2021 Operations Plan
Approved 3/4/21

1) Governance
   • Improve board and investor engagement in partnering, market research, lead referrals, talent attraction, and investment fundraising.
   • 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 onboard Loan Officer/Credit Analyst, Business Development Officer, and temporary Project Manager.
   • Continue in-house training and cross-training of team.
   • Continue to invest in professional development and certifications.
   • Launch college internship program.
   • Recruit and onboard an AmeriCorps volunteer.

3) Investment & Resources
   • Continue to improve investment results to reach $600,000 annual goal.
   • Earn GuideStar Platinum Transparency Seal.
   • Secure $3 million in new loan capital through grants and loans.
   • Secure $100,000 in foundation grants to support operations.
   • Secure EDA grant to fund market analysis and strategic planning research.

4) Financial
   • Continue clean audits and program compliance.
   • Increase unrestricted operating cash to 365 days.
   • Secure defederalization of EDA RLF.

5) Lending
   • Get to 85% loan capital deployment.
   • Drawdown remaining EPA Brownfield and EDA COVID loan capital.
   • Utilize remaining 2019 and 2020 CDFI and MBOI loan capital.
   • Meet FY 2022 CDFI performance goals.
   • Secure approval of 6 SBA 504 loans totaling $3,000,000.
   • Maintain compliance with loan capital sources.
   • Update lending policies and procedures.
   • Launch online loan application system.

6) SBDC, PTAC & FADC
   • Exceed contract requirements and goals.
   • Secure new Food & Ag Development Center contract.
   • Launch volunteer mentor network.
   • Launch Women’s Business Center partnership.
• Continue to increase mission impact and improve tracking of beneficiaries.

7) AgriTech Park
• Secure updates to option agreement including Parcel C.
• List Park with national broker network.

8) Brownfield
• Utilize one-half of assessment grant on redevelopment sites.

9) Human Resources
• Adopt Employment Handbook and new application form.
• Offer new health insurance and associated benefits.

10) Office & Technology
• Continue to improve document and database management.
• Improve photo, video, testimonial, and ranking databases.
• Explore partnership for 1 GB internet service in office.