match these dollars! The focus of the funding is grant writing assistance in rural Oregon's smallest communities (counties under 12,000, cities under 2500, and special districts). I asked Ford if they know of a similar foundation in Washington as we have some real grant writing needs in Skamania and Klickitat Counties. So far, I have not identified a similar Washington resource.
- The lending program continues to suffer under early payoffs and a low level of new loan requests. Our current concern is the inability to make our USDA IRP loan payments. These are loans that MCEDD has for use in lending, but we are not able to make our own loan payments if there are not enough existing loans generating interest. I reached out to USDA to ask about options, and they are looking into a payment plan.
- Dana and I did some research for a salary survey to ensure we are staying competitive, and as recommended to be done annually in 2021. Figures are mixed. One strategy that can be employed is to provide a market wage adjustment of a certain percentage across all positions, in addition to a cost-of-living adjustment (COLA). With the Consumer Price Index so high, we are researching what others are providing as COLAs. ***Board feedback is appreciated on a market wage adjustment across all positions and/or COLA levels from your organizations.***

## Organizational Workplan

### OBJECTIVES

### ACTIVITIES: ACTION PLAN

### OUTPUTS/OUTCOMES

Board Development  
and Support



- 1.1.1 Board appointments; renewals. Cultivate new board members. Focus on individuals with connections to other aspects of MCEDD
- 1.1.2 Support and develop Committees
- 1.1.3 Provide Board and Committee training as needed. Leverage CIS and SDAO resources
- 1.1.4 Focus on enhancing diversity of the board and committees.
- 1.1.5 Explore a new Board seat focused on forestry.



Engaged Board

Staff Development

- 1.2.1 Prioritize staff training and development opportunities as budgetary considerations permit
  - a. Participate in annual NADO training(s).
  - b. Participate in WEDA conferences. Consider OEDA conferences.
  - c. Participate in Seattle Regional Office EDA trainings, if applicable
  - d. Participate in annual CIS training for Management staff. Use available scholarships to attend
  - e. Consider SDAO trainings for Management staff (cost dependent)
  - f. Attend relevant Enterprise Zone and CDFA trainings/webinars for Loan Fund Manager.
  - g. Attend Portfol training for new Loan Fund Manager
  - h. Attend NW Economic Development Course for new economic development staff (scholarship dependent).
  - i. Utilize available DOT trainings for transportation and mobility management staff. Seek to fully use RTAP dollars. Attend annual DOT conferences.
  - j. PASS, Red Cross and Defensive Driving for transportation staff. Explore options for coordination with other transportation districts, as applicable
  - k. Support grant administration training, as available (eg labor standards training) for relevant Project Managers and Office Administrator.
  - l. IACC- Jacque

Trained staff

Peer learning strengthens the organization

## Organizational Workplan

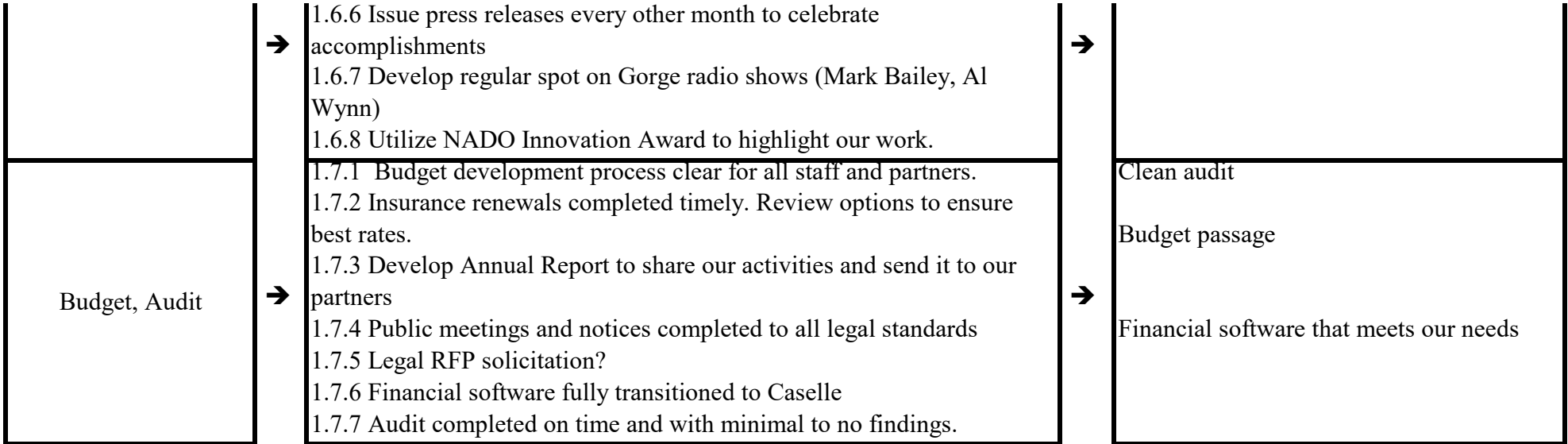
	<ul style="list-style-type: none"> <li>m. Oregon Infrastructure Summit (+planning committee)- Carrie</li> <li>n. OGFOA training for Finance Manager</li> <li>o. Ecolane training for key transportation staff</li> <li>p. Apply for TFFF training TA funds to support staff development (Loan Fund Manager)</li> <li>q. Analyze and allocate resources in the budgeting process</li> </ul> <p>1.2.2 Retain in-house notary services</p> <p>→ a. Maintain certifications for at least one notary in the MCEDD office</p> <p>b. (<i>stretch</i>) Explore if we can further extend that resource to support our members</p> <p>1.2.3 Engage in peer organizations including NADO, OEDD, WEDA, TO/TOGO, CTANW and OTA</p> <p>1.2.4 Expand staff capacity: Secure an AmeriCorps RARE</p> <p>1.2.5 (stretch) Staff hosting trainings</p> <p>1.2.6 Encourage strategic staff positions on boards/committees</p> <ul style="list-style-type: none"> <li>a. SBDC Advisory Committee (Loan Fund Manager)</li> <li>b. OEDD Board (Executive Director)</li> <li>c. ODOT committees (Mobility Manager; Deputy Director)</li> <li>d. Assess if there are strategic connections to other organizations to serve on boards or committees (NADO, WEDA)</li> </ul>	
<p style="text-align: center;">Governance and Policies</p>	<ul style="list-style-type: none"> <li>1.4.1 Explore Gilliam County joining MCEDD region.</li> <li>1.4.2 Enhance utilization of 501c3 and maintain active status. Further develop guidelines for use so that staff can more clearly identify potential opportunities in their work.</li> </ul> <p>→ 1.4.3 Conduct annual Policy Reviews for all policies</p> <p>1.4.4 Develop and support safety committee and plan</p> <ul style="list-style-type: none"> <li>a. Prioritize safety and develop safety plan</li> <li>b. Support adequate safety training, utilizing CIS and SDAO resources</li> <li>c. Conduct site visits, meetings and ensure compliance with safety committee requirements</li> </ul> <p>1.4.5 Develop Diversity, Equity and Inclusion (DEI) Plan for MCEDD</p> <ul style="list-style-type: none"> <li>a. Develop DEI statement</li> </ul>	<p>Clear governance structures</p>



