

EDA/EDC – Joint Board Meeting

Thursday, January 11, 2024

7:00 A.M. to 9:30 A.M.

Rock31/BSED Building

Zoot Training and Event Space (2nd Floor)

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region's vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

Agenda items may be rearranged unless an item is listed as having a "time certain". Action may be taken on any item listed on the Board Agenda.

- | | | |
|------------------|--|--|
| 7:00 AM | Call to Order/Pledge of Allegiance/Roll Call – Riley Bennett, EDA Chair | |
| 7:02 A.M. | Public Comment/Recognitions/Special Announcements and Introductions | |
| | <ul style="list-style-type: none"> • Public Comment • Staff Introductions—Kayla • Member Investor Update—Steve • Special Guest/Announcement—Dr. David Forstein, RVU, President | |
| 7:15 A.M. | Changes to Today's Agenda | |
| 7:18 A.M. | Consent Items for Board Action | (EDA & EDC Board Action) |
| | <ul style="list-style-type: none"> • Minutes – December 14, 2023 • FY '24 November Financial Statements | (Attachment A)
(Attachment B) |
| 7:20 A.M. | Action Items | |
| | <ul style="list-style-type: none"> • Payroll/HR Consulting Services—Employer Flexible Contract—Tami/Sarah • Rock31/TrueSpace Partnership—Kayla | (Attachment C) (EDA/EDC Action)
(Attachment D) (EDA Action) |
| 7:35 A.M. | Info Items | (Info) |
| | <ul style="list-style-type: none"> - Conflict of Interest/Board Committees—Steve - Board Calendars—Sarah - BillingsWorks—Summer Jobs Program—Shaye | (Attachments E and F)
(Attachment G)
(Handout) |
| 7:45 A.M. | Board Roundtable—Reflections and Aspirations—Steve (3 minutes each) | |
| | <ul style="list-style-type: none"> - Reflections From 2023—What went well? What challenged you? - Looking Ahead—What excites you about 2024? One problem you hope to solve? | |
| 9:25 AM | Executive Director Report- Steve | (Attachment H) (Info) |
| | <ul style="list-style-type: none"> • Strategy Partners Next Steps (Dec. 19th Meeting Recap) • Board Engagement <ul style="list-style-type: none"> ○ Board Committees ○ Board Meeting Attendance • FY '23 Audit-Update—Presentation at Feb Board Meeting | (Info)
(Info)
(Info)
(Info)
(Info) |
| 9:30 A.M. | Adjourn | |

Next EDA/EDC Board Meeting: February 8 (7AM to 9:00), Zoot Training and Event Space, Rock31/BSED. Big Sky Economic Development Board of Directors will make reasonable accommodations for known disabilities that may interfere with an individual's ability to participate. Persons requiring such accommodations should make their requests to Big Sky Economic Development as soon as possible before the meeting day. Please call Big Sky ED at 256-6871.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT A

**EDA/EDC Joint Board Minutes
Thursday, December 14, 2023
7:00 A.M. – 9:00 A.M.
Rock31/BSED Building
Zoot Training and Event Space (2nd Floor)**

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region's vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

EDA Board Members Present: Bryan Wood, Debbie Desjarlais, Kate Vogel, Judi Powers, Ken Lutton, Lucy Aspinwall, Paul Neutgens, Riley Bennett, Zach Dunn

EDA Board Members Absent: Bryce Terpstra, George Warmer

EDC Board Members Present: Andy Gott, Bob Wilmouth, Dave Ballard, John Ostlund, DJ Clark, Jen Kobza, Kim Jakub, Mac Fogelson, Mike Marsh, Mike Nelson, Mike Phillips, Mike Seppala, Nick Pancheau, Stefani Hicswa, Tyler Wiltgen

EDC Board Members Absent: Ann Kosempa, Craig Bartholomew, Jennifer Kondracki, Keagan Harsha, Molly Schwend, Nichole Mehling, Spencer Frederick

Ex-Officios Present: Mark Morse, John Brewer, Kurt Markegard

Staff and Guests: Andrew Newman, Ashley Kavanagh, Brandon Berger, Christian Bautista, Deanna Langman, Johnna Jablonski, Katelyn Harmon, Kayla Vokral, Lorene Hintz, Marcell Bruski, Nina Philpott, Nik Pedersen, Patrick Klugman, Sarah Myhre, Shaye Metcalf, Steve Arveschoug, Tami Fleetwood, Tereza Brownell, Thom MacLean, Tyler Wink

Call to Order:

Judi Powers, EDA Chair, called the meeting to order at 7:20 A.M. with the Pledge of Allegiance.

Public Comment/Recognitions/Special Announcements and Introductions:

Team Introductions-Marcell

Marcell introduced the BillingsWorks Manager, Shaye Metcalf to the Board. Shaye shared her background with the Board and excitement to be part of the BSED team.

Recognition of EDA/EDC Board Members and Chairs-Steve

Steve thanked Judi Powers for her service as the EDA Board Chair and Kim Jakub for her service as the EDC Board Chair. Judi and Kim both reflected on their time serving as Board Chairs. Kim encouraged the Board Members to engage as much as possible through committees and other areas of service. Steve recognized and thanked the outgoing Board Members Mike Nelson, Craig Bartholomew, Ann Kosempa, and Pam Purinton. Mike Nelson shared his experience serving on the Board.

Member Investor Highlight-Andrew Neuman, Newman Restoration & Cleaning

Steve introduced Andrew Newman, with Newman Restoration & Cleaning. Andrew presented a Member Investor Highlight. The company was started approximately seven years ago and provides solutions for water restoration, fire damage, and cleanup. Andrew shared how the community has provided support and his company has been

able to reciprocate support back to the community. Newman Restoration services Billings to Big Sky. Andrew shared that he is grateful to be a part of the community and encouraged Board Members to reach with any needs.

Agenda Changes:

Steve will share information regarding the December 19th Joint Strategy Partners Meeting.

Consent Items for Board Action

Approval of November 9, 2023, Board Meeting Minutes

DJ Clark noted that the minutes as presented should be modified to reflect his absence at the November meeting.

EDA/EDC Financials for October 2023

With no opposition to the consent items for Board action, the November 9, 2023, Board Meeting Minutes and EDA/EDC financials for October 2023 were approved by a majority vote from the Board.

Financial Matters-Tami

FY '23 Audit-Request to Delay Filing

Tami provided an update on the annual financial statement audit. Tami asked the Board to confirm approval of filing delayed and shared that the audit results will be presented to the Executive Committee and Board in February.

Motion: Jen Kobza to approve the request to delay the FY '23 audit filing as presented to the Board

Second: Nick Pancheau

Discussion: None

Motion: Carried

Program Reports Action Items

Big Sky Finance-Brandon

Brandon recognized the Big Sky Finance Team for their work and dedication to the team: Tyler Wink, Heather Kirpach, Johnna Jablonski, and Nina Philpott.

SSBCI Loan Application Approval

Heart Rock, LLC (ACES)

Purpose of this request is for the purchase of a commercial warehouse/shop space. Financing structure is being proposed to utilize the MT SSBC loan participation program. Big Sky EDC will participate with Little Horn State Bank (primary lender) on a 50/50 basis. Big Sky EDC is requesting the use of funds, up to 50% of the total project financing, from the MT SSBCI program through the state of Montana. The total purchase price is \$487,000 for the commercial real estate unit. Little Horn State Bank will provide \$243,000 on a 20-year note at 8.02% (50% of total financing). Big Sky EDC, utilizing the MT SSBCI funds, will provide \$243,000 for 20 years at 3.5%. This will be in the form of a bifurcated note and both LHSB and BSEDC (MT SSBCI) will be in a shared first lien position.

Motion: John Ostlund to approve the SSBCI Loan Application as presented to the Board.

Second: Mike Marsh

Discussion: None

Abstained: Mike Phillips

Motion: Carried

504 Approval

- I. Big Sky EDC is requesting approval to submit to the US Small Business Administration the following SBA 504 loan request. The Big Sky EDC Loan Committee has reviewed the request and recommends approval to the full EDC Board for submission to the SBA for final approval. The request meets all the underwriting and eligibility requirements of EDC.

1. **LOCKWOOD VETERINARY SERVICE, INC.** – Purpose of this request is for the construction of a new building on existing commercial real estate for Lockwood Veterinary Service, Inc. Project is the construction of a new veterinary practice building at their current location in Lockwood. This will be an expansion of their existing practice. Dr. Jody Anderson has owned and operated the practice since acquiring it in 2010. The practice has been in existence since 1991. Lockwood Veterinary Service offers preventative and general maintenance care for household pets along with emergency services, surgery, and pharmacy services. The practice also provides care to small farm livestock and regulatory horse work.

The total SBA debenture will be \$869,000 on a 25-year note comprising 40% of the total project costs. Big Sky EDC and the SBA will be in a 2nd lien position on the real property behind Western Security Bank, Division of Glacier Bank. Five new jobs are projected to be created in the next 2 years. The project will meet a Public Policy goal for being a Woman Owned Business.

Motion: Jen Kobza to approve the SBA 504 Loan Request Lockwood Veterinary Service, Inc in the amount of \$869,000 as presented to the Board.

