

DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. 30-2015

Approving the Revised 2015 EDA Budget and Workplan and Authorizing Transmittal to the City of Rochester

The following Resolution was offered by James V. Bier, and seconded by Susan Park Rani:

BACKGROUND RECITALS

A. The Destination Medical Center Corporation (“DMCC”) considered and approved the 2015 DMCC Funding Request on September 11, 2014. The 2015 DMCC Funding Request included the DMCC annual budget, the Destination Medical Center Economic Development Agency (“EDA”) annual budget, and support costs incurred by the City of Rochester (the “City”).

B. The EDA has requested consideration and approval of an amended 2015 annual budget and workplan (attached as Exhibit A). The proposed amendment contains a non-budgeted contract in excess of \$100,000 in the line item entitled EDA Development Management Services (Phase 2). For that category, the EDA contemplates entering into an agreement with Hammes Company for professional services for a term to end on December 31, 2015.

C. Pursuant to the Agreement for DMCC Funding and Support by and between the DMCC and City, dated February 1, 2014, the City has the right to approve non-budgeted contracts in excess of \$100,000, entered into by DMCC.

D. The proposed revised 2015 EDA budget does not exceed the total 2015 DMCC Funding Request approved on September 11, 2014 by the DMCC and on December 15, 2015 by the City.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, by the Destination Medical Center Corporation Board of Directors that the revised 2015 EDA annual budget and workplan dated April 30, 2015 and on file with the DMCC is approved.

BE IT FURTHER RESOLVED that the Chair or the Treasurer of the DMCC is authorized to transmit the revised 2015 EDA annual budget and workplan to the City of Rochester and to take such actions as are necessary and appropriate to effectuate the revised 2015 EDA annual budget and workplan.

The question was on the adoption of the Resolution and there were 6 YEAS, 0 NAYS, and 1 ABSTENTION, as follows:

BOARD OF DIRECTORS
Destination Medical Center Corporation

	<u>YEA</u>	<u>NAY</u>	<u>OTHER</u>
James V. Bier	<u>X</u>	_____	_____
Ardell F. Brede	<u>X</u>	_____	_____
James R. Campbell	<u>X</u>	_____	_____
Ed Hruska	_____	_____	<u>X</u> Abstention
William George	_____	_____	_____
Susan Park Rani	<u>X</u>	_____	_____
R. T. Rybak	<u>X</u>	_____	_____
Tina Smith	<u>X</u>	_____	_____

RESOLUTION ADOPTED ON April 30, 2015.

ATTEST:



Tina Smith, Chair
Destination Medical Center Corporation

Exhibit A

EDA ORIGINAL and REVISED 2015 BUDGET and PROPOSED MAYO SUPPORT

	Original	Revised		
	EDA 2015 Budget	EDA 2015 Budget	Proposed Mayo Funding	TOTAL
EDA Staff Costs				
Payroll	\$918,000	\$156,000	\$235,000	\$391,000
Benefits	\$367,000	\$62,000	\$94,000	\$156,000
Subtotal	\$1,285,000	\$218,000	\$329,000	\$547,000
EDA Operational Costs				
Rent, Utilities, Office & Equipment Expenses	\$149,000	\$47,600	\$57,000	\$104,600
Payroll Expenses	\$8,000	\$6,000		\$6,000
Website, Drafting and Graphics Support	\$45,000	\$5,000	\$25,000	\$30,000
Miscellaneous Costs	\$20,000	\$20,000		\$20,000
Subtotal	\$222,000	\$79,000	\$82,000	\$161,000
Economic Development Outreach				
Outreach, Print & Collateral	\$185,000	\$43,000		\$43,000
Subscriptions / Professional Organization Memberships	\$6,000	\$5,000		\$5,000
Conferences, Meetings, Sponsorships & Programs	\$85,000	\$40,000		\$40,000
Miscellaneous Costs	\$20,000	\$20,000		\$20,000
Subtotal	\$296,000	\$108,000	\$0	\$108,000
Meeting Expenses				
Room Rental (Board Meetings & Community Meetings)	\$9,000	\$0	\$9,000	\$9,000
Miscellaneous Costs	\$3,000	\$0	\$5,000	\$5,000
Subtotal	\$12,000	\$0	\$14,000	\$14,000
Professional Services				
EDA Development Management Services (Phase 2)	\$0	\$1,860,000		\$1,860,000
Legal Services	\$325,000	\$50,000		\$50,000
Public Relations & Communications	\$180,000	\$210,000		\$210,000
Marketing & Advertising	\$75,000	\$0		\$0
Financial Reporting Services (e.g. tax, audit, econ-fiscal, etc.)	\$125,000	\$40,000		\$40,000
Other Contracted Services / Expenses (e.g. planning, design, transp. / parking)	\$100,000	\$135,000		\$135,000
Subtotal	\$805,000	\$2,295,000	\$0	\$2,295,000
Miscellaneous Costs				
Insurance & Taxes	\$150,000	\$0	\$60,000	\$60,000
Miscellaneous Costs / Contingency	\$30,000	\$100,000	\$100,000	\$200,000
Subtotal	\$180,000	\$100,000	\$160,000	\$260,000
PHASE 2 TOTAL BUDGET	\$2,800,000	\$2,800,000	\$585,000	\$3,385,000