## Organizational Workplan

	<ul style="list-style-type: none"> <li>b. Hold monthly DEI staff meetings to explore different topics</li> <li>c. Seek grant resources to fund a DEI consultant</li> <li>d. Use consultant to develop DEI Plan if grant is successful, or identify free resources to support staff development of plan if unsuccessful</li> </ul> <p>1.4.6 Consider development of Strategic Plan for MCEDD</p> <ul style="list-style-type: none"> <li>a. Seek grant resources to fund a Strategic Planning consultant</li> <li>b. Use consultant to develop Strategic Plan if grant is successful, or identify free resources to support staff development of plan if unsuccessful</li> </ul>	
Facilities	<p>1.5.1 Invest in equipment and facilities as identified in the budget, including computer replacement schedule</p> <ul style="list-style-type: none"> <li>a. Computer replacement schedule</li> <li>b. Paper filing systems</li> <li>c. Server replacement</li> </ul> <p>1.5.2 Maintain and protect facilities.</p> <ul style="list-style-type: none"> <li>a. Identify solution and revenue for lost vegetation. Improve irrigation system to maintain remaining vegetation.</li> <li>b. Monitor public restroom to assess maintenance needs to protect our property.</li> </ul> <p>→ 1.5.3 Invest in the Transit Center and complete projects</p> <ul style="list-style-type: none"> <li>a. Additional bus shelters/signs developed</li> <li>b. Add electrical to Quiet Room</li> <li>c. Install pass entry to interior lobby door</li> </ul> <p>1.5.4 Pursue SDAO Safety/Security Grant</p>	Facilities maintained to standards
Marketing	<p>1.6.1 Grow website and social media presence</p> <ul style="list-style-type: none"> <li>a. Actively maintain and post to website and social media</li> <li>b. Website enhance: CEDS page</li> </ul> <p>1.6.2 Present annually to all five county commissions</p> <p>1.6.3 Contact other dues partners to see if annual presentation is desired.</p> <p>1.6.4 Newsletter. Maintain monthly newsletter distribution</p> <p>1.6.5 Improve utilization of available Print materials (Pop up banner)</p>	Enhanced understanding of MCEDD/svcs

**Organizational Workplan**



## Revolving Loan Fund Workplan

### OBJECTIVES

### ACTIVITIES: ACTION PLAN

### OUTPUTS/OUTCOMES

Ensure a strong staff team for the Business Assistance Division

2.1.1 Provide the resources for appropriate staffing levels, taking into account budgetary constraints

- a. Consider ability to replace Assistant Project Manager position, or shifting those duties to existing staff.

→ 2.1.2 Provide opportunities for Professional Development and Training

- a. Attend Portfol training (Loan Fund Manager)
- b. Participate in CDFA trainings as appropriate
- c. Participate in Oregon Enterprise Zone Training
- d. Connect with the EDD network for advice and/or to propose options for shared resources
- e. Consider the NW Business Development Games training for the Assistant Project Manager if hired
- f. Retain notary certification in the office (currently Lauren).
- g. Apply for Ford Family Foundation grant to support training costs.
- h. Contract with CCD Business Development for new staff support.

Fully staffed with the best team!  
Opportunities for professional growth

Increase locally-available access to capital for entrepreneurs

2.2.1 Increase funding for RLF programs, as needed.

- a. Annually analyze utilization trends through the budget process. Seek fund recapitalization when projected at full capacity.
- b. Maintain relationships with foundations. Advocate for a source of state and foundation match funds to enhance competitiveness for federal funds.
- c. Connect with banking partners re: Community Reinvestment Act funds
- d. Assess the microlending program utilization and opportunities for expansion
- e. Fully expend EDA CARES RLF by grant end date.

→ 2.2.2. Leverage new OIB/WIB funds

- a. Seek RLF plan approval and complete EDC contract.
- b. Market new lending capacity.
- c. Fully expend new funds by grant end date.