Second: Tyler Wiltgen

Discussion: None

Abstained: Mike Seppala

Motion: Carried

Board Resolution-EDA/EDC Agreement

Brandon reviewed the EDA/EDC Service Contract Resolution required by the SBA for the EDA-EDC Management Agreement. The SBA requires pre-approval of the Management Agreement.

Motion: Mike Mash to approve the Board Resolution-EDA/EDC Agreement and execution of the same as presented to the Board.

Second: Mike Seppala

Discussion: None

Motion: Carried

SBDC and Rock31 Update-Lorene/Kayla

Lorene shared that the SBDC has exceeded their annual goals. The metrics included 236 clients assisted, 1,300 hours of counseling, 12 new businesses created, and \$5 million of funds issued in grants, loans, and owner equity. Lorene shared that the most rewarding aspect of the SBDC's work is outreach to businesses and sharing the resources that the SBDC can provide. The SBDC also closed 3 grants through the Big Sky Trust Fund. Lorene shared that three Small Business Award nominations were submitted to the SBA. Other highlights from the year include Kayla was chosen for the State Star for Montana as well as the 40 under 40 National Award. Kayla shared information on upcoming training programs. A survey went out to clients to determine the topics that would be useful for training purposes. The 504/SBDC will partner on lender outreach and begin hosting lender lunches in rural counties to spread awareness about the resources available through the SBDC and Big Sky Finance. Kayla shared an update on partnership with TrueSpace. TrueSpace has researched and developed a formula for how to predict sustainable growth in new and startup businesses. Kayla shared that the partnership will be an exciting program for Rock31. Kayla provided an update on Rock31 memberships and on the Barista space and the curriculum that has been developed to support this business.

Recruitment/Community Development -Ashley Parks, Trails, Rec-Next Steps

Ashley shared an update on the Air Service Committee that consists of the Chamber, Airport, Visit Billings, and BSED. Ashley provided an update on the recent Southwest Airlines headquarters visit. Last week, it was announced that United Airlines is increasing daily service to Denver from three trips to five. Ashley shared some key takeaways from the visit with Southwest. The airline is seeking community feedback, and it would be helpful to hear from community and business leaders regarding their travel to destinations including Denver, Vegas, Phoenix and California. Ashley asked the Board to share what impact additional service to these destinations would provide.

Ashley asked for letters of support in this effort including travel data and the impact increased service would have for businesses and the community. Ashley provided an update on recent recruitment efforts.

Regarding the Community Development program, Ashley shared continued committed to the work surrounding Parks, Trails, and Rec. Meetings are ongoing regarding internal focus and community partners to continue generating wins for the community. Ashley highlighted the recent ribbon cutting for Skyline Trail last week. There will be a lot of work in the next few weeks to close out the year.

Executive Director Report-Steve

Steve shared that the Joint Strategy Partners meeting will be held on December 19th. Steve encouraged the Board to RSVP for this meeting.

Nominating Committee Recommendations

Steve reviewed the updated handout from the Nominating Committee.

-EDA Board Appointments

The Nominating Committee met on December 1st and conducted interviews of three candidates for the two open seats on the EDA Board of Directors. The Nominating Committee recommends Andy Rahn, Montana Land Source, and Darin Uselman, COO, Kampgrounds of America to serve a five-year term on the EDA Board of Directors beginning January 2024.

Motion: Ken Lutton to approve the EDA Board Appointments of Andy Rahn and Darin Uselman as presented to the Board.

Second: Lucy Aspinwall

Discussion: None

Motion: Carried

-BSED 2024 Officers/Executive Committee

The Nominating Committee recommends the following to serve as the EDA/EDC Officers/Executive Committee:

EDA Officers/Members:

Riley Bennett, Chair

Debbie Desjarlais, Vice Chair

Zack Dunn, Treasurer

Bryan Wood, Member at Large

Ken Lutton, Member at Large

EDC Officers/Members:

Andy Gott, Chair

Nick Pancheau, Vice Chair

Jennifer Kobza, Secretary/Treasurer

Kim Jakub, Immediate Past Chair

Judi Powers, Member at Large

Motion: Mike Seppala to approve the 2024 EDA/EDC officers as presented to the Board.

Second: Paul Neutgens

Discussion: None

Motion: Carried

-EDC Board of Directors Vacancy

Motion: Mike Marsh to approve Matt Robertson to serve on the EDC Board of Directors following a special election of the Member Investors as presented to the Board.

Second: Nick Pancheau

Discussion: None

Motion: Carried

Board Engagement-Define Expectations for '24

Steve shared that a conversation took place with the Executive Committee regarding the expectation for Board engagement and attendance. Steve reviewed the EDA/EDC bylaws regarding attendance and asked the Board to share their expectations for each other in terms of participation and engagement. The Board shared their thoughts and discussed this matter. The Board agreed that Steve and fellow Board members should follow up and check in with Board Members that have missed meetings to have them reengage.

Business Leaders-**Building a Safe, Thriving Community**

Steve reviewed the draft strategy regarding Public Safety that was presented at the City Council Working Session. John Brewer and Steve have meetings with key business leaders regarding public safety to discuss steps moving forward in this initiative. Bob Wilmouth and Councilwoman Owen are encouraging the community to engage as mentors to support the youth in our community alongside these efforts.

Board Roundtable-Reflections from 2023 (Jan. 11 Board Meeting)

Steve reviewed the structure of the January Board Meeting. The majority of the meeting will be a Board roundtable. This is an opportunity for the Board to communicate with the BSED team about how 2023 was for their businesses and share expectations for 2024.

Public Comment:

Judi thanked the BSED team for their efforts in 2023 and welcomed the new team members.

Adjourn

Motion: Mike Nelson to adjourn the meeting.

Second Riley Bennett

Discussion: None

Motion: Passed

Judi Powers adjourned the meeting at 8:40 am

Next Meeting – January 11, 2024

Respectfully submitted,

Debbie Desjarlais, EDA Secretary/Treasurer

Nick Pancheau, EDC Secretary/Treasurer

When approved, minutes and meeting materials will be filed electronically in the Big Sky EDA office.

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BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT B

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended November 30, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Operating Revenue							
Income							
County Taxes Mill Levy Revenue	\$ (1,106)	\$ -	\$ (1,106)	\$ 1,462,599	\$ 1,436,001	\$ 26,598	\$ 1,476,001
Entitlement	-	-	-	67,166	67,166	-	268,665
Health Ins Mill Levy Revenue	7,950	10,825	(2,875)	37,100	47,184	(10,084)	110,240
Recovery of Protested Taxes	-	-	-	-	-	-	1,000
Department of Defense - APEX	65,000	73,348	(8,348)	314,127	366,738	(52,611)	880,171
EDC Reimbursement	69,486	64,740	4,746	329,323	341,293	(11,970)	794,476
EPA Brownfields - Assessment	14,104	25,237	(11,133)	56,787	126,184	(69,397)	302,841
EPA Brownfields - Grant Admin	-	-	-	4,293	7,623	(3,330)	30,492
APEX Advisor Agreement Support	3,000	3,000	-	15,000	15,000	-	36,000
MT Dept of Commerce - SBDC	11,250	11,250	-	56,250	56,250	-	135,000
SBA - VBOC	15,759	25,417	(9,658)	76,668	127,083	(50,415)	305,000
Rock31 Membership Revenue	7,281	6,250	1,031	37,531	31,250	6,281	75,000
Zoot/Other Room Rent Revenue	3,123	417	2,706	5,698	2,083	3,615	5,000
Rock31 Barista Rent Revenue	-	700	(700)	3,100	3,500	(400)	8,400
Grant Administration	300	-	300	675	1,000	(325)	9,000
Total Operating Revenue	196,147	221,184	(25,037)	2,466,317	2,628,355	(162,038)	4,437,286
Operating Expense							
Salaries/Wages	144,355	170,503	(26,148)	682,566	794,282	(111,716)	1,987,806
Employer Contributions	44,565	53,782	(9,217)	208,541	248,070	(39,529)	605,895
Advertising	-	117	(117)	1,500	583	917	1,400
Barista Equipment Maintenance	-	208	(208)	-	1,042	(1,042)	2,500
Barista Supplies	-	42	(42)	-	208	(208)	500
Board Expenses	361	83	278	1,034	417	617	6,000
Brownfields Assessment Expense	14,104	25,209	(11,105)	56,787	126,378	(69,591)	302,841
Brownfields Grant Admin Expense	-	2,541	(2,541)	4,293	12,705	(8,412)	30,492
Building Art and Decor	259	-	259	569	-	569	10,000
Building Operations/Maintenance	12,406	8,396	4,010	42,075	41,296	779	96,200
Community Development Projects	-	1,259	(1,259)	(43)	405	(448)	49,667
Conferences	1,050	1,656	(606)	6,960	11,644	(4,684)	26,400
Contingency	-	-	-	-	-	-	50,000
Dues/Subscriptions/Memberships	2,297	3,527	(1,230)	55,165	38,715	16,450	70,145
Event Expense	798	-	798	3,671	-	3,671	-
Hosted Meetings	904	476	428	2,476	2,234	242	5,650
Insurance	4,921	6,255	(1,334)	23,395	30,196	(6,801)	71,630
Marketing							
Departmental	1,259	1,875	(616)	14,640	11,144	3,496	24,075
Organizational	6,026	5,833	193	8,382	29,167	(20,785)	70,000
Total Marketing	7,285	7,708	(423)	23,022	40,311	(17,289)	94,075
Office Equip & Furn < \$5000	100	833	(733)	16,634	6,251	10,383	12,084
Office Expense and Supplies	1,907	2,411	(504)	10,712	12,055	(1,343)	28,932
Professional Development	(417)	3,138	(3,555)	6,471	14,428	(7,957)	35,700
Professional Fees							
Accounting	3,600	4,000	(400)	34,000	34,000	-	34,500
Consulting	-	2,917	(2,917)	-	14,583	(14,583)	35,000
HR Consulting	3,389	1,833	1,556	12,150	9,167	2,983	22,000
Legal Fees	360	250	110	1,236	1,250	(14)	3,000
Other	-	1,667	(1,667)	5	8,333	(8,328)	20,000
Total Professional Fees	7,349	10,667	(3,318)	47,391	67,333	(19,942)	114,500
Property Tax Protests	19,186	3,750	15,436	19,186	18,750	436	45,000
APEX Subcenter	35,620	46,547	(10,927)	180,110	232,737	(52,627)	558,569
Rent	895	1,994	(1,099)	4,402	10,597	(6,195)	22,599
Repairs	-	950	(950)	5,666	4,750	916	11,400
Rock 31 Outreach	-	417	(417)	-	2,083	(2,083)	5,000
Special Assessments BID	1,901	-	1,901	1,901	-	1,901	2,500
Sponsorships	-	833	(833)	2,020	4,167	(2,147)	11,000
Staff Expenses	588	825	(237)	4,096	5,366	(1,270)	14,700
Strategic Priorities	-	-	-	-	-	-	15,000
TEDD	-	18	(18)	-	18	(18)	1,000
Telecommunications	4,184	4,911	(727)	21,176	24,355	(3,179)	56,425
Travel	10,985	5,770	5,215	34,925	30,668	4,257	77,675
Miscellaneous	1,068	108	960	2,660	542	2,118	3,000
Total Operating Expense	316,671	364,934	(48,263)	1,469,361	1,782,586	(313,225)	4,426,285
Net Operating Revenue (Expense)	(120,524)	(143,750)	23,226	996,956	845,769	151,187	11,001

