

**Big Sky EDA/EDC
Executive Committee Agenda
July 7, 2019 – 7:15 A.M. to 9:15 A.M.
Northern Hotel, Frederick Room
Billings, Montana**

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.

Committee Members EDC –Mike Nelson, Mike Seppala, Steve Loveless, Eric Simonsen, Molly Schwend
EDA –Cory Moore, Robin Rude, Paul Neutgens, Jennifer Smith, Ken Lutton

7:15 A.M. – Breakfast

7:30 A.M. – Call to Order – Mike Nelson, EDC Chair

Agenda Changes for Today's Meeting

Public Comments/Announcements

- Coulson Park
- EDA/EDC Nomination Process

AGENDA

- I. Approval of EDA/EDC Exec. Comm. Minutes**
- July 3, 2019 Ex. Committee Meeting (Attachment A) (Action)
- II. Approval of EDA/EDC Financials – Jim**
- June 2019 EDA and EDC Financials (FYI)
- III. Program Updates** (Info)
- EDA Grant/Facility - Becky
 - Controller Search Process - Becky
- IV. Dialogue with the Executive Director (Ex. Dir. Report)** (Attachment B)
- Budget Sustainability--Resource Allocation Model—Steve (Attachment C)
 - Talent Retention Opportunities and Challenges (Info)
 - Leadership Development—Next Generation of BSED Leadership (Attachment D)
 - Review Succession Plan (FYI)
- V. Other Hot Topics and Q&A with Executive Director**
- VI. Executive Session (as needed)**

Public Comment

Adjourn

Next Executive Committee Meeting – September 4, 2019 (7:30 A.M. to 9:15 A.M.) *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 Economic Development at 256-6871.*



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ATTACHMENT A



Deanna was next to give an update on the PTAC end. Deanna just returned from Bozeman for their quarterly meeting. The PTAC Advisor in Kalispell is retiring and was celebrated at this meeting. PTAC received a notice from the Defense Logistics Agency that they were awarded another year of funding.

Deanna noted that Montana State will no longer be funding the PTAC in Bozeman. This is a challenge for the statewide program if an alternative funding partner is not found. Deanna and Steve met with several key members of the Bozeman community to try and find another way to house the PTAC at MSU. Steve felt encouraged after the meetings and is hopeful the situation can be resolved. The decision to cut funding was a product of overall budget cuts at the university.

Big Sky Finance – FY2019 Recap – Brandon

Brandon presented a FY2019 recap for Big Sky Finance. Brandon began by addressing the impact our merger with Helena has had. A handout was provided that showed loan fundings and the aggregate amount for several fiscal years. The Helena team has helped us to extend our reach in the western side of the state. Brandon spoke about the effectiveness of the team with four full time employees. Brandon anticipates they may need to look at hiring another loan officer in the next fiscal year. Sherry in Helena handles most of the loan closings and Jo Ann handles underwriting and advanced servicing. Brandon oversees the entire program, closes loans, and also underwrites. Johnna was brought on to take care of servicing of the loans which has helped Jo Ann and Brandon. Brandon also mentioned that their rates have continued to stay especially low which will help to maintain interest in the program. When asked about what may restrict program growth, Brandon replied that there have been some technical loans that have taken up a great deal of time. He also mentioned that there is some waiting time in between loans while SBA reviews submissions. A point of emphasis going forward will be their effort to be out of the office more, pursuing opportunities and maintaining/creating relationships.

Community Development – Coulson Park Update – Patrick

Patrick was next to give a Coulson Park update. Patrick gave a brief history of how we arrived at the current stage of the process. After \$90,000 was raised to create a masterplan, we will then need to find funding to implement the plan. There is an opportunity to receive a dollar-for-dollar matching grant which would afford the effort \$500,000. One of the caveats of this grant is that there must be a shovel in the ground by May of 2020. Patrick presented 3 concept designs that the consultants created. This includes a passive approach, active approach, and a hybrid approach. Moving forward, in partnerships with the Parks Department, there will be a Coulson Park Picnic Series. The aim is to stoke community interest in the project and to also involve our civic leaders. Patrick mentioned that he will send out a quick survey to the Board to gather more input.

Member Investor Program Update – Melanie

Melanie gave a Member Investor Program recap and an Annual Meeting Update. Todd Johnson of Gallup will be the speaker for our event later this year with the theme: We're All Builders. Todd will also be hosting workshops on that day. The date is October 24th and the event will be at Metra Park. This meeting will also celebrate BSED's 30th anniversary. On July 17th, Lisa Clark of Destination Medical Center will be visiting our community. On July 18th, there will be an Opportunity Zone workshop.

Melanie gave a final recap of the Member Investor revenues. Melanie said that they fell just short of their goal of \$370,000 for FY19 but is hopeful for FY20 as there has been increased interest in the program across the community. The final number was \$351,000. Melanie noted that the bankruptcy of Cloud Peak Energy will leave a gap that will need to be filled in the next fiscal year.

Consent Agenda

Approval of the June 5th EDA/EDC Executive Committee Minutes

Motion: Jennifer Smith to approve the June 2019 Executive Committee Minutes as presented to the Executive Committee.

Second: Ken Lutton

Discussion: None
Motion: Carried

Approval of EDA/EDC Financials – Jim

Jim presented the financials for May. Jim's focus for the balance of his time will be closing the ledger for FY 2019. He will also be working on the audit fieldwork before August.

On the EDA Balance Sheet, Jim mentioned that coming in the June report, one of the CDs matured and Jim put those funds in a Money Markets Account to keep it liquid. On the EDC Statement of Operations, the Opportunity Fund Investments can be parceled out to 406 Impact Districts, OBSD work, and Rock31 allocations. Jim also mentioned that we have an outstanding \$400,000 line of credit that we extended to the DBA. The DBA is currently working to find a broker to list and sell the property they bought with the credit. The DBA is not obligated to begin paying off the credit for 3 years but are looking to begin paying before their period of obligation begins. On the EDA year over year, Jim said the only items of note are the tax protests and vacancy savings

Balance sheet for EDC, there are no items of note. EDC Actual vs Budget, the member investor revenues show nearly \$300,000 through May. Another item to highlight is the \$50,000 in trade we hold with several companies in the city. This is largely the work of Melanie finding alternative resources for the organization. Loan origination revenue sits at \$129,000 by May's end and has exceeded the FY19 goal with a month to go.

Eric asked about the 406 Impact Districts spending. Steve reminded the Committee that this spending was related to the advocacy phase of OBSD and the legislative push we made at the beginning of the year.