DEVELOPMENT – 2015/2016

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Identify, Catalyze and Monitor Real Estate Transactions and Development in the DMC Development District

KEY ACTIVITY	SPECIFIC TASKS
Refine Investment Goals and Priorities for DMC Capital Investments	<ul style="list-style-type: none"> Refine Phase 1 proposed programs for site development and investment Identify potential priority projects for Phase 1, including: <ul style="list-style-type: none"> City projects County projects Private sector projects (Mayo project planning/other private development) Conduct meetings with stakeholders to determine project schedules Prepare magnitude of investment costs based upon current assumptions Assess anticipated levels of DMC funding (local sources + projected GSIA and STA)
Facilitate Catalytic Development Planning Efforts with Mayo, City, Other Stakeholders	<ul style="list-style-type: none"> Establish Project Planning Committee (EDA, City, Mayo, other groups as required) Prepare Workplan of project planning and coordination tasks anticipated for priority projects in 2015-2016 Coordinate on-going meetings/track action items Coordinate with stakeholder and EDA's marketing and communications team for conducting Development Plan information sessions with the private development community (application process, evaluation criteria, grant writing assistance, etc.)
Monitor Land Sales and Identify Parcels for Acquisition in the DMC District	<ul style="list-style-type: none"> Create and maintain database of all parcels and owners in the DMC Development District Monitor/Track land sale prices and ownership changes Identify parcels for site assembly for various project sponsors within DMC District Prepare estimates of land acquisition costs based on documented land sales prices and other public information and conduct market analysis, as needed Prepare quarterly report of activity
Provide Grant Writing Assistance (State, Federal, Local), Tax Credit Application Assistance and Other Funding Sources for Priority Projects	<ul style="list-style-type: none"> Select funding programs applicable to selected priority projects (refer to funding sources list in the Development Plan) Contact/Conduct interviews with selected agencies to confirm funding availability, application deadlines, other requirements Research additional sources of funding (institutions, foundations) Prepare master list of confirmed sources (funding availability, application deadlines, other requirements) Conduct meetings with developers/project sponsors to determine assistance needs Assist in writing grant applications and/or provide supporting documentation Track grant review and award process
Provide Environmental, Infrastructure, Utility Information to Private Sponsors	<ul style="list-style-type: none"> Compile public data for the DMC District Coordinate with City, County, and State regulatory agencies to identify additional data sources Conduct meetings with private sponsors/identify data needs Provide data and/or act as liaison with regulatory agencies to assist private sponsors in obtaining data Track permitting issues between private sponsors and regulatory agencies
Monitor Development District Private Development and Forecast Private Expenditures	<ul style="list-style-type: none"> Coordinate with Development Planning Committee to identify proposed private development projects in the DMC District Create database of proposed projects with key data (sponsor, project type, location, estimated costs, schedule, etc.) Track status of projects and prepare quarterly report of activity Coordinate with stakeholders to track projects' qualified expenditures for certification process