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended November 30, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Non-Operating Income/Expense							
Non-Operating Income							
Contribution Revenue	12,219	-	12,219	12,219	-	12,219	-
Interest Income	7,319	2,083	5,236	23,498	10,417	13,081	25,000
Total Non-Operating Income	19,538	2,083	17,455	35,717	10,417	25,300	25,000
Non-Operating Expense							
Amortization Expense	120	109	11	589	547	42	1,313
Depreciation Expense	21,781	22,992	(1,211)	108,906	113,162	(4,256)	261,373
Interest Expense	53	63	(10)	277	313	(36)	750
Total Non-Operating Expense	21,954	23,164	(1,210)	109,772	114,022	(4,250)	263,436
Net Non-Operating Income (Expense)	(2,416)	(21,081)	18,665	(74,055)	(103,605)	29,550	(238,436)
Change in Net Assets	\$ (122,940)	\$ (164,831)	\$ 41,891	\$ 922,901	\$ 742,164	\$ 180,737	\$ (227,435)

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of November 30, 2023

	November 30, 2023	November 30, 2022	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Main Operating - FIB	\$ 135,246	\$ 313,971	\$ (178,725)	(57%)
Recovered Property Taxes - FIB	626	626	-	0%
Operating Reserve - FIB	252,163	251,589	574	0%
Reserve for Replacement - FIB	134,668	32,965	101,703	309%
Opportunity Fund Bank Accounts	1,104,415	734,879	369,536	50%
Opportunity Fund CDs-current	2,059,171	1,735,672	323,499	19%
Yellowstone County Funds	954,187	807,441	146,746	18%
Total Checking/Savings	4,640,476	3,877,143	763,333	20%
Accounts Receivable				
Accounts Receivable	61,798	214,590	(152,792)	(71%)
Accounts Receivable - APEX	253,758 *	108,369	145,389	134%
Accounts Receivable - SBDC	22,500	26,220	(3,720)	(14%)
Accounts Receivable - VBOC	30,553	72,906	(42,353)	(58%)
Accounts Receivable-Brownfields	14,104	-	14,104	100%
Total Accounts Receivable	382,713	422,085	(39,372)	(9%)
Other Current Assets				
Due To/Due From EDC	205,262	-	205,262	100%
Tax Levy Receivable	681,747	599,988	81,759	14%
Tax Levy Receivable - Protested	22,308	12,536	9,772	78%
Allowance for Doubtful Accts	(22,308)	(12,536)	(9,772)	(78%)
American Revenue Guarantee	6,887	6,887	-	0%
Prepaid Expenses	35,174	8,091	27,083	335%
Undeposited Funds	50,000	-	50,000	100%
Total Other Current Assets	979,070	614,966	364,104	59%
Total Current Assets	6,002,259	4,914,194	1,088,065	22%
Fixed Assets				
Construction in Progress	-	4,797,614	(4,797,614)	(100%)
Bank Building - Land	301,750	301,750	-	0%
Bank Building - Building	6,303,890	1,473,250	4,830,640	328%
Furniture	227,169	-	227,169	100%
Equipment	6,700	-	6,700	100%
Barista Equipment	12,000	12,000	-	0%
Accumulated Depreciation	(366,187)	(119,625)	(246,562)	(206%)
Total Fixed Assets	6,485,322	6,464,989	20,333	0%
Other Assets				
Deferred Outflow of Resources	90,930	129,336	(38,406)	(30%)
Opportunity Fund CDs-Noncurrent	-	642,380	(642,380)	(100%)
Deposit	173	5,181	(5,008)	(97%)
Cabelas Conduit x0603	4,896	4,925	(29)	(1%)
Right of Use Asset	6,086	7,459	(1,373)	(18%)
Total Other Assets	102,085	789,281	(687,196)	(87%)
TOTAL ASSETS	\$ 12,589,666	\$ 12,168,464	\$ 421,202	3%

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of November 30, 2023

	November 30, 2023	November 30, 2022	\$ Change	% Change
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 104,520 *	\$ 85,253	\$ 19,267	23%
Credit Cards	21,075	21,312	(237)	(1%)
Other Current Liabilities				
Contributions Payable	25,000	-	25,000	100%
Accrued Expenses	113,297	96,409	16,888	18%
Compensated Absences	166,189	162,949	3,240	2%
Payroll Liabilities	(743)	(776)	33	4%
Deferred Revenues	21,000	24,845	(3,845)	(15%)
Total Other Current Liabilities	324,743	283,427	41,316	15%
Total Current Liabilities	450,338	389,992	60,346	15%
Long Term Liabilities				
Deferred Inflow of Resources	204,425	386,724	(182,299)	(47%)
Pension Liability	628,001	563,223	64,778	12%
Lease Liability	6,087	7,459	(1,372)	(18%)
Total Long Term Liabilities	838,513	957,406	(118,893)	(12%)
Total Liabilities	1,288,851	1,347,398	(58,547)	(4%)
Equity				
Net Assets	7,666,804	7,242,523	424,281	6%
Contributed Capital	3,193,580	3,193,580	-	0%
Prior Period Adjustment	(482,470)	(482,470)	-	0%
Net Income	922,901	867,433	55,468	6%
Total Equity	11,300,815	10,821,066	479,749	4%
TOTAL LIABILITIES & EQUITY	\$ 12,589,666	\$ 12,168,464	\$ 421,202	3%

* Includes estimate for current month for APEX receivable and APEX subcenter payable