Motion: Ken Lutton to approve and forward to the full Board, the May 2019 EDA/EDC Financials as presented to the Executive Committee.
Second: Paul Neutgens
Discussion: Above
Motion: Carried

Executive Director's Report

One Big Sky District/406 Impact Districts Next Steps Update

Steve began his Executive Director's report by again mentioning the event with Lisa Clark later this month.

Our lobbying team, The Taylor Luther Group will be meeting with us to help determine the best path forward from a legislative perspective. This effort has two tracks right now. One is to keep elements of the development plan front of mind, and two is to dialogue about any prospective legislative tools. In August, we are planning a road trip to Missoula to speak with our economic development partners on the Western side of the state to work with them on this effort. The MEDA Board will be meeting in Fairmont in two weeks for their annual retreat and will discuss how we can create more robust economic development tools for the future.

FY 2020 Organizational Workplans and Goals and Executive Director's Focus

Steve then brought the Board's attention to the Organizational Workplans and Goals. These goals and plans help frame our game plan to execute the work we want to fulfill. Steve also wanted the Committee to look at the last page which is the revised Executive Director's Focus. Steve highlighted the priorities that will fall directly to him, color-coded the items that he will be acting in a support role, and left in regular typeface the items that will be delegated to the team.

Steve is asking the committee to recommend adopting and forwarding this plan to the full board.

Motion: Ken Lutton to approve and forward to the full Board, the adoption of the FY2020 Organizational Workplans and Goals, including the Executive Director's Focus, as presented to the Executive Committee.

Second: Robin Rude

Discussion: None

Motion: Carried

August Executive Committee Meeting – Breakfast with the Executive Director

Steve's last item was to remind the Executive Committee that the next meeting will be at the Northern Hotel and will be a "hot topics dialogue" with the Executive Director.

Executive Session: None

Public Comment:

Melanie said that one of our Space2Place award recipients will be starting their mural next week which will sit on a wall of the Pub Station downtown. Melanie also mentioned that a travel blogger came through Billings and wrote a nice piece about our community.

Paul Neutgens announced that MSUB will begin to construct their new Science Building this summer. The airport is also close to beginning their renovation as well.

Adjourned: Mike Nelson adjourned the meeting at 8:58 AM.

Next Meeting – August 7th



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ATTACHMENT B



**August 2019
Executive Director's Report
(with Program Highlights)
to the Executive Committee & Board of Directors**

Strategic Priorities

- 1. Economic Diversity and Innovation—grow and diversify our economy through small business growth, entrepreneurship, fostering innovative business ideas, and maintaining a regional focus:**
 - a. ROCK31 – Connect Build Grow—See the SBDC/Rock 31 section of this report for more details, but note that our Rock31 program will likely include the Kaufman Foundation's one million cups programing and endorsement. That is a big deal for the level of training and mentorship that will take place at Rock 31.
 - b. Coal Country Coalition—Jim Atchison did a fantastic job updating the Board (July meeting) on the challenges and opportunities facing Colstrip and our region as Colstrip Units 1 and 2 prepare to close. As was stated during our dialogue with Jim, we are all in this together as a connected regional economy. Toward that end, members of the Coal Country Coalition (BSED, Snowy Mountain Development Corporation, Beartooth RC&D, and Southeastern Montana Development Corporation, and Richland County ED) have agreed to continue our work together and begin planning on our next "Summit," which would be an opportunity for our respective Board Members to share in a dialogue about our mutual interests in our regional economy. Stay tuned for more details on the location and date of that Summit event.
- 2. Workforce Development and Talent Attraction—via the BillingsWorks Partnership—build and enhance our workforce development strategies/programs and further our talent attraction efforts to meet future workforce needs in support of our regional business community:**
 - a. Advocacy for MSU Billings and RMC—Bids are out and the actual groundbreaking for the MSUB Science Building should be underway soon. MSUB now has a new Dean of the College of Business (Elaine Labach, Ph.D). She is excited to get connected with the work we do through BillingsWorks and Rock31. I had a great lunch meeting with Dr. Wilmouth as well. He will be presenting a State of the College report to our Board in September.
 - b. BillingsWorks/Talent Attraction and Career and Technical Education/Career Center—See the BillingsWorks section of this report for all the details of our work related to BillingsWorks and Better Off in Billings. I would also add that Karen presented a summary version of the State of the Workforce Report at the Mid-Year Economic Update breakfast this week. She delivered a strong message about the current challenges and opportunities related to our workforce, and Dr. Patrick Barkey provided an update on our economic condition—good economic growth for Billings. See our website for more details on the Mid-Year Economic Update.

3. Strategic Placemaking—building-remarkable community investments to encourage and support the retention and attraction of workforce and new private investment:

- a. Development of Planned, Ready-to-Go Industrial Space—See the TEDD update as a part of the Community Development section of this report. Work continues with City Administration and landowners on a solution to the proposal (from the City) to consider annexation of the TEDD properties, as a condition of the City agreeing to allow the Lockwood Water and Sewer District to expand their service area. We have another meeting set with City officials August 7, and then we'll provide a progress report to City Council and The County later in the month or early September.
- b. One Big Sky District—Allison will present our final game plan related to the OBSD redevelopment plan and the 406 Impact District economic development tool at our September Board meeting. We had a great learning opportunity last week with Lisa Clarke (CEO, Destination Medical Center, Rochester, MN) and an Opportunity Zone Workshop with a national consultant. Allison will brief the Board on both of these visits/meetings as they have both educated our strategy to move forward with essential community development projects in our downtown core.
- c. Coulson Park Redevelopment and Entryways Now—We have executed three outstanding Picnics at Coulson Dialogue Sessions with key community leaders and City Council members to brief them on the concepts that are emerging out of the Coulson Park Master Plan project. Stay tuned for a public presentation of the concepts August 14th, 4:30 P.M. to 6:00 P.M., MoAv. Details to follow.
- d. EBURD Redevelopment—See Community Development section of this report for any details on our work related to the redevelopment of the East Billings Urban Renewal District, including our Brownfields Assessment Program
- e. Trailhead Hospitality Vision Steering Committee—The scope of work for a plan/design/budget for the improvement of the Metra Park backside walkway, fence and landscaping is complete. The next step is securing funding for that work. Grant applications are pending for this project. The next meeting of the Committee is set for Sept. 6, 2019, 11:45 A.M. to 1:00 P.M. at the City/County Planning Office, First Floor Conference Room.
- f. Air Service—Nothing new to report.