FINANCE – 2015/2016

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Develop DMC Funding Program, Manage Finance Plan, Facilitate Project Funding, Provide General Financial Management, Oversight and Reporting

KEY ACTIVITY	SPECIFIC TASKS
Work with Stakeholders to Resolve City Funding Issues (CIP and O&M Costs and Responsibilities)	<ul style="list-style-type: none"> Review sources and uses for CIP projects in Development Plan with the City Confirm City's priority CIP projects for downtown Rochester and budget Identify opportunities and seek alignment of City's downtown CIP Projects with Development Plan framework for Phase 1 Negotiate and reach agreement with the City for Phase 1 CIP projects and O&M responsibilities
Coordinate with City to Allocate MNDOT Funding	<ul style="list-style-type: none"> Review proposed Broadway Street improvements and budget in Development Plan with City Obtain agreement with City to utilize portion of MNDOT funding for DMC streetscape improvements Support and provide documentation to City to assist in obtaining approvals from MNDOT
Establish Financial Management Program, Including Selection of Financial Management Software Systems	<ul style="list-style-type: none"> Coordinate with City and DMCC to determine needs of users Determine system compatibility requirements of outside parties Determine reporting/audit requirements under State law, DMCC contract Develop criteria for financial management software Review and select financial management software Develop chart of accounts
Finalize DMCC Funding Program, Application, Policies and Procedures	<ul style="list-style-type: none"> Identify restrictions, if any, in DEED Grant Agreement with City Work with City and County to establish process for transfer of transit matching funds, including transit reserves in accordance with Development Plan Define terms of fund management (escrow, indenture, etc.) Create terms of fund transfers (grant agreements, loan agreements, including forgivable and revolving loan fund programs) Establish structure for future bond issuance and security packages; including priorities of DMC fund pledges for parity and subordinate grants/loans Review existing City application procedures; structure process to avoid duplication Finalize form of funding application Draft or review/comment on form agreements
Manage the Master Project Budget, Accounting, Monitor and Control of Financials, and Budget Reporting	<ul style="list-style-type: none"> Establish master project budget Develop process and internal controls for changes to master project budget, including creating forms, identifying approvals Develop process and internal controls for contract administration Develop templates for contract documents Develop process and internal controls for billing and payments



FINANCE – 2015/2016

Develop DMC Funding Program, Manage Finance Plan, Facilitate Project Funding, Provide General Financial Management, Oversight and Reporting

KEY ACTIVITY	SPECIFIC TASKS
Conduct Financial Feasibility Analysis for Individual Projects	<ul style="list-style-type: none"> Review project proformas and other financial/market data submitted by applicants for DMC funding Review assumptions and perform gap analysis to confirm need for DMC funding Prepare report of feasibility analysis findings for DMCC, City
Validate Fiscal and Economic Impact Analysis for Individual Projects	<ul style="list-style-type: none"> Engage econ/fiscal impact service provider to review project sponsor's projections and prepare independent analysis Review and approve analysis prepared by service provider Communicate findings with project sponsor and oversee revisions to sponsor's projections as required
Operationalize Underwriting Structure for Investment	<ul style="list-style-type: none"> Monitor implementation of projects for conformance with project plans approved by the DMCC and the City Conduct reviews of project sponsors' submission of reports and other documentation required by the DMC funding agreements Prepare monthly status reports of DMC investments for DMCC, City
Coordination of DMC Aid Estimates (State Budgeting Process)	<ul style="list-style-type: none"> Update Development Plan expenditure assumptions Communicate with State departments regarding assumptions for semi-annual State budget forecasts
Oversee Auditing of DMCC/EDA Funding Expenditures	<ul style="list-style-type: none"> Engage auditor to conduct annual audit of expenditures Provide financial records and other supporting documentation to assist auditors Review and approve audit report/submit to DMCC and City
Implement Financial Management Workplan	<ul style="list-style-type: none"> Monitor actual to projected performance of Workplan activities Identify improvement opportunities/adjust Workplan as required
Prepare Financial Reporting for all Contracts Executed for the DMCC Project, Including Payments to the EDA and Consultants	<ul style="list-style-type: none"> Identify and create relevant financial reports to suit user needs Develop and prepare monthly progress report