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended November 30, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Operating Revenue							
504 Loan Servicing	\$ 33,739	\$ 35,417	\$ (1,678)	\$ 170,915	\$ 177,083	\$ (6,168)	\$ 425,000
504 Loan Origination	-	16,500	(16,500)	25,265	82,500	(57,235)	198,000
504 Loan Closing Attorney Fees	-	2,083	(2,083)	7,500	10,417	(2,917)	25,000
Federal EDA RLF Loan Orig	750	208	542	750	1,042	(292)	2,500
Float Income	49,632	20,000	29,632	49,632	20,000	29,632	20,000
Member Investment	(500)	-	(500)	108,450	118,000	(9,550)	308,500
Federal EDA RLF Loan Interest	5,716	4,333	1,383	24,524	21,667	2,857	52,000
RLF Business Loan Interest	920	1,000	(80)	4,668	5,000	(332)	12,000
Stabilization Loan Interest	-	-	-	14	18	(4)	18
SSBCI Loan Interest	2,268	1,500	768	11,070	7,500	3,570	18,000
Loan Processing Fee Income	-	2,083	(2,083)	7,975	10,417	(2,442)	25,000
Grant Administration	-	-	-	2,853	1,875	978	7,500
Donation Income	-	-	-	10,250	-	10,250	-
Total Operating Revenue	92,525	83,124	9,401	423,866	455,519	(31,653)	1,093,518
Operating Expense							
Advertising	-	-	-	-	50	(50)	200
Board Expenses	427	42	385	532	333	199	1,000
Business Accelerator	-	-	-	-	-	-	10,000
Business Recruitment and Expans	-	1,458	(1,458)	7,990	7,292	698	17,500
Conferences	-	-	-	29	1,000	(971)	4,000
Contingency	-	-	-	-	-	-	10,000
Dues and Subscriptions	881	1,538	(657)	10,096	7,688	2,408	18,450
EDA Reimbursement	69,486	64,740	4,746	329,323	341,293	(11,970)	794,476
Event Expense	-	2,917	(2,917)	24,831	14,583	10,248	35,000
Hosted Meeting Expense	213	908	(695)	740	4,542	(3,802)	10,900
Insurance	1,014	950	64	4,794	4,601	193	11,250
Loan Expenses	(31)	1,500	(1,531)	873	7,500	(6,627)	18,000
Marketing							
Departmental Marketing	470	1,333	(863)	4,878	6,667	(1,789)	16,000
Organizational Marketing	33	1,250	(1,217)	19,564	6,250	13,314	15,000
Total Marketing	503	2,583	(2,080)	24,442	12,917	11,525	31,000
Membership Development	134	708	(574)	975	3,542	(2,567)	8,500
Office Equip & Furn < \$5000	-	-	-	329	-	329	-
Office Expenses and Supplies	-	125	(125)	363	675	(312)	1,650
Postage	-	108	(108)	3	554	(551)	1,350
Professional Development	-	375	(375)	3,900	1,875	2,025	4,500
Professional Fees							
Accounting	2,000	3,000	(1,000)	21,000	22,000	(1,000)	22,000
Consulting	-	833	(833)	-	10,167	(10,167)	17,000
Legal Fees	-	417	(417)	1,600	2,083	(483)	5,000
Attorney Fees - 504 Closing	-	-	-	8,000	7,500	500	25,000
Total Professional Fees	2,000	4,250	(2,250)	30,600	41,750	(11,150)	69,000
Rent	387	500	(113)	1,992	2,500	(508)	6,000
Rock31 Outreach	-	333	(333)	-	667	(667)	3,000
Sponsorships	-	-	-	2,670	-	2,670	2,150
Staff Expenses	-	83	(83)	478	442	36	1,100
Telecommunications	270	335	(65)	1,155	1,675	(520)	4,020
Travel	4,511	2,250	2,261	15,148	11,250	3,898	27,000
Miscellaneous	257	-	257	719	-	719	-
Total Operating Expense	80,052	85,703	(5,651)	461,982	466,729	(4,747)	1,090,046
Net Operating Revenue (Expense)	12,473	(2,579)	15,052	(38,116)	(11,210)	(26,906)	3,472

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended November 30, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Non-Operating Income/Expense							
Non-Operating Income							
Federal Grant Revenue	493,087	-	493,087	718,087	225,000	493,087	585,000
Interest Income	163	158	5	917	792	125	1,900
Total Non-Operating Income	493,250	158	493,092	719,004	225,792	493,212	586,900
Non-Operating Expense							
Bad Debt Expense	-	-	-	4,000	3,750	250	15,000
Total Non-Operating Expense	-	-	-	4,000	3,750	250	15,000
Net Non-Operating Income (Expense)	493,250	158	493,092	715,004	222,042	492,962	571,900
Change in Net Assets	\$ 505,723	\$ (2,421)	\$ 508,144	\$ 676,888	\$ 210,832	\$ 466,056	\$ 575,372

Big Sky Economic Development Corporation
Balance Sheet - Previous Year Comparison
As of November 30, 2023

	November 30, 2023	November 30, 2022	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
FIB Main Operating	\$ 118,075	\$ 85,075	\$ 33,000	39%
FIB x0594-Coulson Park	86,579	76,540	10,039	13%
FIB/Stockman - SSBCI Principal	302,715	453,061	(150,346)	(33%)
FIB - Long Term Reserve	250,000	250,000	-	0%
FIB - Opportunity Fund	60,936	60,905	31	0%
FIB - Federal EDA RLF	20,911	200,527	(179,616)	(90%)
FIB - RLF	229,093	273,730	(44,637)	(16%)
Total Checking/Savings	1,068,309	1,399,838	(331,529)	(24%)
Accounts Receivable				
Pledges Receivable	2,500	62,000	(59,500)	(96%)
Accounts Receivable	545,037	61,000	484,037	794%
Total Accounts Receivable	547,537	123,000	424,537	345%
Other Current Assets				
Undeposited Funds	9,500	-	9,500	100%
Fed EDA RLF Portfolio - Current	96,271	41,730	54,541	131%
RLF Portfolio - Current	20,125	19,165	960	5%
SSBCI Portfolio - Current	26,210	27,126	(916)	(3%)
Stabilization - Current	2,557	26,073	(23,516)	(90%)
Prepaid Expenses	1,242	-	1,242	100%
Total Other Current Assets	155,905	114,094	41,811	37%
Total Current Assets	1,771,751	1,636,932	134,819	8%
Other Assets				
Fed EDA RLF - Non-Current	1,775,358	610,555	1,164,803	191%
RLF Portfolio - Non-Current	167,999	200,949	(32,950)	(16%)
SSBCI Portfolio - Non-Current	754,708	795,368	(40,660)	(5%)
Stabilization - Non-Current	-	7,506	(7,506)	(100%)
Allowance for Loan Losses	(20,150)	(23,856)	3,706	16%
Total Other Assets	2,677,915	1,590,522	1,087,393	68%
TOTAL ASSETS	\$ 4,449,666	\$ 3,227,454	\$ 1,222,212	38%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 44,845	\$ 20,178	\$ 24,667	122%
Credit Cards	9,553	14,902	(5,349)	(36%)
Other Current Liabilities				
Due to/Due From EDA	205,262	111,308	93,954	84%
Accrued Expenses	6,000	44	5,956	13,536%
Total Other Current Liabilities	211,262	111,352	99,910	90%
Total Current Liabilities	265,660	146,432	119,228	81%
Total Liabilities	265,660	146,432	119,228	81%
Equity				
Retained Earnings	3,507,118	2,939,820	567,298	19%
Net Income	676,888	141,202	535,686	379%
Total Equity	4,184,006	3,081,022	1,102,984	36%
TOTAL LIABILITIES & EQUITY	\$ 4,449,666	\$ 3,227,454	\$ 1,222,212	38%



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT C



Need: The Senior Director of Finance's roles and responsibilities have broadened. Reflecting on the capacity building plan, the organization intended to add staff in the financial department to assist with day-to-day operations. In lieu of taking this approach, the responsibilities will be shared among the administrative team, and we will seek to outsource payroll processing. Outsourcing payroll processing to a third party will allow the Senior Director of Finance to focus on financial decision-making tools and management, financial operations, and leadership of the Finance Quadrant as well as build capacity by reinvesting the time currently allocated to payroll. Based on discussions from Senior Leadership Team meetings we began researching outsourcing payroll and met with three potential firms. After several rounds of interviews, one firm not only met our needs, but demonstrated expertise in streamlining this process, Employer Flexible.

Employer Flexible Payroll Solutions:

- Semi-Monthly Payroll Processing
- Payroll taxes
- Deductions
- Direct deposits
- Payroll Payables
- Quarterly/Annual Reports

We will maintain a relationship for our recruiting efforts with Associated Employers; however, Employer Flexible's rate includes HR resources that would benefit our organization. In addition to payroll, our membership with Employer Flexible would provide HR solutions including:

- Policy creation
- Strategic Planning: hiring practices, compensation analysis, performance management etc.
- Guidance for HR best practices
- Employee relations: performance issues, disciplinary actions, in-person counseling,
- Training for managers and employees
- Onboarding
- Termination Guidance
- Recruiting Guidance
- HRIS

Cost: Remainder of FY'24 is projected at \$12,000 (includes one time onboarding fee of \$1,500)

- \$84 per employee per month

- This expense would be included in payroll expenses for which we are currently under budget by \$150,000 due to vacancy savings.

-We will reevaluate our membership at the end of FY '24 and account for this expense in the budget setting process.

Total Annual Fee: \$25,200

Eliminated Expenses:

- Intuit T-sheets: \$204.00/month= \$2,448 annually
- Significant reduction in recruitment costs presently managed by Associated Employers
- Reduced cost in staffing (recruitment, onboarding, and retention)



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT D

TrueSpace is a professional learning community for Founders and their leadership team. Learn a new model of business building to change how you use your time, invest capital and lead talent. This program provides the structure for businesses to align around achieving predictable results and increased options.

Cost:

This accelerator costs \$5,500. (a \$7,000 savings) The program is 6 months long, but you will have access to the online platform for 12 months. The time commitment is 2 hours in person and 5 hours of online curriculum per month.

TrueSpace Impact:

- Boost in customer acquisition: 15%-30% reduction in costs
- Enhanced revenue forecasting precision within +/- 10% target
- Net Promoter Score quarterly index increase of more than 5 points
- Gallup Q12 employee engagement score above 75%
- Witness your enterprise value soar by over 15% year on year

Program

- 5 Conditions assessment (\$2,500 value)
- Calendar exercise
- Professional Learning Community & connection to a national network of entrepreneurs
- Skill development via online curriculum (\$10,000/yr value)
- Monthly in-person sessions to work through online curriculum.
- Playbook template
- Certification

Testimonial:

"TrueSpace transformed us from an aspirational startup to a higher powered scaling business. If you are hoping to find an expert community with the resources and knowledge you need to reach middle market, look no further. Joining TrueSpace was one of the best decisions we ever made."