Program Updates

VBOC

Training

- Boots to Business: Hill Air Force Base in Layton, UT: 23 graduates
- Pre-Biz Business Development Workshops at Big Sky Economic. Delivered in partnership with the SBDC- 18 attendees, including 8 veterans and/or spouses.

Professional Development

- Dustin attended a full day Boots to Business Train the Trainer workshop at the Wyoming SBA district office in Casper, WY. The class was a first of its kind training delivered by the Boots to Business Program Manager at the Office of Veterans Business Development for regional B2B instructors and organizers. Ray Milano, Director of the VBOC program for SBA also flew out to help deliver the class.

Outreach highlights

- *Press release and two radio appearances* to promote the new Veterans Building America Slack Channel – check it out here: vbocregion8.com
- Conference call with Montana Joining Community Forces and Bunker Labs-Bozeman to plan a National Veterans Small Business Week training and Bunker Brews event
- Call with Wyoming SBA, SCORE and WBC leadership to discuss a potential Reboot training in Laramie
- Table at MSU Billings Military and Veterans Success Center and MT Veterans Upward Bound Resource Fair
- Eastern Montana Veterans Support group meeting

Counseling

The VBOC team completed 52 counseling sessions with 21 individual veteran clients so far in July as they pursue small business opportunities. These efforts also included 22 referrals to resource partners throughout our region. **One of these clients received a \$30,000 loan from the Big Sky Economic Development Revolving Loan Fund!**

Community Development

Tax Abatements: Community Development will be meeting with Opportunity Bank Leadership next week to discuss the finalization of the tax abatement application. Operation of the bank is still anticipated for October; presentation of the application will be in front of City Council and Yellowstone County Commissioners.

Brownfields Program: Continued work providing Phase I and Phase II environmental site assessments. We could use help identifying new projects and marketing the program to as many people as possible!

Coulson Park: Coulson Park Picnics! Working with the City Parks Department, we have three different picnics Thursday, July 25th, Friday July 26th, and August 1st. These picnics provide an opportunity to update and ask for input from our City Councilmembers. A somewhat “out of the box” approach, the picnics will be conducted at Coulson Park! They have gone very well so far!! Excellent conversation and dialogue and a lot of support from community members. Additional public meetings to follow in August, dates TBD. Stay tuned for additional meetings and/or go to the Coulson Park website for more information <http://www.coulsonpark.com/>.

Lockwood TEDD: Continuing to work with the City of Billings to resolve the impasse regarding extension of the Lockwood Water and Sewer District’s sewer boundary to include the TEDD Study Area. We have conducted two meetings with TEDD property owners and City Administrator Chris Kukulski to gain their perspective on the City’s proposal of “Waivers of the Right to Protest Annexation” in return for extension of sewer service to properties in that area.

KLJ continues their work on developing a short-term strategy for infrastructure development in the TEDD with evaluation of cost estimates for the two proposed projects and possible funding strategies. Their report is expected within the next month.

Southside Grocery: Marguerite Jodry is nearing completion of her study/business plan for a Southside grocery store. There are several developments related to CLDI and NADC that may play into the development and operation of a neighborhood store. NADC is submitting a grant for the development of a southside grocery as a pilot project.

Lockwood High School: Superintendent Tobin Novasio, Nick Pancheau and school board members provided a walking tour of the progress on the new high school on Wednesday night, July 24th. The

community's excitement and support for the new Lockwood High School is amazing. Upwards of 100 people came out to tour the new buildings. Lockwood is creating an impressive campus with an outdoor amphitheater for classes; a new CTE building; competition basketball court with seating for 3000; an indoor track; an auditorium and more.

BillingsWorks

July was a big month for CTE with the hiring of Bo Bruinsma as the new Career Outreach Director and 4 new Career Coaches to continue to align education with our local workforce needs. Additionally, BillingsWorks 3.0 kicked off in July. The newest version of this workforce development program will continue to support the alignment of education with workforce while championing efforts to better prepare our community to attract and retain a diverse workforce and underutilized talent pool. BillingsWorks, in collaboration with SHRM, MSUB and the VBOC, is working to inform and equip our city and its organizations to successfully welcome and employ veterans. Be looking for an event sometime in November! BillingsWorks was also a partner in the Native American Development Corporation's first job fair working to connect Native Americans with career opportunities and better inform our employers on what it takes to be an attractive place to work for our native population.

SBDC|Rock31

Noteworthy:

- We hired our SBDC | Operations support specialist, Kayla Vokral! We are so excited to have her join our team. She brings a strong passion for helping small businesses.
- In partnership with NADC, the Butte SBDC, and MDOT we hosted a Profit Mastery Course where 16 companies were able to spend 2 full days learning how to work smarter in their business.
- 6 volunteer community leaders participated in a planning meeting for the Billings chapter of 1 Million Cups. We are excited to continue developing this opportunity through the Kaufmann Foundation.
- We have helped clients access \$4.8MM in capital infusion (calendar year) putting us at 94% of our annual contract goal.
- We have supported 305 jobs putting us at 80% of our annual contract goal.

Team activity:

- We served 23 new and existing companies with technical assistance, training, loan packaging, and consulting.
- The team participated in (BSEDA and Beartooth RC&D) community Board Meetings/Committees/Events.
- The team attended lunch and learn with Lisa Clarke from Rochester MN.
- The team conducted outreach site visits to Columbus, Absarokee and Red Lodge.
- 25 diverse business owners attended our monthly "Pre-Biz" workshop.
- We provided consulting to a company developing a virtual reality video game.
- Lorene and Kevin are taking a certification course for managing Entrepreneurship programs. This is a course offered through the International Business Innovation Association.

Ongoing projects:

- The team is working with the EDA on our required steps in the application process.
- The Rock31 Website will be launching in August. Thank you Kinetic!!!
- The Startup Weekend and Early Stage Montana Hyper Accelerator are coming up soon. The team is working on getting all the logistics taken care of to make these events a success. MSU-B has offered their Glacier room for both.

Recruitment

This past month we had a very successful week bringing in both Lisa Clarke to discuss Rochester, along with an expert on Opportunity Zones. We have also had very productive conversations with Strategy Partners to understand what our next steps are and have broken the work in to committees which include; marketing and PR, legislative work, and working the OBSD plan to produce development. In partnership with BillingsWorks, we supported ROI Solutions (the Utah call center who located here) with staffing up to meet their Hello Fresh contract needs - how cool is it that when you call Hello Fresh for customer service, you will be talking to someone in Billings?! Finally, on the business lead front, we are working through the Think Billings brand evaluation in an effort to get our messaging honed in. The aim is to really speak to the individuals we drive to Think Billings site when we begin lead generation ads on LinkedIn. I am also working with a company out of California to do lead development focused largely on the California market to drive more activity into the pipeline.