Efficient functioning of our loan programs  
Adequate MCEDD loan funds for region to match our local needs

Improved support for existing clients  
Focus on areas with lesser funds

Increase viability of businesses  
Job creation through access to capital

Finance businesses with highest economic potential:  
best use of RLF funds

## Revolving Loan Fund Workplan

Maintain a Healthy Loan Portfolio and Loan Program

<p>→</p>	<p>2.3.1. Continue strong fund utilization. Promote use of RLFs</p> <ul style="list-style-type: none"> <li>a. Continue to develop referral system, with targeted outreach to banks, realtors, ports, cities, counties, chambers and developers</li> <li>b. Develop and distribute monthly loan client profiles: in newsletter, online, Gorge Business Review. Quarterly board meeting presentation to MCEDD. Presentation to OIB/OIB Board site visits</li> <li>c. Attend Chamber and community functions, distribute brochures. Seek LAB support for this activity to leverage staff resources</li> <li>d. Identify ways to further utilize OIB videos.</li> <li>e. Explore availability of marketing funds from OIB and EDA CARES.</li> <li>f. Make presentations to civic and local groups (e.g. rotary, ports, etc.)</li> <li>g. Promote new microlending programs.</li> <li>h. Utilize Oregon Community Foundation grant to host PubTalk events to market our funds and support entrepreneurs.</li> </ul>	<p>Increased visibility of loan funds</p> <p>Improved support for existing clients</p> <p>Customer is aware of options</p>
<p>→</p>	<p>2.3.2 Support Existing Clients</p> <ul style="list-style-type: none"> <li>a. Conduct at least annual client site visits. Conduct ongoing review of files and financials</li> <li>b. Discuss loan modifications and present plans to support clients' success</li> <li>c. Address delinquencies timely/ per RLF plan parameters. Begin conversations on balloon payments/ increases in payments early</li> <li>d. Track loans paying on bankruptcy plans for compliance.</li> <li>e. Connect clients to SBDC and other technical resources as needed</li> <li>f. Issue Borrower Bulletin at least quarterly to share news, SBDC events, availability of additional lending.</li> </ul>	<p>→ Lending community is aware of our programs</p> <p>Increase utilization of loans</p> <p>Loans adequately secured</p> <p>Reduced delinquency/default percentage</p>
<p>→</p>	<p>2.3.3. Properly secure MCEDD and MCEDD's RLF portfolio to protect against losses</p> <ul style="list-style-type: none"> <li>a. Secure collateral: take all necessary steps to secure MCEDD loans</li> <li>b. Review and implement changes, if necessary, for securing information related to credit reports and loan information</li> <li>c. Conduct annual file review</li> </ul>	<p>→</p>

## Revolving Loan Fund Workplan

	<p>2.3.4 Review all existing and new UCC filings for the 2016 law change in requiring individual debtors to be listed by the name on their driver's license (UCC individual debtor names must be updated by the next continuation and no later than Jan. 1, 2021)</p>	
<p>Address Barriers to Individuals Seeking to Access Our Programs; Improve Programs</p>	<p>2.4.1 Increase efficiency and ease of use for clients/potential clients</p> <ul style="list-style-type: none"> <li>a. Explore Portfol options for online application potential</li> <li>b. Integrate ACH payment options. Get all existing clients on ACH. Resolve ACH option for MHEA clients through Portfol Borrower Portal.</li> <li>c. Review invoicing process</li> <li>d. Review loan closing process flow and modify as needed (e.g. titles at closing rather than in advance; digitized loan documents, etc.)</li> <li>e. Explore immigrant lending with MHEA and The Next Door Inc.</li> <li>f. Utilize new staff-approval for microlending and assess the process.</li> <li>g. Utilize Oregon Community Foundation grant to develop easy-to-use application template materials.</li> </ul> <p>2.4.2 Review accessibility of documents and processes</p> <ul style="list-style-type: none"> <li>a. Key documents available in Spanish; explore further partnership with The Next Door Inc.</li> <li>b. Website reviewed for ADA requirements</li> </ul> <p>2.4.3 Track applications from target populations. Track outcomes from loan clients</p> <p>2.4.4 Explore options for credit reporting to help clients in building credit</p>	<p>Increased on-time payments Diversity of client base reflects the region</p> <p>Clients ease of use increased</p>
<p>Build and advocate for a local Business Support Network</p>	<p>1.5.1 Support consistent SBDC funding in OR and WA. Provide support letters to their funders</p> <p>2.5.2 Implement ROI to map and strengthen the entrepreneurial ecosystem.</p> <ul style="list-style-type: none"> <li>a. Explore applying for WA RBDG to mirror ROI program on WA side.</li> </ul> <p>2.5.3 Explore ROI and State Business Development/Innovation programs for capital coaches or other business support networks</p> <p>2.5.4 Participate on the SBDC Advisory Committee</p> <p>2.5.5 (<i>question</i>) Host annual lenders conference/regional meetings to build the network</p>	<p>Regional coverage for services and coordination Visibility for MCEDD, support network for our lending clients</p> <p>Full cycle entrepreneurship business development Business needing assistance has all services available</p>