-Josh D'Angelo,
[Co-Founder & CEO at MovementX](#)

"The Five Conditions Assessment™ was transformational to my brand. From leadership training, mentorship, personal relationships and inspiration gathered from Charles Fred and his team, it was a winning package. When I started the program, I had one employee. Today, I have a team of aligned leaders."

-Leah Garcia
[Founder & CEO of NULASTIN](#)

"What has happened here is a really important contribution to entrepreneurship. It was a very scientific approach that can be replicated over and over again and that's exciting"

-Secretary Maria Contreras-Sweet, 24th Administrator of the SBA



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT E

Rules of Conduct Conflict of Interest Policy Resolution

Big Sky EDA and Big Sky EDC

This Conflict of Interest policy supersedes all previous Conflict of Interest policies and amendments.

WHEREAS, Big Sky Economic Development Authority is a duly organized and existing port authority under the laws of the State of Montana, pursuant to Resolution no. 89-82 adopted December 4, 1989, by the Board of City Commissioners of Yellowstone County, Montana together with all amendments and modifications thereto, the Authorizing Resolution”); and

WHEREAS, Big Sky Economic Development Corporation is organized and shall operate within the meaning of Code Section 501 (c) (3) and is dedicated to attracting, retaining and growing jobs and business throughout Yellowstone County and the State of Montana; and

WHEREAS, the Board of Commissioners of Big Sky EDA/EDC desires to adopt formal rules of conduct regarding conflicts of interest that may arise with respect to individual Commissioners, as well as any officers, employees and agents of Big Sky EDA/EDC.

BE IT RESOLVED by the Commission as follows:

Section 1. Definitions. The terms used in this Resolution are defined as follows:

- (a) **Big Sky EDA/EDC Body** shall mean any agency, board, body, commission, committee, department or office of Big Sky EDA/EDC.
- (b) **Financial Interest** shall mean any interest which shall yield, directly or indirectly, a monetary or other material benefit (other than the duly authorized salary or compensation for his or her services to Big Sky EDA/EDC) to the Official or to any Person employing or retaining the services of the Official, provided, that a Financial Interest shall not include a direct or indirect benefit derived through corporation, partnership, limited liability company or other similar entity in which the Official owns less than five percent (5%) of the stock or of the interest in the capital, profits and losses of said corporation, partnership, limited liability company or other similar entity.
- (c) **Official** shall mean any natural person elected or appointed to the Commission or a Big Sky EDA/EDC office, or employed by Big Sky EDA/EDC Body, whether paid or unpaid and whether part-time or full-time.
- (d) **Person** shall mean any individual, corporation, partnership, joint venture, limited liability company, limited liability partnership, association, joint stock company, trust, unincorporated association or any state, county or city government or agency or political subdivision thereof other than Big Sky EDA/EDC.
- (e) **Personal Interest** shall mean any interest arising from blood or marriage relationships or from close business or political association whether or not any Financial Interest is involved; provided that the term “blood and marriage relationships” shall mean any current or former spouse of the Official (collectively a “Spouse”), any direct ancestors of the Official or a Spouse, any children or grandchildren of the Official or a Spouse, any brothers or sisters of the Official or a Spouse, and any children or grandchildren of such brothers and sisters of the Official or a Spouse, including within each category an such relationships arising or created through adoption.

- (f) **Special Interests** shall mean any direct or indirect interest of a Person in any public or private organization in which Big Sky EDA/EDC is affiliated.

Section 2. Conflicts of Interest

- (a) **Knowledge Gained.** No Official shall use his or her position, or the knowledge gained therefrom, in such a manner that a conflict between the interest of Big Sky EDA/EDC or any of its affiliates and his or her personal interest arises.
- (b) **Financial or Personal Interest.** No Official, either on his or her own behalf or on behalf of any other Person, shall have any Financial Interest or Personal Interest in any business or transaction with Big Sky EDA/EDC or any Big Sky EDA/EDC Body unless the Official first makes full public disclosure of the nature and extent of such interest.
- (c) **Disclosure and Disqualification.** Whenever the performance of his or her official duties shall require any Official to deliberate and vote on any matter involving the Official's Financial Interest or Personal Interest, the Official shall publicly disclose the nature and extent of such interest and disqualify himself or herself from participating in the deliberation as well as in the voting.
- (d) **Incompatible Employment.** No Official shall engage in private employment with, or render services for, any Person who has business transactions with Big Sky EDA/EDC or any Big Sky EDA/EDC Body unless the Official shall first makes full public disclosure of the nature and extent of such employment or services.

Section 3. Representing Special Interests.

- (a) **Prohibited Appearances and Representation.** No Official, whether paid or unpaid, shall appear on behalf of any Special Interests before Big Sky EDA/EDC or any Big Sky EDA/EDC Body. An Official shall not represent Special Interests in any action or proceeding against the interests of Big Sky EDA/EDC or any Big Sky EDA/EDC Body, or in any proceedings to which Big Sky EDA/EDC Body is a party.
- (b) **Permitted Inquiries, Investigations and Appearances.** The foregoing prohibitions shall not be construed to prevent an Official from making inquiries and investigations as provided for in the Authorizing Resolution, nor shall it prevent an Official from appearing before Big Sky EDA/EDC or any Big Sky EDA/EDC Body to express the Official's personal views as a private citizen.

Section 4. Gifts and Favors.

- (a) **No Official shall accept any gift,** whether in the form of money, thing, favor, loan or promise that would not be offered or given if the Official were not an Official. Notwithstanding the foregoing, an Official may accept a gift that entails trivial benefits incidental to personal, professional or business contacts and involving no substantial risk of undermining the Official's impartiality and such gifts may include but not necessarily limited to (a) food or beverage consumed at a single meal or event, provided the value is reasonable under the circumstances, but in no event that exceeds \$100 per person and (b) flowers, plants, food items, calendars, disk novelties, or similar items of less than \$50.00 in value.

Section 5. Nepotism.

- (a) **No Official shall appoint or vote for appointment** of any individual related to the Official by blood or marriage to any clerkship, office, position, employment or duty, when the salary, wages, pay or compensation is to be paid out of funds of Big Sky EDA/EDC or any Big Sky EDA/EDC Body.

Section 6. Duty.

- (a) **Each Official has a duty to place the interest of Big Sky EDA/EDC** foremost in any dealings with the Big Sky EDA/EDC Body and has a continuing responsibility to comply with the requirements of this Resolution.

Section 7. Repeal.

- (a) **All provisions of ordinances, resolutions and other actions and proceedings** of Big Sky EDA/EDC relating to the rules of conduct for conflicts of interest set forth herein which are in any way inconsistent with the terms of provisions of this Resolution are hereby repealed, amended and rescinded to the full extent necessary to give full force and effect to the provisions of this Resolution.

Passed and adopted by the Board of Big Sky Economic Development Authority this 12 Day of December, 2008.

Signature on File

Ted White, Chairman of the Commission of
Big Sky Economic Development Authority

Signature on File

Todd Sherman Chairman of the Commission
Big Sky Economic Development Corporation

Attest: _____
Signature on File

Steve Arveschoug, Executive Director
Big Sky Economic Development Authority/Corporation

Approved 11-19-03 Revised and Approved: 12/11/2008

Big Sky EDA/EDC Conflict of Interest Policy Statement of Understanding

Big Sky EDA/EDC is made up of community business and government individuals with the mission:

“Focused on sustaining and growing our region’s vibrant economy and outstanding quality of life, Big Sky Economic Development provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.”

In doing so we must be aware of conflicts of interest that may arise. Attached is a statement of understanding that all Big Sky EDA/EDC Board members are asked to sign and annually confirm when they accept a seat on one of these Boards of Directors.

I affirm, have read and understand the Big Sky EDA/EDC Conflict of interest Policy as written and approved December 11, 2008.

Signature_____Date:_____

Printed Name_____



BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT F

A full calendar showing all BSED events is available on our website at bigskyeconomicdevelopment.org

JANUARY

3rd - Executive Committee Meeting
11th - Board Meeting

FEBRUARY

7th - Executive Committee Meeting
8th - Board Meeting

- Mid-Year Budget Review
- Progress Report to the Board

23rd - Big Sky Finance Lender Appreciation Breakfast
TBD - New Board Member Orientation (FYI)

MARCH

6th - Executive Committee Meeting
14th - Board Meeting/Board Planning

- Big Sky Finance Semi-Annual report on SBA 504 loan program

16th - National SBDC Day (FYI)
TBD – Board Planning Sessions
7:00am to 4:00pm
TBD – Staff Planning Sessions

APRIL

3rd - Executive Committee Meeting
11th - Board Meeting
18th - Better Off In Billings/Space to Place Event
TBD – Budget Workshop

MAY

1st - Executive Committee Meeting
9th - Board Meeting

- Preliminary Budget Presentation

8th-12th - Economic Development Week
MEDA Spring Conference (FYI)
Staff Performance Evaluations Conducted (FYI)

JUNE

5th - Executive Committee Meeting
11th- 14th - Aspirational City Visit
20th - Board Meeting

- Board Consideration of Preliminary Final Budget
- End of Year Program Goals and Strategic Priorities Progress Report

TBD - EDA Budget Presentation to Commissioners (FYI)