PTAC

Since August 1st 2018, MT PTAC clients (statewide, all 7 PTACs) have been successful in winning \$73.9 million in federal, state and local contracts. Of that, Billings PTAC client were awarded contracts valued at \$19.2 million!

St. John's Lutheran Ministries, Inc. and Mountain Plains Equity Group, Inc. are co-developers of a \$10.5 million, 56 unit affordable housing complex that will be located on St. John's main campus. Mountain Plains Equity Group and Yellowstone Basin, L.L.C. (the general contractor) have been referring subcontractors/suppliers on the project to PTAC for assistance with registration in the System for Award Management (SAM). The project has a federal funding component from HUD so all tiers of contractors/suppliers are required to be registered in SAM to ensure that none are on the excluded parties list. To date, PTAC has assisted Yellowstone Basin and 9 of its subcontractors with SAM and is anticipating helping several more. Each company must have an active SAM registration before their portion of the work can begin. The first units are expected to be complete by the end of 2020.

Big Sky Finance

The team at Big Sky Finance continues to be successful with SBA 504 loan activity. For the second month in a row, we had three 504 loans approved at SBA. July's approvals totaled \$4,591,000, two in Bozeman and one in Missoula. No loans were funded for the month. We did fund one Revolving Loan Fund this month for \$30,000 for Montana Beauty Institute.

Brandon spent time in Butte at the Montana Independent Banker's annual convention. Big Sky Finance had a booth at the event. Independent bank's from around the state are represented at this event. It is a great way to reach out and speak to commercial lenders from many of the state's communities and market the SBA 504 loan program as well as Big Sky Economic Development. This is the second year we have taken part in this event, and always have a good time. We have also met face to face with other lenders across the state this month. Lastly, Sherry and Brandon were in Bozeman to close on a loan with a borrower at their new location.

SBA 504 effective rates for the month of July continued to drop! The 20-year effective rate for loans funded in July hit another all-time low of 3.91%! The effective rate on the 25-year debenture for July was 4.01%. 10-year effective rate was 3.94! Tremendous fixed rate financing option for owner-occupied commercial real estate.

Member Investor

Happy 30th Anniversary Big Sky Economic Development. July 1, 2019 begins our year long anniversary celebration for our 30th year of service to Yellowstone County. The annual meeting, featuring Todd Johnson with Gallup, is October 24th, from 11:30-1:30 at the Metra Park Pavilion. We are expecting a full house as we celebrate our history and highlight the next 30 years.

We hosted Lisa Clarke, Executive Director at Destination Medical Center in Rochester Minnesota, as part of our continued learning for the next phase of 406 Impact Districts and OBSD. We had great attendance and heard some important details about community engagement and communication strategies they successfully implemented. The Business Outreach team will be co-leading the communications/engagement strategies for both 406 Impact Districts and OBSD.

We worked with Community Development to host three picnics to feature Coulson Park and unveil the potential projects slated for that area. They were well attended and in partnership with Billings Parks and Recreation we have increased the momentum for that project within the city/county leadership.

We were the local sponsor for the Economic Outlook hosted by the Montana Chamber of Commerce. Karen Baumgart, Director of BillingsWorks was the featured speaker at the event along with Patrick Barkey from the Business Bureau for Economic Research at U of M.

We added two new member investors this month; Performance Engineering and TKICNC.

Organizational/Policy Matters

1. Future Facilities Taskforce – On July 19th, we received a letter from the U.S. EDA letting us know our application had been reviewed for merit and selected for further consideration. The letter included a list of questions to respond to with a deadline of August 15th. Pending the outcome of those inquiries, we will then know how much funding the project will be awarded and which fiscal year the funds will be pulled from. An update will be provided at the September Board Meeting.
2. Controller Transition Plan – The search for a new Controller is under way. A Search Committee comprised of Staff and Board Members met in July to provide feedback on the final job description. That job posting has been circulated and we are collecting candidate applications. Thank you to everyone who helped spread the word. Moving forward, the Search Committee will participate in the interview process and will help inform the final hiring decision. In the meantime, we have contracted with Avitus Group to provide in house bookkeeping services during the transition period. Jim's last day will be August 30th.

Respectfully submitted,
August 7, 2019



Steve Arveschoug
Executive Director



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ATTACHMENT C

First Mini Budget Workshop
May 16, 2019
9AM to 12PM
First MT Title Classroom

- A. Welcome—Purpose of the Work Session (5 minutes)**
 - Gaining an Organizational Perspective—strategic initiatives and resource allocation
 - Setting a Resource Allocation Model
 - Brainstorming Strategic Changes
- B. Gaining a Full Understanding of the Opportunities and Challenges (30 Minutes)**
 - Strategic Initiatives that Lead us Toward the Future
 - Current Proposal FY 2020 Budget
 - A look into the Future—3-year projects for EDC and EDA
- C. Setting a Framework for our Resource Allocation (20 minutes) (links provided below for preparation)**
 - Top Four Mistakes
 - Top Priorities for Resource Allocation
- D. Questions that Support Better Understanding (15 minutes)**
- E. Ideas for Strategic Changes that Support Sustainable Results (60 minutes)**
- F. Immediate Next Steps (15 minutes)**
 - Engage Other Team Members
 - Reconsider our Proposed FY 2020 Budget
- G. Adjourn**

Steve Arveschoug
Executive Director

Steve Arveschoug
Listener

3

Mission Execution Dialogue

A. Mission Focus

1. Business Growth Services
2. New Business Recruitment and Outreach
3. Community Development

B. Execution of Strategic Priorities—The Why?

1. Workforce Development—CTE Partnership, BillingsWorks, Better Off in Billings Talent Attraction, strengthen our higher education system impact in key sectors (healthcare, the trades, technology, and business-related workforce)

Why—

- 38% of workforce 55+
- Talent is the biggest driver in business expansion and recruitment
- 60% of Billings employers (BW SOW Survey) “can’t grow my business because I don’t have the talent”
- Keen competition for Talent—all communities are facing a similar challenge, which means we can’t just let things play out while competition is investing in strategic ways to attract workforce

2. Strategic Placemaking—Coulson Park Master Plan, Trailhead Hospitality Corridor around Metra Park, Ready to go industrial space via the TEDD, all Urban Renewal Districts, Skyline Trail project, and enhanced air service/infrastructure

Why—

- Talent demands a quality place (whether we like it or not these expectations are real and changing)
- Natural environment and built environment working together
- Starts with civic core as the first point of judgement—must have a strong, vibrant downtown
- Placemaking is a fundamental strategy to talent retention and attraction (ask anyone under 30)
- Regional competition is off the charts (Economic Pulse Report)

3. Innovation and Economic Diversity—Rock 31 space and programming, sector partnerships in key sectors, Coal-Country Coalition, MT Code School, hosted by Rock31 and Zoot

Why—

- Market is changing all around us
- Think about recent history—Corette plant closure, Sanjel US Training HQ—closed, SM Energy closed, Colstrip Units 1, 2 and maybe more headed for closure, coal company closures or reorganization
- Very real impacts in our traditional sectors
- Moving toward innovation-based economies that have at their core—strong entrepreneurship support systems, growing, strong colleges and universities, essential training for technology skills (coding, etc.)