## Revolving Loan Fund Workplan

<p>Increase Utilization of AHDRLF Resources</p>	<p>2.6.1 Effectively market the AHDRLF program</p> <ul style="list-style-type: none"> <li>a. Partner with Regional Solutions to promote new Attainable Housing funds in meetings with developers and industry leads</li> <li>b. Cultivate referral sources through outreach conducted for other MCEDD business loan products</li> <li>c. Update outreach materials for the AHDRLF program (website review; print materials)</li> <li>d. Seek to leverage the State relationship to profile current clients</li> <li>e. Develop newsletter profiles on AHDRLF clients</li> </ul> <p>2.6.2 (<i>stretch activity</i>) Grow and Leverage the Fund</p> <ul style="list-style-type: none"> <li>a. Explore the CET functionality as a mechanism for leveraging opportunities for developers</li> <li>b. Explore Washington opportunities</li> </ul> <p>2.6.3 Support existing clients (and poll for changes)</p> <p>2.6.4 Review RLF plan, documents, processes for efficiencies</p>	<p>Full utilization AHDRLF</p> <p>Increase AHDRLF funding</p>
<p>Maintain Functioning Loan Board/OIB</p>	<p>2.7.1 Ensure a vibrant loan board membership</p> <ul style="list-style-type: none"> <li>a. Host annual in-person meeting (MCEDD LAB)</li> <li>b. Provide appreciation/recognition of LAB/OIB members.</li> <li>c. Address appointments and renewals annually. Cultivate a pipeline of potential new members.</li> <li>d. Provide training for new loan and OIB board members</li> </ul> <p>2.7.2 Enhance the Bi-State OIB/WIB Partnership</p> <ul style="list-style-type: none"> <li>a. Maintain Bi-State Economic Vitality Plan</li> <li>b. Coordinate with the Skamania EDC for a seamless system: (including coordinated docs, processes, etc.)</li> <li>c. Host at least annual meeting of the Bi-State Council</li> </ul>	<p>Engaged LAB and OIB</p>
<p>Reporting; Maintenance</p>	<p>2.8.1 Complete reporting timely; address reporting system issues</p> <ul style="list-style-type: none"> <li>a. USDA LINC issues addressed</li> <li>b. Consider revamping the OIB report</li> <li>c. All other reporting for funds and feds (e.g. 1096) completed</li> </ul> <p>2.8.2 RLF Plans Reviewed for Policy Changes</p> <ul style="list-style-type: none"> <li>a. Periodic review for all plans with the LAB</li> <li>b. EDA RLF plan review and certified every five years (2027)</li> </ul>	<p>Improve level for EDA rank</p> <p>LINC system calculates appropriately</p> <p>Consistent reconciliation between Portfol and QB with no unexpected cross-overs in past periods</p>

**Revolving Loan Fund Workplan**

	<p>2.8.3 Oregon Investment Board</p> <ul style="list-style-type: none"> <li>a. Conduct review of standard RLF Plan</li> <li>b. Build depth at the state for understanding the OIB. Conduct a state agency staff orientation on OIB-- work with Business Oregon/Michael Held to attend a staff training day</li> <li>c. Identify options to limit impacts from CRGC (esp. if a County considers dropping and/or CRGC budget limited)</li> </ul>	
	<p>2.8.4 Mount Hood Economic Alliance</p> <ul style="list-style-type: none"> <li>a. Complete development of RLF Plan</li> <li>b. Evaluate contract for full coverage of expenses and ability of us to reduce our costs.</li> </ul>	
	<p>2.8.5 Reconciliation between Portfol/QuickBooks completed timely. No changes made after close of the accounting period.</p>	
<p>Grow availability of MCEDD-supported assistance services for businesses.</p>	<p>→ 2.9.1 Identify best practices for RLF/business finance through NADO members</p> <p>2.9.2 Provide services to manage enterprise zones</p> <p>2.9.3 <i>(stretch)</i> Increase packaging services</p> <p>2.9.4 <i>(stretch)</i> Analyze gaps identified through ROI grant to propose new services; seek funding to establish</p>	<p>→ MCEDD staff is knowledgeable of resources available to support entrepreneurs</p> <p>Enhanced and new programs for business assistance</p>

## CEDS Workplan

OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS/OUTCOMES
Prepare and maintain the regional economic development strategy	3.1.1 Complete 2022-2027 Plan a. Complete professional design for hard copy and website versions. b. Translate summary document into Spanish. c. Bring to Board for adoption in March 2022. d. Submit to EDA for approval. e. Form implementation teams.	Updated CEDS  Ranked priority list for infrastructure  Easily accessible data for region  → Annual Symposium Event
	3.1.2 Maintain and update the strategy annually a. Track and compile updated data/ demographics/ evaluation metrics/ resiliency metrics b. Review and update action plans; sectors c. Prioritize projects regionally (coordinate County priorities with County leads) d. Incorporate new partners (e.g. tribes)	
	→ 3.1.3 Host the Annual Economic Symposium a. Coordinate all necessary logistics. Increase sponsors level b. Sector focus: keynote speaker; panel. Regional Economists c. Marketing. Target attendees d. Enhance networking (lunch, other options) e. Assess effectiveness post-symposium	
Advocacy and general for priorities	→ 3.2.1 Enhance awareness of regional priorities a. Funder outreach b. Regional outreach c. Legislative outreach	→ Collective priority awareness; advocacy
Advance Regional Priority Projects	3.2.2 <i>Stretch activity</i> Convene funding panel	High Priority projects completed/funded  → Knowledge source for resource identification  Adequate infrastructure for regional growth
	3.2.3 IACC attendance. Oregon Infrastructure Summit attendance	
	3.3.1 Provide letters of support for priority projects 3.3.2 Track progress and work with project leads to advance. → Attend CAT and County meetings. 3.3.3. Provide assistance for projects identified as potential for new federal funding.	



