



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.