Big Sky Economic Development Authority

Revenues & Expenses

	FY20 Budget	FY21 Est	FY22 Est	FY23 Est
Income				
Department of Defense	\$ 633,828.00	\$ 633,828.00	\$ 633,828.00	\$ 633,828.00
EDC Reimbursement	583,705.08	597,886.00	618,067.00	632,131.00
Grant Administration	8,900.00	8,900.00	8,900.00	8,900.00
Health Levy	96,312.00	96,312.00	96,312.00	96,312.00
Mill Levy Revenue	1,414,817.02	1,443,113.36	1,471,975.63	1,501,415.14
Opportunity Fund Investment	87,175.00	-	-	-
SBA/MT Dept of Commerce	112,500.00	112,500.00	112,500.00	112,500.00
VBOC Revenue	300,000.00	300,000.00	300,000.00	300,000.00
	<u>3,237,237.10</u>	<u>3,192,539.36</u>	<u>3,241,582.63</u>	<u>3,285,086.14</u>
Expense				
Contingency	15,000.00	15,000.00	15,000.00	15,000.00
Dues and Subscriptions	52,024.89	52,024.89	52,024.89	52,024.89
Employer Contributions	523,530.87	536,619.14	550,034.62	563,785.49
Insurance	14,766.00	14,766.00	10,000.00	10,000.00
Marketing-Departmental	13,152.33	13,152.33	13,152.33	13,152.33
Marketing-Organizational	61,750.00	61,750.00	61,750.00	61,750.00
Miscellaneous	40,525.44	40,525.44	40,525.44	40,525.44
Office Equipment	7,000.00	7,000.00	7,000.00	7,000.00
Office Supplies	20,000.00	20,000.00	20,000.00	20,000.00
Professional Fees	35,125.55	35,125.55	35,125.55	35,125.55
PTAC Satellite	140,520.30	140,520.30	140,520.30	140,520.30
PTAC Subcenter	278,281.50	278,281.50	278,281.50	278,281.50
Rent	119,444.50	119,444.50	-	-
Ownership Expenses	-	-	158,200.00	158,200.00
Salaries/Wages	1,614,032.38	1,654,383.19	1,695,742.77	1,738,136.34
Sponsorships	10,916.94	10,916.94	10,916.94	10,916.94
Tax Protests	33,776.67	34,634.72	35,327.42	36,033.96
TEDD Expense	8,500.00	8,500.00	8,500.00	8,500.00
Telecommunication	51,840.00	51,840.00	51,840.00	51,840.00
Telephone-Cell	2,400.00	2,400.00	2,400.00	2,400.00
Travel/Training	133,222.70	133,222.70	133,222.70	133,222.70
Community Development Projects	50,000.00	50,000.00	50,000.00	50,000.00
	<u>3,225,810.07</u>	<u>3,280,107.20</u>	<u>3,369,564.45</u>	<u>3,426,415.44</u>
Operating Income	11,427.03	(87,567.84)	(127,981.82)	(141,329.30)
Other Income				
Interest Income	86,734.12	70,368.00	70,368.00	70,368.00
	<u>\$ 98,161.15</u>	<u>\$ (17,199.84)</u>	<u>\$ (57,613.82)</u>	<u>\$ (70,961.30)</u>

Big Sky Economic Development Corporation

Revenues & Expenses

	FY20 Budget	FY21 Est	FY22 Est	FY23 Est
Income				
Member Investment	\$ 370,000.00	\$ 370,000.00	\$ 370,000.00	\$ 370,000.00
Miscellaneous Revenue	13,000.00	13,000.00	13,000.00	13,000.00
Recovery of Bad Debts	3,600.00	-	-	-
RLF Business Interest	11,004.28	9,290.00	5,514.00	4,110.00
SBA 504 Origination Fees	135,000.00	135,000.00	142,500.00	150,000.00
SBA 504 Servicing Fees	526,488.00	526,488.00	540,000.00	552,000.00
SSBCI Revenue	24,063.88	21,363.00	18,696.00	15,583.00
	-	-	-	-
	<u>1,083,156.16</u>	<u>1,075,141.00</u>	<u>1,089,710.00</u>	<u>1,104,693.00</u>
Expense				
BEAR/Advisory Council	5,386.00	5,386.00	5,386.00	5,386.00
Contingency	10,000.00	10,000.00	10,000.00	10,000.00
Dues and Subscriptions	19,677.23	19,677.23	19,677.23	19,677.23
EDA Reimbursement	583,705.08	597,886.00	618,067.00	632,131.00
Insurance	11,000.00	11,000.00	11,000.00	11,000.00
Marketing-Departmental	61,547.67	61,547.67	61,547.67	61,547.67
Marketing-Organizational	11,000.00	11,000.00	11,000.00	11,000.00
Membership Development	7,500.00	7,500.00	7,500.00	7,500.00
Miscellaneous	41,992.38	41,992.38	41,992.38	41,992.38
Office Equipment	2,500.00	2,500.00	2,500.00	2,500.00
Office Supplies	2,056.00	2,056.00	2,056.00	2,056.00
Organizational Event Expense	52,500.00	52,500.00	52,500.00	52,500.00
Postage & Printing	1,000.00	1,000.00	1,000.00	1,000.00
Professional Fees	80,928.45	80,928.45	80,928.45	80,928.45
Business Incubation	3,000.00	3,000.00	3,000.00	3,000.00
Rent	41,049.08	41,049.08	30,681.08	30,681.08
Sponsorships	8,603.06	8,603.06	8,603.06	8,603.06
Telecommunication	3,699.12	3,699.12	3,699.12	3,699.12
Telephone-Cell	1,920.00	1,920.00	1,920.00	1,920.00
Travel/Training	64,655.80	64,655.80	64,655.80	64,655.80
	-	-	-	-
	<u>1,013,719.87</u>	<u>1,027,900.79</u>	<u>1,037,713.79</u>	<u>1,051,777.79</u>
Operating Income	<u>\$ 69,436.29</u>	<u>\$ 47,240.21</u>	<u>\$ 51,996.21</u>	<u>\$ 52,915.21</u>

