



## **2020 Operations Plan – Our Priorities**

*Approved 12/5/19*

### **1) Governance**

- Improve board and investor engagement in partnering, market research, lead referrals and investment.
- Develop new strategic plan goal metrics.
- Recruit increased regional representation on Board.
- Improve onboarding of new Directors and volunteers.
- Develop President/CEO performance review and compensation policy.

### **2) Staff Team**

- Recruit and improve onboarding of new team members.
- Improve in-house training and cross-training of team.
- Continue to invest in professional development and certifications.
- Develop new employee standards and etiquette guide.

### **3) Investment**

- Continue to improve investment results to reach \$600,000 annual goal.
- Expand sponsorship financial support.
- Earn GuideStar Platinum Transparency Seal.

### **4) Financial**

- Continue to pursue new grants, partnerships and fee for service revenue.
- Update financial management policies and procedures.
- Continue clean audits and program compliance.

### **5) Lending, Centers & Brownfield**

- Continue efforts to secure grant and low-interest loan capital to reach \$15 million goal.
- Maintain average 85% loan capital deployment.
- Deploy new Brownfield loan capital.
- Grow SBA 504 loan portfolio by net \$5,000,000.
- Exceed contract requirements and goals.
- Update lending policies and procedures.

### **6) AgriTech Park**

- Secure updates to option agreement including Parcel C.

### **7) Office & Technology**

- Continue to improve document and database management.
- Improve photo, video, testimonial and ranking databases.
- Convert to one loan portfolio management system.
- Develop business continuity plan.
- Enhance use of communication and productivity technologies.
- Finish new office improvements.