**CEDS Workplan**

<p>Leverage our relationship to the US EDA as a designated EDD</p>	<p>3.4.1 As the EDA designee, apply for planning grants and ensure adequate local match</p> <ul style="list-style-type: none"> <li>a. Continue 10-year local assessments strategy</li> <li>b. Develop EDA annual report</li> <li>c. Submit and secure annual planning grant in February</li> </ul> <p>3.4.2 Arrange for EDR visits to the region</p> <p>3.4.3 Support and advocate for applications to EDA from our region, help develop, and attend IRC discussions</p> <ul style="list-style-type: none"> <li>b. Secure regular TA and public works funds</li> </ul>	<p>MCEDD known as the EDA local service delivery mechanism</p> <p>Educate our EDR about our region</p> <p>Additional EDA \$ to the region</p> <p>Funded Planning Grant for MCEDD</p>
<p>Provide TA support to community projects</p>	<p>→ 3.5.1 Provide grant admin for state/fed funded projects, as contracted</p> <ul style="list-style-type: none"> <li>a. Biggs Water</li> <li>b. Sherman County Bus Barn</li> <li>c. Hood River Stormwater</li> <li>d. Dog River Pipeline</li> <li>e. Crystal Springs</li> <li>f. Cascade Locks Wastewater</li> <li>g. Keep communication with possible future projects (CG Airport/ CGCC, Port of Skamania, HRV Adult Center)</li> <li>h. CEDS project outreach; outreach to business officers. Cultivate new projects. A focus on WA.</li> <li>i. Others, as contracted</li> </ul> <p>3.5.2 Offer grant writing services for community projects</p> <p>3.5.3 Work with project owners to identify the appropriate funding to move their projects toward shovel ready</p> <p>3.5.4. Develop proposals for EDA University Center TA support</p> <p>3.5.5 Conduct income surveys for communities, as contracted</p>	<p>→ Projects in our region successfully completed with no findings</p> <p>Members utilize our TA services</p> <p>→ UO studies support our projects</p>
<p>Role with the States</p>	<p>→ 3.6.1 Participate on RST Advisory Committee</p> <p>3.6.2 Utilize Oregon HB 2345 to expand services and strengthen relationship with state.</p> <p>→ 3.6.3 Identify opportunities for Washington state agency interaction</p> <ul style="list-style-type: none"> <li>a. Department of Commerce</li> <li>b. Governor's office</li> <li>c. Legislative outreach</li> <li>d. Join WEDA, attend events</li> </ul>	<p>→ State views MCEDD as core delivery</p>

**CEDS Workplan**

	3.6.4 Expand connection and partnership with AOC, AWC, LOC, LWC	
Gorge Commission	3.7.1 Pursue request for quarterly presentation to the Gorge Commission as the economic development arm	Regional economic development strategy relevant to NSA Clear understanding of MCEDD as regional bi-state ec dev entity
	3.7.2 Engagement in the economic development vital signs indicators	
	3.7.3 Explore issues affecting NSA economic development (e.g. UGA)	
Resiliency	3.8.1 Complete EDA CARES Planning Grant <ul style="list-style-type: none"> <li>a. Implement all contractual projects to get funds fully spent.</li> <li>b. Implement next steps on COVID-19 Economic Needs Assessment</li> <li>c. Consider quarterly MCERT meetings</li> </ul>	Strong regional recovery from COVID-19 Increased business resiliency to disasters  Grant fully spent

## Sectors Workplan

OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS/OUTCOMES
Forest Products Sector	4.1.1 Develop a relationship with the Forest Collaboratives → 4.1.2 Quarterly check-in with industry lead 4.1.3 Define best pathway for MCEDD support of the industry with industry lead	→ Stronger understanding of issues facing the sector, opportunities to offer support
Create economic opportunities in renewable energy	4.2.1 Host Columbia Gorge Bi-State Renewable Energy Zone (CGBREZ) discussions: Provide a forum for communication and information dissemination 4.2.2 Support individual project priorities for CGBREZ: Goldendale Energy Storage Project, solar → 4.2.3 Provide finance management for CREA under contract 4.2.4 Explore opportunities to regionally support the Hood River Energy Plan work 4.2.5 Work with partners to identify local opportunities to support meeting State level energy grid decarbonization goals.	→
Support and enhance regional high tech cluster initiatives	→ 4.3.1 Provide staffing and leadership for the Gorge Tech Alliance. Continue activities for a stable Alliance <ul style="list-style-type: none"> <li>a. Board development</li> <li>b. Finance: Membership, sponsorship and finances for adequate staffing</li> </ul> 4.3.2 Implement the Strategic plan 4.3.3 Enhance networking opportunities. Host GTA events, focusing on quality events. 4.3.4 Support the Gorge Women in STEM network 4.3.5 Improve communications to members and sponsors	→ Enhanced business investment and clustering in high tech  Board support for MCEDD staffing
Value Added and Manufacturing Sector	→ 4.4.1 Further development partnership with the value added agriculture sector core: GGFN, OSU, WSU, SBDC 4.4.2 Identify shared distribution and cold storage solutions. 4.4.3 Further develop wine and beer industry associations to support knowledge creation and exchange and maintain a network of technologists, entrepreneurs and businesses in the sectors. 4.4.4 Engage with CGCC on next steps identified to improve their commercial kitchen through the feasibility study being completed. 4.4.5 Support CRITFC salmon marketing efforts and Bingen fish processing facility.	→ Stronger understanding of issues facing the sector, opportunities to offer support
Tourism/Arts Culture/Recreation	→ 4.5.1 CG Tourism Alliance engagement → 4.5.2 Act as the pass-through for the Wasco County Cultural Trust (via Four Rivers)	→