Four Mistakes We Must Avoid

1. Status-Quo resource allocation
2. Under resource areas that bear fruit
3. Over resource areas
4. Being too risk adverse (unwilling to stretch and grow)

Top Priorities in our Resource Allocation Framework

1. Build up our people
 - a. Roles that encourage and challenge their growth
 - b. Support for their learning and professional development
 - c. Compensation that respects their roles and market status
 - d. "Leadership" expectations
 2. Smart allocation of resources for greatest return
 3. Create margin to seize opportunities
-

Partner with the person that has your original position and together answer these questions:

- a. Where do you see momentum or potential momentum?
- b. What theory or idea are we considering that if executed well is a "game-changer?"
If _____ is successful, this would be a game-changer.
- c. Where is status-quo allocation not working?

Momentum —

- Entrepreneurial Space/Program
- Big Sky Finance...
Plan in play
- Workforce Development
- New facility / Opp. Zone
- EDC \Rightarrow \$

Game-Changer —

- New facility -
- Work, Thrive, live
to The next level
- EDC \Rightarrow \$
- TEDD - OBSD
- Rock31 - \$ source.

Status-Quo Allocation —

- Flat MI \$ - "no
growth/
fear
mindset"
- Business Recruitment
\$/ROI
- Budget: Setting process itself...
- We assume we have to
"do it all"



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT D



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

LEADERSHIP DEVELOPMENT AND SUCCESSION PLAN

**As adopted by the EDA and EDC Board of Directors
December 14, 2017**

BSED Leadership Development and Succession Plan
Proposed to the EDA/EDC Boards December 14, 2017
(Final as Recommended by the EDC/EDA Executive Committee—Dec. 6, 2017)

Leadership Development and Succession Plan Policy as Adopted by the EDC and EDA Board of Directors
December 14, 2017.

I. Purpose of the Plan

The purpose of this Leadership-Succession Plan is to establish a framework that will—

- Build our internal leadership capacity, both for the Board and Staff
- Provide guidance and practices for the Board of Directors to assure the succession of key organizational leadership
- Maintain the continued economic development and community leadership role of BSED and its Executive Director position

II. Building our Leadership Capacity within the Organization

A. Board of Directors--Practices

1. Board Member Appointments and Elections shall serve to maintain strong, experienced leadership representing key private sector industries and community organizations. The Board will annually evaluate representation on the Board considering industry and the continuity of Board leadership. Consideration will also be given to the integration of emerging leaders in industry and community on both the EDA and EDC Board of Directors.
2. The Board and Executive Director will annually conduct a Board orientation session for first-year Board members.
3. Board Chairs and the Executive Director will monitor and encourage Board member attendance and engagement at Board meetings and committees.

B. Staff Leadership Development—Practices

1. Professional Development Plans—Each BSED staff member will have an annual professional development plan, as developed by the staff person and their immediate supervisor. Review of the professional development plan will be a part of routine performance evaluations. Travel and training costs for the professional development of BSED staff will be a part of the annual budget setting process.
2. Leadership Skills Academy—The Executive Director will administer a training program for all Program Manager/Director level staff members that is designed to further the leadership skills of these key staff positions.

3. Evaluation of BSED Management Structure—The organizational leadership structure of BSED should be subject to periodic review by the Executive Director and Executive Committee of the Board. See current Org. Chart (attached).
4. Building-Up Interim/Transitional Leadership—a “bullpen” of 2 or 3 staff members that are trained and prepared to function in the role of Acting or Interim Executive Director is essential to the daily continuity of leadership within the organization. The Executive Director shall select staff members for inclusion in the “bullpen” based on the following criteria: a) demonstrated skills and experience which would assure success in this role; b) capacity within the scope of duties and responsibilities that would allow dedicated time for added responsibilities; and c) completion of cross-training needed to understand the responsibilities of the Executive Director position
5. Acting Director Designation-- During short-term absences (vacation, extended sick leave) the Executive Director will designate an Acting Executive Director for purposes of managing the daily organizational duties. In preparation for such designations, the role/duties of the Acting Director should be defined by the Executive Director and the “bullpen” of leaders should be trained in those operational areas. (see Section V—Scope of Authority, Roles and Responsibilities of Acting Director)

C. Capacity Development and Talent Retention—Practices

1. Critical Succession Positions—succession planning/cross training should be considered for the following positions—Executive Director, Controller, Marketing Director/Member Investor Program, Operations Director, and Program-Level Management. Each program area, Operations Director and Controller will assure proper cross training within their program area, and will have a summary Standard Operating Procedure (SOP) completed.
2. *Work, Thrive, Live Initiative*—this is designed to encourage the retention and attraction of the best talent, and give each BSED staff member the chance to be successful in their professional role, while maintaining a balance that supports their personal life. Key elements of this program include:
 - a. *Work—the tools and resources that help us execute our mission and find a sense of accomplishment from our work*
 - b. *Thrive—the encouragement, programs and training that help us grow professionally, stay engaged, and ensure we have fun in the process*
 - c. *Live—the policies and organizational structure that contribute to work/life integration*
3. Professional Development Sabbatical—the Board may grant a sabbatical for the Executive Director at year-10 or more of service; and, likewise the Executive Director may grant a professional development sabbatical to program directors at year-10 or more of service. The leave time shall be a shared responsibility (BSED and staff person both allocated time) and include focused professional development, with the requirement to provide a written assessment of the training and how it will serve to positively impact the organization and the individual.