JULY

3rd - Executive Committee Meeting
11th - Board Meeting

FY 2025 begins July 1st

AUGUST

7th - Executive Committee Meeting
Breakfast/Dialogue with Steve

No Board Meeting

TBD-Air Service Rendezvous

Joint EDA/EDC Nominating Committee starts Board Member election process (FYI)

SEPTEMBER

4th - Executive Committee Meeting
12th - Board Meeting

- Annual Report Issued (FYI)
- Finalize Preliminary FY '24 Budget
- Big Sky Finance Semi-Annual report on SBA 504 loan program
- EDC Board Elections

OCTOBER

2nd - Executive Committee Meeting
3rd - BSED Annual Meeting
10th - Board Meeting
TBD - Nominating Committee Kickoff EDA Board Appointment Process
TBD - BSED Annual Bus Tour

NOVEMBER

6th - Executive Committee Meeting
14th - Board Meeting
25th - Small Business Saturday
TBD - National Veterans Small Business Week (FYI)
TBD – Nominating Committee Meeting to Consider Officers/EDA Applications

DECEMBER

4th - Executive Committee

- FY2024 Audit Presentation

12th - Board Meeting/Holiday Breakfast/

- Outgoing Board Member / Chair Recognition
- Elect EDA/EDC Officers



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT G

2024

EDA/EDC Board of Directors' Committees (first draft)

GOVERNANCE COMMITTEES

EDA/EDC Joint Executive Committee

The Executive Committee provides the initial governance and guidance for EDA/EDC policies, strategic priorities, and budget. It also functions as the Planning Committee for purposes of setting expectations for the Boards' Strategic Planning processes. Membership is set by a vote of a board.

EDA

Riley Bennett
Debbie Desjarlais
Zach Dunn
Bryan Wood
Ken Lutton

EDC

Andy Gott
Nick Pancheau
Jennifer Kobza
Kim Jakub
Judi Powers

MEETING SCHEDULE: First Wednesday of each Month.

Staff Contact: Steve Arveschoug - stevea@bigskyeda.org

EDA/EDC Joint Nominating Committee

The Joint Nominating Committee provides recommendations for the appointment or election of the EDA and EDC Board Members and recommendations for the nomination and election of officers. During the EDA board member selection process, this Committee will screen applicants and make recommendations concerning the appointment of EDA Board members. That process includes Community Representatives as prescribed by Yellowstone County resolution. EDA and EDC Boards must annually confirm the Nominating Committee Membership.

**Community Representatives are only needed for the EDA process.*

EDA

Ken Lutton
Kate Vogel
Debbie Desjarlais
Zach Dunn

EDC

Stefani Hicswa
Kim Jakub
Nick Pancheau
Spencer Frederick

Community Representatives

Yellowstone County- John Ostlund
City of Laurel- Kurt Markegard
City of Billings- Pam Purinton

MEETING SCHEDULE: The committee convenes in late Summer and meets periodically throughout the remainder of the year to run the nomination process. The committee will convene as needed if a seat becomes open outside of this nomination process.

Staff Contact: Steve Arveschoug - stevea@bigskyeda.org

Ad Hoc Legislative Committee

The Ad Hoc Legislative Committee develops the legislative agenda for Board consideration and then provides guidance during the state legislative session.

EDA

Lucy Aspinwall

Bryan Wood

Ken Lutton

George Warmer

EDC

Dave Ballard

Michael Marsh

Mike Phillips

Tyler Wiltgen

Member Investors/Community

Daniel Brooks, Billings Chamber

John Ostlund

Katy Easton

MEETING SCHEDULE: As needed

Staff Contact: Marcell Bruski - marcell@bigskyeda.org

Steve Arveschoug - stevea@bigskyeda.org

Opportunity Fund Committee

The Opportunity Fund Committee Serves to make strategy and funding recommendations on the development of the Opportunity Fund. They also serve as the Committee that evaluates and recommends projects that are intended to benefit from the Opportunity Fund.

EDA

Riley Bennett

Paul Neutgens

George Warmer

Ken Lutton

Debbie Desjarlais

EDC

Andy Gott

Tyler Wiltgen

Jennifer Kondracki

Nicole Mehling

DJ Clark

MEETING SCHEDULE: As needed

Staff Contact: Steve Arveschoug - stevea@bigskyeda.org

Ashley Kavanagh - ashley@bigskyeda.org

PROGRAM/REPRESENTATIVE COMMITTEES

APEX Accelerator Advisory Council

The PTAC Advisory Council works to provide guidance, experience, and industry insight to enhance the MT PTAC Program. Committee members also support outreach and education efforts to stakeholders across Montana.

EDA

Riley Bennett

Bryan Wood

EDC

Mike Seppala

OPEN

Community Partners

Velvett Cummins

Gary Stephens

Kevin Gustainis

Meghan Holmlund

MEETING SCHEDULE: TBD

Staff Contact: Deanna Langman - deanna@bigskyeda.org

Big Sky Finance Loan Committee

The Loan Committee reviews and approves or disapproves SBA 504 and Revolving Loan requests.

EDA

Paul Neutgens
Zach Dunn

OPEN

EDC

Dave Ballard
Mac Fogelsong
Mike Phillips

Community Members

Anne DeBoo—RiverMountain LLC
Ron Cole—Motor Power Equipment
Mary Dyre, Karrell Kimmet-Beddown PLP

Dennen Gamradt—Eide Bailly LLP
Darrin Maas—Stockman

MEETING SCHEDULE: As needed

Staff Contact: Brandon Berger - brandon@bigskyeda.org

Rock31 Advisory Council

The Rock31 Advisory Council provides insight, industry knowledge, and guidance as we work to create a more robust and comprehensive entrepreneurial ecosystem in our community.

EDA

Bryan Wood
Paul Neutgens
Debbie Desjarlais
Nick Pancheau

EDC

Andy Gott
OPEN
Michael Marsh
Stefani Hicswa

Rock31 Members (Steering Committee)

TBD

MEETING SCHEDULE: TBD

Staff Contact: Interim Assignment—Kayla Vokral - kayla@bigskyeda.org

Steve Arveschoug - stevea@bigskyeda.org

SBDC Advisory Council

The mission of the SBDC Advisory Council is to collaboratively offer guidance, market insight, and support for the enhancement of services that help small businesses start, grow, or expand their business. The vision is for our regional service center (supporting a 9-county area) to be a strong and dynamic community for the growth and success of small business.

EDA

Debbie Desjarlais
Zach Dunn
Lucy Aspinwall
Kate Vogel

EDC

OPEN
Keagan Harsha
OPEN
Jen Kobza

Community Partners

Allyn Hulteng	Jeremy Vannatta
James Smith	Martin DeWitt
Joel Bertolino	Michael Morrison
Kris Carpenter	Rene Beyl
Dena Johnson	Skip King
Lane Gobbs	

MEETING SCHEDULE: Two times a year in January and July

Staff Contact: Lorene Hintz - lorene@bigskyeda.org

VBOC Board Liaisons

The VBOC Advisory Council works to provide guidance, experience, and insight to enhance the Program as it works to best serve transitioning service members, activity duty service members and spouses who are interested in business ownership.

EDA

Bryce Terpstra

EDC

Spencer Frederick

MEETING SCHEDULE: Meeting at minimum 2 times per year, schedule TBD

Staff Contact: Richard Brown - rick@bigskyeda.org

Membership Committee

The Membership Committee works with the Member Investor Program Director to retain and build the number of EDC Member Investors.

EDA

George Warmer

Paul Neutgens

OPEN

OPEN

EDC

Bob Wilmouth

Jen Kobza

Mike Philips

Spencer Frederick

MEETING SCHEDULE: Quarterly meetings

Staff Contact: Patrick Klugman - patrick@bigskyeda.org

BillingsWorks Steering Committee

The BillingsWorks Workforce Council is a partnership of stakeholders working to set and execute strategies for the development of the Billings area workforce/talent pool. The Board members listed on the BillingsWorks Workforce Council are the EDA and EDC representatives on the greater Workforce Council.

EDA

Bryan Wood

Bryce Terpstra

Riley Bennett

OPEN

EDC

Jen Kobza

Bob Wilmouth

Tyler Wiltgen

DJ Clark

MEETING SCHEDULE: Quarterly

Staff Contact: Marcell Bruski - marcell@bigskyeda.org

Shaye Metcalf - shaye@bigskyeda.org

Recruitment Committee

The Recruitment Committee serves as a resource for the Director of Business Recruitment & Outreach.

MEETING SCHEDULE: Quarterly meetings

<u>EDA</u>	<u>EDC</u>	<u>Community Partners</u>
George Warmer	Stefani Hicswa	Don Jones
Lucy Aspinwall	Nick Pancheau	OPEN
Kate Vogel	Mike Seppala	OPEN
OPEN	Molly Schwend	

Staff Contact: Ashley Kavanagh - ashley@bigskyeda.org

Brownfields Advisory Council

The Brownfields Advisory Committee reviews potential Brownfield projects regarding expansion, reuse, and development in our community.

<u>EDA</u>	<u>EDC</u>	<u>Community Partners</u>
Zach Dunn	DJ Clark	Wyeth Friday
Lucy Aspinwall	Jennifer Kondracki	Zack Terakedis
OPEN	Mac Fogelsong	Ken Kunkel
	Katy Easton	

MEETING SCHEDULE: As needed, approximately 6 times per year, generally via email.