## Transportation Workplan

### OBJECTIVES

Enhance LINK services for the region

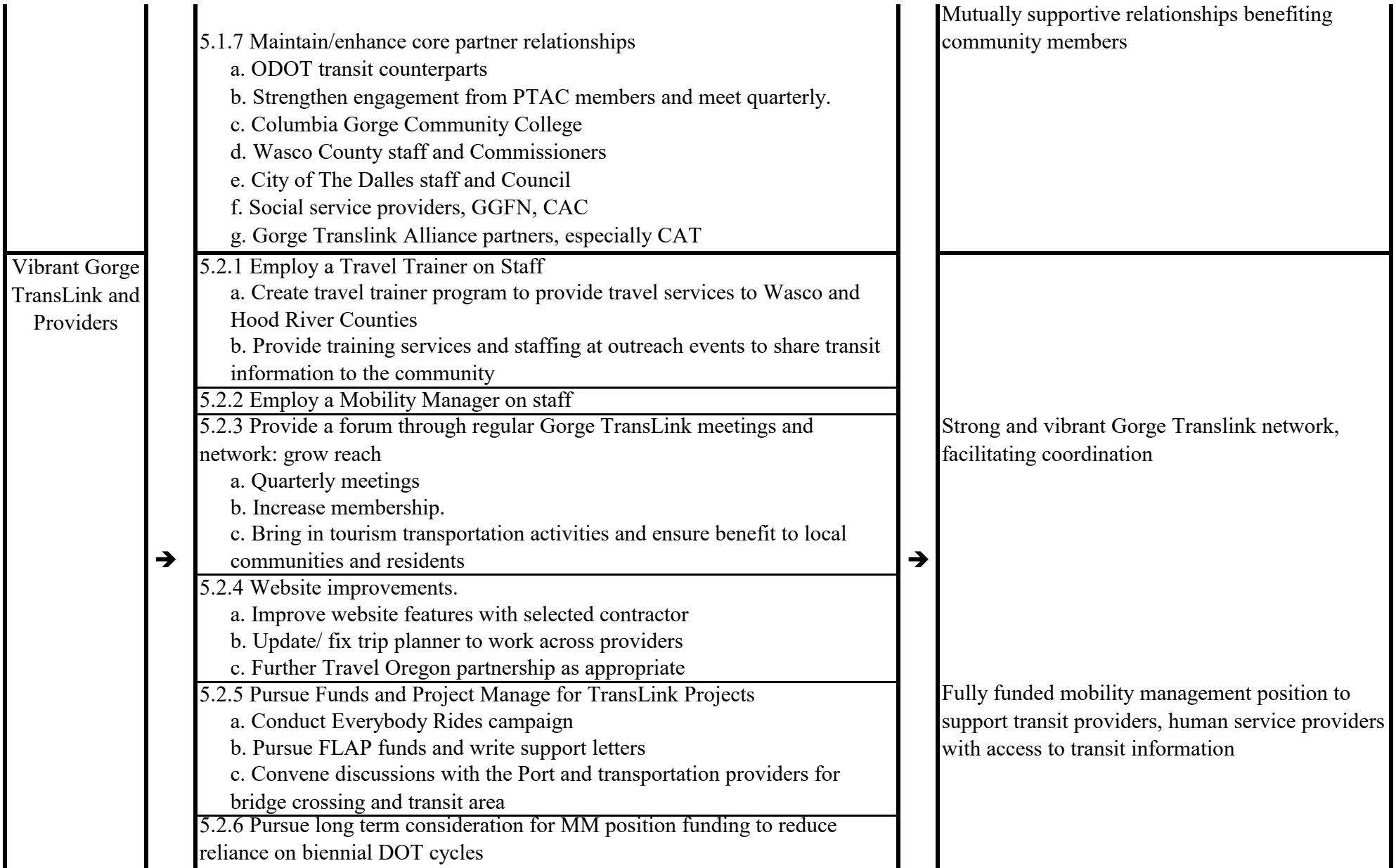
### ACTIVITIES: ACTION PLAN

- 5.1.1 Maintain existing LINK transportation services
  - a. Dial a Ride with extended hours
  - b. Brokerage rides
  - c. Shopping Bus
  - d. Deviated Fixed Route
  - e. South County service
  - f. Hood River service
- 5.1.2 Explore opportunities to improve existing services through implementation of the Transit Development Plan
  - a. Improvements to deviated fixed route
  - b. Expanding service hours and days
- 5.1.3 Implement projects to fully use available STIF resources.
  - a. Low Income Fares provided through Transit Connect Program
  - b. Enhance services for central and south Wasco County residents.
  - c. High school student support
  - d. Swim bus
  - e. Video modules
  - f. Cultural training for staff.
- 5.1.4 Provide for Vehicles
  - a. Maintenance on schedule
  - b. Develop plan for replacement vehicle purchases
  - c. Explore electric vehicles infrastructure, and transition
- 5.1.5 Prepare for and pursue available funding sources
  - a. CAC Healthcare funds (if applicable)
  - b. City/County/PUD (as applicable)
  - c. 5310 Discretionary for deviated fixed route
  - d. 5339 for bus replacement, bus stop infrastructure
- 5.1.6 Explore Link Rebranding Campaign to increase ridership
  - a. Marketing plan overall.
  - b. Explore grant options for branding artwork, wraps, other marketing expenditures