III. Guidelines for Executive Director Succession

- A. Background—the Executive Director, like other organizational employees, is an employee of the EDA, and performs leadership duties on behalf of the EDC under the EDA/EDC Management Services Agreement. While the Executive Director is an EDA employee under our public/private partnership structure, the EDA and EDC Boards should act together to execute the Succession Plan. Therefore, decisions items called for in this Plan, including, as may be necessary, the hiring of a new Executive Director, should be a decision of the joint Board of Directors.
- B. Preparation for Executive Director Succession
1. Define Core Competencies and Professional Characteristics for “Ideal Executive Director”, which will become the basis of the interim appointment and search process
 2. Conduct routine evaluation and updates to Executive Director Job Description (every two to three years)
 3. Define Executive Director Search Parameters as follows:
 - a. A regional/national search will be conducted
 - b. The Board may consider the assistance of a professional executive search firm
 - c. Equal consideration will be given to all qualified internal candidates
 - d. The option of a shared executive director role with other organizations should be considered before launching a search process
- C. Steps for Executive Director Succession—upon the planned or sudden departure, or for purposes of filling the position to address an extended leave of absence of the Executive Director, the Board Chairs, Executive Committee, and/or the Board of Directors shall take the following steps as outline below:
1. Take Immediate Action at Time of Sudden Departure—In the event of a sudden departure of the Executive Director, the Board Chairs shall: a) meet and designate an Acting Executive Director to serve in a leadership role for the organization until an Interim Executive Director is selected; b) call an emergency meeting of the Executive Committee for purposes of executing the organizational Succession Plan as needed, giving at least 24-hour legal notice of the meeting.
 2. Designate an Interim Executive Director—Choosing from among internal staff (the Bullpen) or outside resource, as warranted by the circumstances, the Executive Committee of the Board will select an Interim Executive Director. Following this appointment, the Board of Directors should act to confirm the appointment by a vote of the full Board (EDA and EDC).
 3. Set Salary and Define Roles and Responsibilities for Interim Executive Director—The Executive Committee should also set the salary of the Interim Executive Director and define the specific roles and responsibilities under this interim status (See Section 5, Scope of Authority, Roles and Responsibilities). The Interim Executive Director reports directly to the Board through the Board Chairs and Executive Committee process.

4. Execute the Communications Plan—To inform the staff, Board members, Yellowstone County Commissioners, Member Investors, partner organizations, the public and the media, the Executive Committee shall, in partnership with the Director of Marketing, execute the Leadership Transition Communication Plan. Start communication with the internal audiences (Board, staff), and then engage critical stakeholders (Board of County Commissioners, Billings Chamber of Commerce, Downtown Billings, City of Billings, Member Investors, etc. (See complete Communications Plan attached).
5. Appoint a Search Committee—as the circumstances warrant, the Board should appoint the Executive Committee of the Board to serve as the Executive Director Search Committee, unless otherwise determined by the Board. The role of the Search Committee shall be to facilitate the search and selection process on behalf of the Board, with the final selection to be determined by a vote of the full Board of Directors (EDA and EDC). The Search Committee may also include representation from among key stakeholders, as determined by the Board.
6. Executive Director Search Committee Duties/Responsibilities—the following represents the basic duties of the Search Committee:
 - a. Evaluate and update Executive Director Job Description and Salary Survey, and set a target hiring range for the Executive Director starting salary. Consultation with the Associated Employers of Montana, or the hired search firm can aid in this evaluation. An evaluation of the organizational management structure should also be considered.
 - b. Draft job posting and “ideal candidate” qualifications, experience, and professional characteristics.
 - c. Confirm Board guidance on the “search parameters” (see Section III, A, 3 above).
 - d. Conduct the search and evaluation process
 - e. Present to the Board recommendations for the finalist candidate or candidates as deemed appropriate
7. Maintain integrity of the process, while assuring that all public notice requirements are met, and the organization’s stakeholders are routinely informed. To assure best practices in this area, consultant with BSED legal counsel (Kevin Heaney, Crowley Fleck Law Firm)

IV. Preparing for Leadership Transition

- A. Executive Director—In anticipation of the retirement of the Executive Director, the Board of Directors and Executive Director will establish a transition timeline and plan. To support this transition effort, the incumbent Executive Director should provide ample notice in advance of planned retirement date (6-month notice would be recommended).
- B. Other Key Positions—In anticipation of the retirement of key organizational positions, the Executive Director and the incumbent in the key position will establish a transition timeline and plan. To support this transition effort, the incumbent in these key positions (Operations Director, Controller, Marketing Director, and Program Directors) should provide ample notice in advance of planned retirement date (3-month notice would be recommended).

V. Scope of Authority, Roles and Responsibilities Acting/Interim Executive Director

- A. Purpose—Upon designation of an Acting Executive Director (by Executive Director for short-term absences) or appointment of Interim Executive Director (by Board Chairs/Executive Committee or Boards), such designee shall perform his/her duties within the follow scope.
- B. Scope of Authority—Acting or Interim Executive Director shall have managerial responsibilities over all BSED personnel and programs of the organization. Personnel/staffing matters will be addressed as needed in consultation with the Director of Operations and Program Directors, as appropriate for the situation. All necessary personnel actions are within the scope under this status, expect that hiring decisions will be limited to those prescribed by the Executive Director in advance of departure, and disciplinary actions shall be considered interim and subject to final review and determination by the Executive Director.

All financial decisions will remain within the scope of the current fiscal-year budget, and will be managed in consultation with the Controller and/or Executive Committee of the Board, as needed. Consideration of unbudgeted items, in excess of \$2,000, should be referred to the Executive Committee for guidance.

Board meetings and Executive Committee meetings should function within the current framework, and agendas will be set in consultation with the EDA and EDC Board Chairs.

All management responsibilities shall be exercised within the scope of existing organizational/Board policies. Needed policy changes shall be referred to the Executive Committee for evaluation/consideration.

- C. Roles and Responsibilities—the work of the Interim/Acting Executive Director shall fall within the following outline of roles and responsibilities:
1. Daily Operations
 - Budget management w/ the Controller
 - Administrative/operations w/ the Director of Operations
 - Human resources management w/ Director of Operations
 - Strategic Planning
 2. Board Meetings and Communication
 - Routine Board member communication
 - Board meeting agenda w/ EDA and EDC Board Chairs
 - Guide preparation and execution of Ex. Committee and Board meetings
 3. Partnership Engagement
 - Service on prescribed Boards (Chamber of Commerce, MEDA, Downtown Billings Partnership)
 - Maintain critical relationships (Member Investors, SD2, RMC, MSUB, Downtown, Chamber, GOED)
 4. Program Support
 - Routine meetings with Program Directors, including the “Directors Meeting”
 - BillingsWorks Steering Committee/CTE Advisory Committee
 - SBDC Advisory Committee
 - Loan Committee
 - BEAR Resource Team

5. Strategic Priorities/Special Projects (As of Dec. 2017, and subject to change)
- CTE Advisory Committee
 - TEDD Project
 - Big Sky Finance Growth Plan
 - Coulson Park Project
 - Future Facilities Taskforce
 - Billings Now
 - Chamber Air Service Taskforce
 - Business Growth/Entrepreneurship—Business Model
 - One Big Sky Center/Downtown Project

The BSED Succession Plan, as adopted December __, 2017, by the EDA and EDC Board of Directors acting jointly, is consistent with the Powers and Authorities of the Boards as articulated in the EDA Bylaws [Section III-Board of Directors, Item (F) 1 and Section VIII Committees/Standing Committees, Item, (B) g]; and the EDC Bylaws [Section 4.1-Governing Body, Powers and Responsibilities, Item (3) and Section 6.8-Executive Director].



