



2019 Board Retreat

The Purple Rose

24300 N, CA-1, Fort Bragg, CA 95437

Friday, May 17, 2019 2:00 – 5:00pm

MINUTES

1. Call to Order 2:02 *Action*

2. Board Members Present *Observed*

Present: Jesse Burnett, Patty Bruder, John Goldsmith, Sattie Clark, Jeremy Logan, Kyala Shea, Barbara Fishleson, John Haschak, Ted Williams, Madge Strong, Barbara Burkey

Staff: Heather Gurewitz, Diann Simmons, Wilder Herbertson

Not Present: Michael Derry, Minerva Flores, Aaron Obenyah, Robert Hartline, Teri Ullrich, Scott Perkins, Bernie Norvell, Shannon Riley

3. Previous EDFC Planning Sessions *Discussion*

a) Thoughts and Questions About Posted Materials (See Figs. 1-6, attached)

Discussion: The goal to increase service to underrepresented populations was still deemed appropriate. Burnett recalled that communication was one of the major points identified at the 2016 retreat, and thought that while EDFC has improved communication to the jurisdictions there is still room to improve by connecting to key representatives in underserved communities. He also noted that historically, EDFC may not have had the capacity for that, but may be able to do that work now and in the future.

Gurewitz: introduced Herbertson as the new outreach coordinator. Gurewitz noted that the past month has held a lot of progress in implementing marketing plan due to the staff increase.

FOLLOW UP ACTION: Share the EDFC marketing plan with the board.

Discussion: Haschak asked about the posted SMEDD goals sheet and how the “rais[ing] postsecondary completion rate” goal was, and how that connected to our mission and services. Gurewitz explained that this was one of the goals of the entire SMEDD region, not just EDFC’s deliverables. EDFC’s limited role in providing technical assistance was also discussed. A major point through this discussion was brainstorming how to reach out to key community organizers for underrepresented communities, and how best to develop a working relationship with them.



4. YTD Accomplishments *Discussion*

Positives:

- EDFC's underwriting process has been streamlined.
- There are more funding sources than in previous years, giving EDFC greater access to capital.
- The loan portfolio has realistic income goals for the first time.
- More staffing has made a difference, and the hiring of a loan developer is on the horizon. Increasing staffing was a major goal in the 2016 retreat.
- The office moved location.
- Internally, the SOPs have been refined.
- Communication between the board and staff has improved.

Negatives:

- Calling in remotely to the board meetings has been unreliable with the current technology.
- Board members agreed that following up meetings with minutes and action items is important.
- Communication between the board and EDFC has felt unreliable for some members.
- There was a general consensus that the committees need more of a guiding force, perhaps a committee chair?
- The marketing committee expressed that a bigger budget would be helpful.

5. Goals: *Discussion*

Is EDFC's mission appropriate? How is it being fulfilled?

- EDFC doesn't have name recognition, especially in Lake County
- Mission and vision statements need to be displayed more prominently on the website.
- A small change to the wording of the mission statement will make it more encompassing to the work EDFC actually does.

6. Lending: *Discussion*

Gurewitz discussed how we have planted the seeds of projects by securing grants, and now we have to move capital, and it is time to hire a loan developer (with the board's permission). The board will need to provide direction on what kinds of loans to cultivate.

EDFC's relationship with West was also discussed, there was interest in clarifying roles between the two organizations.

7: Economic Recovery and Resiliency: *Discussion*

Gurewitz explained that EDFC secured a grant that gives us a two-year contract to complete an economic recovery and resiliency (ERR) plan. The first year would be fact-finding and planning, the second year is for implementation. The details of the plan and the planning concentrations were discussed. Board members said that they were willing to involve themselves in this first year of outreach, especially: Shea, Williams, Clark, and Haschak. The meetings brainstormed at which EDFC could present were: the six local MACs, the Grange, and town hall meetings.

Williams suggested that increasing public literacy around business opportunities and local, national, and international economic trends is important to ERR.

ACTION ITEM: Gurewitz will bring a more complete proposal for planning the first year's outreach to the next board meeting, perhaps as late as July.

8. Budget: Discussion

The budget handouts were discussed. Williams expressed concern that it looked tight. Gurewitz explained that her mentor says budgets should be attainable, not set in stone. There was a consensus that the budget will, once again, be examined on a monthly basis at the board meetings.

Other items discussed:

- The loan developer's required performance and pay
- The possibility of the jurisdictions providing more support; Gurewitz said that it's unlikely that they will give more now, especially so close to budget season. EDFC has been showing that it is a high-performing organization to "prime the pump." When the time comes, Gurewitz stressed that EDFC will require board support.
- RMAP loans and costs are now represented in the budget.
- The IRP loan fund, which will term out eventually, is not self-sufficient or sustainable. That cost is also built into operating expenses.
- The RDBG grant would be to develop a tool for the public to view better zoning and real estate information. The City may be able to help fund the continuation of this software.
- The hiring of a new loan developer will likely happen by July/August.
- The board decided to fund two trainings for Gurewitz.
- Funding development. Who can EDFC reach out to to give money with no expected deliverables? Options discussed: Flow Kana, Adventist Health, Ross Liberty (perhaps help him by identifying the workforce deficiencies we have), Chico Star (EDFC could identify the gaps in our county), casinos, Sonoma Clean Power, banks, community credit unions, Henry's, specific wine growers/cellars in the Winegrower's Association, Constellation Brands, realtors, North Coast Brewery.

ACTION: The staff will prepare a letter, plan, and follow up by the end of June.

9. Board Engagement: Discussion

Haschak offered to be involved in meetings in his district. Goldsmith suggested that if a board member sees a viable project, to let them know about EDFC. The website needs information on the DPO project. Several members also expressed that they feel out of the loop on EDFC projects in which they're not directly engaged. Shea asked for clarification on how much power each board member had to take on items without EDFC's involvement.

The general consensus was that the retreat was helpful.

19. Adjourn 5:05