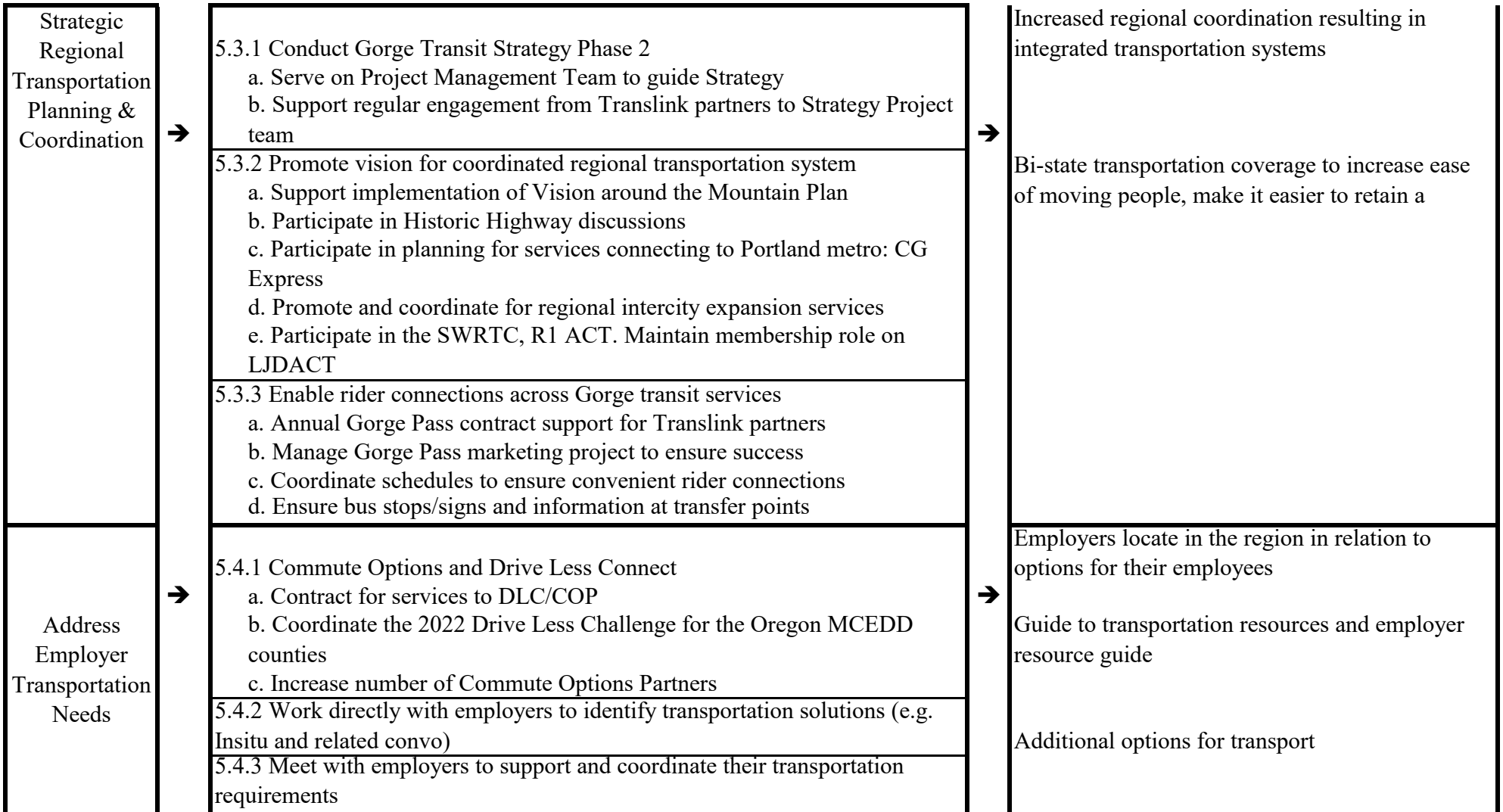
### OUTPUTS/OUTCOMES

- Well utilized transit system in Wasco County
- Existing services fully funded
- Well maintained fleet
- Strong partnerships
- Link transit electrification strategy to guide transition to low/no-emissions transit fleet
- Diversified funding sources
- Refreshed, modern, recognizable branding

## Transportation Workplan



## Transportation Workplan



## Broadband Workplan

### OBJECTIVES

Enhance Regional  
Broadband  
Opportunities

### ACTIVITIES: ACTION PLAN

- 
- 6.1.1 Support local jurisdictions and regional proposals for connectivity, speed, redundancy, backup power
    - a. Provide direct grant writing services for Qlife, Klickitat PUD, Sherman Co
    - b. Identify opportunities for funding the regional Gorge Broadband Consortium
    - c. Sherman wireless trailers expansion support
    - d. Participate with Q-Life in developing a plan for closing infrastructure gaps in Wasco Co
  - d. Support local proposals for broadband funding
  - 6.1.2 Distribute information related to funding opportunities
    - a. Track information and share with GBC list and other partners
    - b. Provide education/outreach to Legislative contacts
  - 6.1.3 Coordinate between local governments and ISPs
    - a. Convene Gorge Broadband Consortium semi-annual meetings.
    - b. Convene dig once discussion
  - 6.1.4 Engage in Mapping Efforts
    - a. Conduct outreach across the 5-County region around speed testing and survey work to develop current conditions
    - b. Participate in trainings along with other Oregon BATs to learn how to fully utilize the mapping tool
    - c. Work with communities to understand mapping outputs
  - 6.1.5 Conduct Business Technology trainings (WebWorks Anywhere series) as resources align.
  - 6.1.6 Engage with statewide partners around broadband
    - a. Continue (OR)/develop(WA) relationship with state broadband offices.
    - b. Engage with the OR BAT Leadership group on next steps.
    - c. Attend the 2022 Oregon Connections Conference in Ashland.
- 