PLAN A: Communication Plan for **Planned Departure** of Executive Director (Six Months)

FIRST NOTICE

Executive Director notifies Board Chairs of planned departure

Executive Director notifies Director of Operations and Director of Marketing

Planned Departure notice will be added to the agenda of the next Executive Board meeting at which time the Executive Committee will implement the Succession Plan. (Such meeting may include Executive Session as appropriate.)

If information is leaked prior to Board/staff notification, Director of Marketing & Executive Director will manage with immediate Board/staff/key stakeholder notification followed by a formal press release and possible interviews.

No media will be given information or access until the Board/staff/key stakeholders/Member Investors have been notified.

STAFF

The day before the Executive Board meeting the Executive Director will hold a staff meeting and share the information available. The Director of Marketing and Executive Director will instruct staff in their communications.

Social media will go dark until the Executive Board meeting and all stakeholders are notified. This includes personal social media.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Formal Announcement will be added to the agenda for the next Board meeting.

Executive Director will contact each Board member to notify them of the planned departure.

Executive Director will make a public statement about planned departure and Board Chair(s) will outline the succession plan process.

KEY STAKEHOLDERS

Following the Board meeting the Executive Director will notify key stakeholders.

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings
Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified just prior to the media press release. This information will be sent by the Director of Member Investors in a private email to the primary contact of each company. The Executive Director and Director of Marketing will approve the communication before it is sent.

MEDIA

Following the Board of Directors meeting the Director of Marketing will submit a press release to regional media with information approved by the Board and Executive Director about the planned departure and the succession planning process.

This planned departure will not be on social media

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Planned departure interviews will be scheduled by the Director of Marketing after the press release. The Board Chairs and Search committee will work with the Executive Director and/or Director of Marketing to release information as the search begins and progress is made.

The Succession Plan will be followed until such time that a permanent Executive Director is in place. The Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process. A final press release will be submitted when a new Executive Director is selected. In the event an Interim Executive Director is assigned that information will be released to staff/Board, key stakeholders, BSED Member Investors, Media at the time of the decision.

PLAN B: Communication Plan for a **Short-Term Departure** of the Executive Director

FIRST NOTICE

Short Term Departure could include but is not limited to a two-week notice, resignation, firing or immediate need for departure.

Executive Director notifies Board Chairs of short term departure
Board Chairs and/or Executive Director notifies Director of Operations and Director of Marketing.

Board Chairs convene an immediate meeting of the Executive Committee of the Board of Directors who will implement the succession plan. Required public notice will be implemented for the Executive Board meeting. Director of Operations will post the public notice to the Executive Committee meeting.

Director of Marketing will work with the Board Chairs on communications during this public notice period of time in case they are approached by the media.

No media will be given information or access until the Board/staff/key stakeholders/Member Investors have been notified and then only with the approval of the Board Chairs.

If information is leaked prior to Board/staff notification, Director of Marketing, Board Chairs and/or Executive Director (if appropriate) will manage with immediate Board/staff/key stakeholder notification followed by a formal press release and possible interviews.

STAFF

Board Chairs and/or Executive Director will call a staff meeting immediately, prior to public notice, share the information available, and direct staff in their communications.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

Social media will go dark for all BSED outlets and staff's personal outlets.

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Depending on circumstances, the Board Chair(s) and/or Executive Director will notify all EDA/EDC Board Members of the unplanned departure.

Executive Director (if approved by Board Chairs) will make a public statement about unplanned departure and Board Chair(s) will outline the Succession Plan process.

Depending on circumstances, the Board Chair(s) and/or Executive Director or Director of Marketing will personally contact the following key stakeholders:

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings
Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified by the Director of Member Investors in a private email to the primary contact of each company. Board Chair(s) and if applicable the Executive Director and Director of Marketing will approve the communication before it is sent.

MEDIA

As soon as Board, staff and key stakeholders are informed the Director of Marketing will call media outlets and issue a press release. The press release will be approved by both Board Chairs. The press release should go no later than 24 hours after the notification to the Board of Directors, staff, key stakeholders and Member Investors. Media contacts to include:

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Any media calls or interviews will be planned by the Director of Marketing and conducted by the Executive Director (if appropriate), Board Chairs or the Director of Marketing and only after approval from the Board Chairs.

A second press release will be issued directly following the Executive Board Meeting announcing the interim Executive Director and comments from the Board Chairs.

The succession plan will be followed until such time that a permanent Executive Director is in place. The Interim Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process.



PLAN C: Communication Plan for the **Unexpected Departure** of the Executive Director

FIRST NOTICE

As soon as information is known – Contact Director of Operations immediately

Director of Operations notifies Director of Marketing

(Director of Operations will confirm that family has been notified before proceeding)

Director of Operations notifies current Board Chairs. The Board Chairs will convene an emergency meeting of the Executive Committee of the Board of Directors who will implement the Succession Plan. (Such meeting may include Executive Session as appropriate.) Required public notice will be implemented. Director of Operations will post the public notice at the Executive Committee Meeting.

Director of Marketing will work with the Board Chairs on communications during this public notice period of time in case they are approached by the media.

STAFF

Director of Operations will call a staff meeting immediately, prior to public notice, share the information available, and direct staff in their communications.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

Social media will go dark for all BSED outlets and staff's personal outlets

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Board Chairs, Director of Operations and Director of Marketing will notify EDA/EDC Board Members.

KEY STAKEHOLDERS

Director of Marketing and/or the Director of Operation will personally contact the following key stakeholders:

(If the incident occurs and BSED is first notified Director of Operations will confirm with authorities that the family has been informed)

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings

Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified just prior to the media press release. This information will be sent by the Director of Member Investors in a private email to the primary contact of each company. The Director of Marketing will approve the communication before it is sent.

MEDIA

As soon as key stakeholders are informed the Director of Marketing will call media outlets and issue a press release. The press release should go no later than 24 hours after the notification. Consideration and approval will be given to the family regarding information released. Media contacts to include:

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Any media calls or interviews will be conducted by the Board Chairs and/or Director of Marketing and only after approval and consideration from the family.

A second press release will be issued directly following the emergency Executive Committee meeting announcing the Interim Executive Director and comments from the Board Chairs regarding the Succession Plan.

The Succession Plan will be followed until such time that a permanent Executive Director is in place. The Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process.