Staff Contact: Thom MacLean - thom@bigskyeda.org

Space2Place Micro Grants Committee

The Space2Place Micro Grants Committee serves as the selection committee who reviews Space2Place grant applications made available by the Community Development Team.

<u>EDA</u>	<u>EDC</u>
Debbie Desjarlais	DJ Clark
Lucy Aspinwall	Kim Jakub
OPEN	Mac Fogelsong

MEETING SCHEDULE: Generally, the first quarter of the year, approximately four, 2-hour meetings.

Staff Contact: Thom MacLean - thom@bigskyeda.org



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT H

**January 2024
Executive Director's Report
and Program Updates
to the
Board of Directors**

Strategic Priorities (FY 2023-24)

Strategic Objectives (updates in *blue/italic*)

1. Build out the Billings entrepreneurship ecosystem to support new, innovative, diverse business startups (Leads: Business Advising & Lending Programs)

Strategies

- a. Complete the Rock31/BSED facility development project to its full vision— *Complete. In all, the building is meeting and exceeding expectations in so many ways. We do want to look at a series of enhancements to the space to keep it innovative and valuable for our Rock31 members. Specifics of these enhancements to follow.*
- b. Execute the Rock31 program plan, build Rock31 membership and roll out acceleration programming— *We have hired a Rock31 Community Coordinator—Dena Northam. Dena is experienced and thoughtful in so many ways—customer service, office operations, tech troubleshooting, positive, servant's heart. She will do a great job working with our Member Investors. Welcome to the team Dena.*

Our research for a Rock31 director/manage is still ongoing—interviews underway now.

We are proposing to the board a unique partnership with TrueSpace—a Denver based business growth consultancy that works with companies across the US, helping them to understand and move past the natural barriers to business growth— “the science of business growth.” They developed their methodology in partnership with the Gallup organization, investing time with 1500 businesses to learn those fundamental elements that need to be in place and right in order to grow beyond the status quo. We will work with TrueSpace to make their program available for Montana businesses at a real affordable basis (\$5,500 with opportunities to receive a scholarship, reducing the cost to \$3000). The goal is to build a 10 to 20 business cohort and launch the program February 21st. Kayla will provide the Board with all the details. Charles Fred, founder of TrueSpace, is from Helena, Montana.

- c. Build awareness of all business advising and lending programs and tools— *We are launching a new marketing strategy and outreach plan specific to Big Sky Finance. Brandon and Marcell have developed the plan centered around—growing new loan business and capturing a greater share of the 504 market, building brand awareness for BSF, and strengthening our relationships with our ‘high value customers’—both lenders and borrowers. We will report out the results of this new effort on a monthly basis. See SBDC, APEX and other business advising program details in the Program Update section of this report.*

2. Act Now to redevelop downtown, building essential workforce housing and connection/complementing medical corridor investment (Leads: Executive Director, Community Development, and Recruitment)

Strategies

- a. Partner to create a Development Action Fund (pool of tools and resources) to attract and incent downtown housing/mix-use development— *The Downtown Housing Working Group work continues. Our last meeting was December 5th. We will be meeting every other month to keep each other up to date on potential projects. A few key projects are in the works—Yesteryears Building site is to be redeveloped as a new housing tower—120+ units; the redevelopment of City Hall and adjoining properties on 2nd and 28th should be finalized with Council within the next 60 days; and, behind the scenes planning is underway for a possible development at 6th and 28th (no details are being shared at this time). We have also helped to facilitate development discussions along the Poly Ave corridor just off 28th (between MSUB and the new Intermountain Health St. Vincent Hospital.*

You may have heard that the new hospital development is “on hold.” That is true, but it is important to understand that the Intermountain team is now doing important value engineering on their design, while site preparation continues.

I will be asking the Opportunity Fund Committee to meet later in January to start the discussion around incentivizing development of our downtown core—with a focus on housing. Any plans that come out of that Committee dialogue will come to the Board for consideration. Details to follow.

A side note—the Development/Reimbursement Agreement we executed with the City and Coca-Cola has now facilitated two reimbursements totaling--\$37,800. That has worked out to be a great agreement for us. All these funds have been returned to the Opportunity Fund.

- b. Develop a marketing/outreach strategy and solicit developer proposals—*The City and Downtown Billings Partnership have led this effort, with success as noted above.*
- c. Update the 2017 downtown housing study to guide decision making for City/BSED and private developers—**COMPLETED.**
- d. Seek a more development-friendly approach from the City—*No progress in this area, yet.*

3. Invest in the quality of our community through a comprehensive parks and trails development and funding plan (Leads: Community Development)

Strategies

- a. Facilitate working groups that feed the policy-making process— *Next steps for this work will be focused on making incremental progress on key parks and trails projects. More detail on this can be found in the Program Updates Section, under Community Development.*
- b. Provide research and data that articulates the economic development value in parks and trails development—*ongoing work.*
- c. Build public awareness regarding parks and trails investment—*ongoing work.*

- d. Complete \$1.0 million in phase-one Coulson Park development— *To date we have raised, including BSED contributions, about \$800,000 toward initial Coulson Park development. See Community Development Section of the Program updates for next steps.*

4. Grow, retain and attract a qualified workforce (Leads: BillingsWorks)

Strategies—*We have hired a Workforce Program Manager to support work in this area—Shaye Metcalf. We are preparing to launch greater resources through our Better Off In Billings talent attraction initiative. See the Workforce Development section of the Program Updates for details.*

- a. Curate & share quarterly job market/industry data reports and solutions for employers to help them make data informed decisions related to talent attraction and retention
- b. Collaborate with Think Billings to advance talent attraction and retention resource with targeted marketing campaigns that align business recruitment efforts and talent attraction efforts
- c. Sustain partnerships and focus on education and industry alignment and collaboration through participation in STEM Yellowstone, internships, Yellowstone County Summer Jobs Program, the Summer Intern Leadership Institute, and continued convening (quarterly) of the BillingsWorks Steering Committee

Program Updates

Community Development

December 2023 Activity

- Fulfill 100% of Yellowstone County Interlocal Agreement Responsibilities
- Prepare five new grant applications-(TCP, NADC joint app,
- Facilitate five new community investments in placemaking through Space2Place-COMPLETED
- Conduct two new Brownfield Assessments
 - o Four Phase I ESAs completed and two in process;
 - o Three Phase II ESAs in process

Monthly Highlights

- Working with County on new Tax Abatement Program Policies for program from HB 830
- Working with the City and the County on Tax Abatement Program Revisions/Updates
- Participating in United to Solve Homelessness Collaborative at United Way
- Presentation to Laurel City Council on Brownfield program
- Working with Laurel Urban Renewal Agency on Laurel Redevelopment efforts
- Thriving Communities grant Work Plan developed
- Hosted Let's Talk Cultural Conversation (45 people)

Apex Accelerator

Since August 1st, 2023, MT APEX Accelerator has provided 1546 advising sessions to 541 unique companies through its six locations across the state. The Billings location provided 552 sessions to 193 unique companies and BSED's SW Montana APEX location provided 177 sessions to 77 unique companies. 34 training sessions were delivered to companies across the state. Of this, Billings & SW MT held 16 training and/or matchmaking events (in person and virtual). Companies assisted by Billings and SW MT were successful in winning contracts valued at \$50,219,587 (\$32,364,355 in the Billings region

and \$17,855,232 in the SW Montana region). Statewide, companies assisted by all six APEX locations won contracts valued at \$114,088,127. Upcoming events include matchmaking with BLM, MT DOT and General Dynamics as well as Cybersecurity for DoD contracting, Defense Production Act, Influences of Foreign Ownership, Influence & Control (FOCI) on Government Contracts, Forest Service Pre-Quote Meetings for Wildfire Contracting and Move Beyond SAM.

VBOC

- Primary Mission: Boot to Business (B2B) Training for transitioning service members at the three Air Force Bases in our region.

4 th Quarter Report	
Total Training Events	4
Training Attendees	59
Total Outreach Events	11
Boots to Business Sessions	3
B to B Modules Instructed	24
Boots to Business Attendees	38
Boots to Business Reboot Sessions	1
B to B Reboot Modules Instructed	8
Boots to Business Reboot Attendees	21
Individual Sessions	23
New Clients Counseled	12
Existing Clients Counseled	11
Pre-Venture Businesses Counseled	12
Counseling Referrals	20

Member Investor

Third quarter Member Investor invoices will be sent Friday, January 5th, and we continue to close open invoices from 1st and 2nd quarter. Five new Member Investors have joined BSED's Member Investor Program; TrueNorth Steel, Keya LLC and ROVE Management have joined the Builder Level. Employer Flexible joined at the Collaborator and United Properties joined the Innovator Level. In addition, we co-hosted a Member Investor Lunch at Briggs Distributing on December 12th; representatives from Employer Flexible, Rocky Mountain Health Network, Diamond B Companies, Keya LLC, Briggs Distributing, and Kinetic Marketing & Creative attended along with Steve and myself. Finally, a Member Investor Committee Meeting was scheduled December 7th. As always, please connect with me regarding new perspective Member Investor referrals or communications with current Member Investors at patrick@bigskyeda.org, 869-8419.