### OUTPUTS/OUTCOMES

Broadband expansion

Business utilization of broadband

Educated communities

Enhanced awareness of the critical nature of broadband

## Workforce Workplan

OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS/OUTCOMES
Connect workforce and economic development efforts	<p>7.1.1 Act as a resource center for information about economic data to support workforce planning</p> <p>7.1.2 Participate in workforce meetings as available (e.g. SW WA and East Cascades WIB)</p> <p>7.1.3 Regularly engage with CGCC on collaborative approaches to support the region</p> <p>7.1.4 Include workforce representation on the MCEDD Board</p>	Increased communication between workforce and economic development
Support regional internship/apprenticeship options	<p>7.2.1 Engage in conversations about the future for Gorge Works</p> <p>7.2.2 Promote employers providing regional internships/apprenticeships. Feature in social media and website.</p> <p>7.2.3 Explore federal opportunities for apprenticeship programs as a partner to higher education and workforce partners</p>	Increase in apprenticeship and internship options
Address talent needs of target industries	<p>7.3.1. Enhance/expand STEM initiatives</p> <p style="padding-left: 20px;">a. Participate in the Gorge STEM Hub, Gorge Regional Board</p> <p style="padding-left: 20px;">b. Increase connections between industry partners and STEM volunteer needs</p> <p style="padding-left: 20px;">c. Increase resource in the Corwin Hardham STEM scholarship fund</p> <p>7.3.2 Support local educational institutions in assessing needs and expanding capacity for training.</p> <p style="padding-left: 20px;">a. Support Food/Beverage Collaborative program exploration at CGCC (EDA and OIB funded)</p> <p style="padding-left: 20px;">b. Support CGCC skills center exploration</p>	Business location in the region facilitated by strong workforce Integrated with educational goals
	<p>7.4.1 Participate in CGCC Childcare Facility partnership.</p> <p>7.4.2 Promote small business support opportunities targeted to new childcare businesses.</p> <p>7.4.3 Utilize regional housing market analysis conducted by Oregon and Washington.</p> <p>7.4.4 Support buildable land inventory analysis for communities without current information.</p>	New childcare options developed  Coordination on affordable housing issue



## Workforce Workplan

Support opportunities to address housing and childcare needs

- |   |
|---|
| 7.4.5 Assist local jurisdiction's efforts to incentivize affordable and attainable housing, including consideration of local revenue generation opportunities for purposes of affordable housing.   |
| 7.4.6 Advocate for key federal and state funding programs. <ul style="list-style-type: none"><li>a. Support continued and increased investments in USDA Rural Development and Housing and Urban Development programs that promote housing affordability for renters and homeowners.</li><li>b. Support adequate investments of capital resources in WA and OR housing programs.</li></ul> |
| 7.4.7 Host forums on innovative practices and specific investment platforms.  |
| 7.4.8 Incorporate transit connections into housing development planning to support increased connectivity as well as leverage resource opportunities.   |
| 7.4.9 Engage in an education and information campaign to highlight the housing crisis. Develop common materials. Highlighting the tie to local economy.   |
| 7.4.10 Develop stronger connections with contractors, developers and employers for multi-housing units to increase understanding of barriers to increasing housing supply.  |

Increased information about affordable housing issue

Easier to recruit and retain workforce

**County Workplan**

**OBJECTIVES**

**ACTIVITIES: ACTION PLAN**

**OUTPUTS/OUTCOMES**

Sherman  
County  
Support

- 8.1.1 Convene Sherman County Small cities support
  - a. Support cities in implementing their CEDS projects
- 8.1.2 Actively manage Sherman County housing incentive structures
  - a. Support the committee for the rental housing incentive
  - b. Explore creative strategies to increase housing production in Sherman Co in conjunction with the Court and Grant Review Committee.
- 8.1.3 Support individual projects as identified by the County Court
- 8.1.4 Work together with the Condon Chamber to implement their grants
- 8.1.5 Participate in the JDRT
  - a. Get Sherman tourism business further engaged
- 8.1.6 Support Sherman County in connecting with energy planning opportunities, including opportunities for solar + storage at critical facilities within the County.
- 8.1.7 Support enhanced broadband deployment in rural areas of the County through ARPA or other funds.

CEDS projects completed  
 Increase in Housing units  
 Decrease in housing constraints

Sherman County businesses supported

Increased energy resilience

Wasco County  
Support

- 8.2.1 Coordinate the Wasco County Economic Development Commission and enhance its role as the ec dev provider in the County.
  - a. County in budget and view
  - b. EDC members
  - c. Partners
- 8.2.2 Effective coordinate Committee development for the EDC; Leveraging EDC members as leads and conveners
  - a. Vibrant, Diverse Local Economy
  - b. Robust Infrastructure: Broadband, W/WW
  - c. Community Capacity/Information Source, Advocacy
  - d. EDC Leadership: Strong, Sustainable EDC
- 8.2.3 Complete Update of EDC Strategic Plan

CEDS projects completed

Engaged EDC, supportive County staff and electeds

County Workplan

	<p>→ 8.2.4 Coordinate projects for the EDC</p> <ul style="list-style-type: none"> <li>a. Entrepreneurial Ecosystem Development through ROI</li> <li>b. Support Wasco Co BAT + Q-Life Projects to expand access</li> <li>c. Update Biz Siting Guides and Maintain Major Employer List</li> <li>b. Support Wasco Co BAT</li> </ul>	<p>→</p>
<p>Provide gap economic development support to Hood River, Klickitat and Skamania Counties</p>	<p>8.3.1 Contract with Hood River EDG: assess its model and opportunities for reduction, expansion of role</p> <p>8.3.2 Meet regularly in support of Klickitat and Skamania ADO's</p> <p>8.3.3 Attend meetings in all of our counties on economic development potential: e.g. Action Team meetings, County Econ dev meetings</p> <p>8.3.4 Support local and regional Brownfields conversations</p> <p>8.3.5 (<i>stretch</i>) Analyze and implement, as appropriate, the provision of financial management services for small entities.</p> <p>8.3.6 Update and produce Business Siting Guides in Hood River County</p> <p>8.3.7 Maintain/create major Employer List in Hood River County</p>	<p>→</p> <p>Strong connections in all counties</p> <p>CEDS projects supported</p>