Engagement/Marketing/Workforce Development

November/December

- Host location for Downtown Trick-Or-Treat Event
- Attended DBA Light Bike Trail Media Announcement
- Recorded 6 new podcast episodes
- Assisted VBOC with National Veteran Small Business Week Veteran Social

- Attended multiple Air Service and Air Service Communications Committee Meetings
- Katelyn and Marcell attended the Young Smart and Local Conference (Talent Attraction/Workforce Development)
- Podcast Deep Dive Strategy Meeting/Planning with Kayla
- Multiple meetings with RDO to talk about next steps for \$10,000 grant
- Hired and Onboarded new BillingsWorks Manager, Shaye Metcalf
- Attended Greater Good Health Ribbon Cutting
- Attended Cushing Terrell 85 year celebration
- BillingsWorks Meetings with BillingsWorks partners and Shaye (15+)
- Assisted Rock31 with hosting Youth Entrepreneurship Market Day
- Continued participation in Montana BioScience Student efforts
- Beginning planning meetings for YCSJP, SILI
- Assisted Rock31 with Rock31 Christmas Party
- Attended the Strategy Partner All Board Planning
- In partnership with Senior Directors, began researching CRM platforms for BSED
- BOIB hosted Sweets by Sam for Ladies Night Cookie Decorating during holiday season
- Working on modifications to the Rock31 website

SBDC/Rock31

Noteworthy:

- ★ Youth Market held in Rock31 space – Dec 1st
 - Over 80 young entrepreneurs had booths at Valley and Rock31
 - Overwhelming number of shoppers at the market

Team Activity:

- The Vault Podcast – Recording episodes on Wednesdays
 - 25 episodes have been released
 - Season 1 has ended; Season 2 will launch 2-1-2024.
 - 6,288 downloads in North America
 - 327 Internationally – we are on ALL the continents
 - 1,973 Billings
- SBDC Client Outreach
 - Sent out monthly newsletter to all SBDC clients
 - Helped with two Growth Through Ag grant applications
 - Partnering with the Chamber/Native American Summit
 - Outreach to Hardin and Red Lodge
- Rock 31 - 64 paying Members
 - Community Coordinator Position filled with Dena Northam
 - All offices are filled, and we have 1 dedicated desk available
 - Sent out a weekly email update to Rock31 members
 - Sent out a monthly newsletter to Rock31 members
 - Barista Space – New business on Nov 1
 - Worked to set up a mentoring schedule for Katie
 - Rock 31 Christmas Party
- Team members attended or participated in:
 - True Space training in Denver – Dec 7 & 8
 - Chamber partner meeting – Dec 7
 - MBDA CRP Grant Contractor meeting with NADC – Dec 8
 - Program Leader Collaborative – Dec 13

- Leadership MT meetup – Dec 14
- BSED Christmas Party – Dec 15
- Leadership MT Book Club – Dec 15
- Partnered with Beartooth for GTA – Dec 19
- Joint Strategy Partner meeting – Dec 19
- Monthly training:
 - Set up new schedule for 2024

Business Recruitment

- **Meetings/Discussions for New Business Recruitment:**
 - YMCA Redevelopment
 - BNSF Policy Call for railroad redevelopment
 - Workforce Housing
 - RVU Leadership Team for new development
 - Introduction meeting with new grant coordinator at City
 - Air Service Committee Leadership Team
 - Tour of Weschenfelder Feedlot with Turk Stovall
 - Meeting with Futurity Tower developers
 - Southwest Airlines Headquarters Visit
 - Allegiant Air Press Conference
 - Meeting regarding Gazette Building
- **Events attended:**
 - Brownfields Committee / Community Meeting
 - National Veterans Small Business Week Social at Ultra Graphics
 - Educator for a Day with SD2
 - Air Service Day – Community Update, Strategy Session, Prep for SWA visit
 - Senior Leadership Team Training
 - Greater Good Health Ribbon Cutting
 - Sanderson Stewart Open House
 - Youth Providers Discussion with Dr. Wilmouth
 - Youth Entrepreneurship Market Day
 - Cushing Terrell 85 Year Celebration
 - Strategy Partners Joint Board Meeting
 - Chamber Air Service Committee – New Communications Committee Meeting
- **New Business Recruitment – Existing / Secured Opportunities:**
 - Last mile e-retailer
 - Housing development in Heights
 - Ongoing discussions regarding Gazette building – realtors and community members
 - Eden Home Health – Expansion from Bozeman
 - JM Testing – Expansion from Louisiana
 - Rocky Vista University – School of Veterinary Medicine (Announcement Jan. 3rd)
 - G4 Energy – Expansion
 - Alpha Loading System – Expansion from Western Montana
 - DSOF – acquired and working with new operator
 - Mixed use development – seeking commercial occupant downtown
 - Groundline Engineering – Working with area co-ops

- Housing development downtown

Big Sky Finance

Following is our loan activity for the month:

SBA 504 Loans Approved	2 - \$2,021,000
EDA-RLF Loans Funded	3 - \$557,500

Year to date – FYE activity:

SBA 504 Loans Approved	4 – \$2,810,000
SBA 504 Loans Funded	3 - \$1,611,000
EDA-RLF Loans Funded	4 – \$807,500

No SBA 504 loans were funded in the month of December. Above shows activity for the month and first 6-months of fiscal year. Two SBA 504 loans were approved by SBA and are now in the closing phase. One project is for new construction and the other is for a business acquisition. Three EDA-RLF loans were funded during this period. The Federal EDA-RLF grant of \$2MM has been fully disbursed. Fourteen (14) loans were made to small businesses in Yellowstone County. Now as the funds are repaid, we will be able to relend the money.

Brandon provided met with the Bank of Bridger and provided SBA 504 training to their commercial lending staff and management. In all, twelve branches were included in this training. Brandon and Heather attended the NADCO Annual Meeting. Here we were able to network with other CDCs across the country as well as gain valuable industry training. Nina attended the NADCO loan closing course training. Heather attended the Women in Banking Conference in Bozeman, providing an opportunity to network with lenders across the state.

The SBA 504 effective interest rates for SBA 504 loans showed a favorable drop in the month of December as the yield on the 10-year treasury lowered. SBA 504 effective rates for December were:

- 25-year debenture = 6.59%
- 20-year debenture = 6.61%
- 10-year debenture = 7.21%

Organizational/Policy Matters

1. Public Safety—Next Steps—the County Commissioners received design and cost estimate reports on a proposed short-term holding facility that would handle up to 40 inmates who are on temporary hold status following an arrest. The is the population of criminals that now are released following their arrest due to a lack of space at the county jail. The cost estimate is \$3.3 million for this new facility, and it will take up to 18 months before it is ready for use. The Commissioners and the City will be discussing a cost share arrangement to pay for the construction and operation of this facility.

Dr. Wilmouth continues his work with Councilwomen Owen on strengthening the youth mentoring infrastructure in our community in an effort to prevent and divert youth involvement in criminal activities. They held a meeting of services provided on December 13th and are now planning a meeting with the business community to encourage volunteer mentors and investment in these programs. I will keep you informed as that meeting date and time are set.

John Brewer and I meet with a group of business leaders to listen to their ideas and concerns related to crime in our community. I can say this about that meeting—they “have had enough” and want action now. In the near future you will likely see a proposal coming out of this group asking for immediate action.

2. Strategy Partners—Next Steps—We held a Joint Leadership meeting December 19th of the Strategy Partner organizations (City, County, Downtown Billings, Billings Chamber and BSED). We had over 100 leaders in attendance. The last Joint Leadership meeting was December of 2021. That was a lot of discussion around our joint accomplishments over the last two years and the challenges we face together. The steering committee will meet January 9th to define our next steps, with the goal being to identify opportunities and challenges we can all agree to collaborate on over the next year. Stay tuned for these next steps.
3. 2024 Strategic Planning—let’s start planning for our 2024 Board Planning Session. The current date is March 14 (same day as our March Board meeting). We would start our meeting that day at 8:30 AM to run through the day to 4:00, ending with a Board member reception. Please save this date on your calendar. More details to follow.
4. Conflict of Interest Policy—each January we review the Conflict of Interest Policy (see attached) with the Board and ask for each Board member to sign the conflict of interest acknowledgement form. We do this as a “best practice” and for compliance with our standards for EDC’s status as a certified development company (CDC) under the SBA—our 504 program partner. I will take some time at the January Board meeting to review this policy before asking Board members to sign the form.
5. Staffing Plans—Two key steps forward—we have hired a Community Coordinator for Rock31 (as noted above), we are also proposing to contract out our payroll and HR services instead of adding staff members to our financial management functions. We will bring a proposal to the Board at the January 11th meeting for review and consideration.
6. Executive Director Focus—Areas of Focus—Salary Administration/Succession Plan Updates Committee has met and is working on a merit-pay structure for year-end merit awards. We reviewed revisions to the Executive Director job description (*a final will be shared with the Board when completed*) and we received an overview of the processes and costs associated with executive search practices. The Committee will meet again the end of January, with the plan to bring 1) Updated Salary Administration Guidelines; 2) Updated Succession Plan; 3) proposed merit award framework; 4) final Executive Director job description to the February Executive Committee meeting for review.

Respectfully submitted, January 11, 2024



Steve Arveschoug
Executive Director