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BUSINESS/ECONOMIC DEVELOPMENT – 2015/2016

Identify Potential Private Project Sponsors/Other Partners and Increase Awareness of Strategic and Economic Benefits of DMC

KEY ACTIVITY	SPECIFIC TASKS
Prepare Comprehensive Business Development Implementation Plan and Workplan	<ul style="list-style-type: none"> Research strategies and programs of comparable economic development agencies Conduct SWOT analysis/assess core competencies for incorporation into the Workplan Coordinate with Mayo Clinic, City, and County and establish goals for the Workplan (Phase 1) Prepare annual goal/tasks for each year in Phase 1 and establish metrics to measure annual performance Evaluate year-end outcomes and update the Workplan the beginning of each new year
Research Current/Emerging Investment Trends in Bio/Med/Tech, Health Sciences	<ul style="list-style-type: none"> Identify key information sources (professional organizations, institutions, companies and industry groups, investors, industry conferences) to develop shortlist of target companies Host focus groups with potential partners/companies and advisors to develop understanding of needs/demands to attract uses to market Prepare white paper of findings and recommendations for circulation to the DMCC and other stakeholders
Create Target Markets, With Focus on Bio/Med/Tech Partners	<ul style="list-style-type: none"> Structure partnership with Mayo Clinic to promote the bio-med-tech economy in Rochester Identify potential partners for business development, investment, and development of the bio-med-tech economy and Discovery Square concept Prepare priority list of bio-tech-med markets and partners (based on research findings) for Mayo Clinic and DMCC approval Develop near-term/long-term tactical strategic plan working in collaboration with the DMCC and Mayo Clinic to solicit companies, entrepreneurs and technologies to Rochester
Coordination with Rochester Area Economic Development, Inc. (RAEDI) and Other Local, State and National Economic Development Organizations	<ul style="list-style-type: none"> Structure partnership and/or coalitions with Mayo Clinic, RAEDI, Life Science Alley, DEED, and other organizations to attract investment and technology to the market Work with groups to identify business gaps, uses and/or other growth opportunities in the market Create a committee structure for coordinated activities Track progress of coalition activities and prepare quarterly reports
Facilitate Communications with Project Sponsors	<ul style="list-style-type: none"> Establish communication protocols and meeting schedules with project sponsors Document communications, follow-up/action items with sponsors Coordinate with marketing and communications team to support messaging and development of marketing collateral materials
Provide Site Location Information and Support to Potential Private Project Sponsors and Economic Development Partners	<ul style="list-style-type: none"> Coordinate with EDA Development Team, City, County, and State and identify key site information/data points including demographic, economic and social data, etc. Assemble key data relevant to potential investors and project sponsors Coordinate with marketing and communications team and prepare/distribute site information packages for potential project sponsors and investors
Assist in Evaluating Partnerships for Investment (Including Start-Ups, Business Incubators, Established Companies)	<ul style="list-style-type: none"> Prepare evaluation criteria and scorecard to prioritize and rank potential partnerships Identify transactional service needs and/or funding requirements to assist potential partners and projects Identify other funding programs and develop grant/funding proposals for national/charitable funds to support investment in the bio-med-tech market in Rochester
Track and Report on Economic and Fiscal Impacts Occurring in the DMC Development District	<ul style="list-style-type: none"> Coordinate with EDA Executive Director on scope of work for econ/fiscal service provider responsible for preparing impact analysis Provide project information/data as needed to assist the service provider in preparing the analysis Review and provide comments on impact findings Prepare annual summary report of econ/fiscal impacts within the DMC District



COMMUNITY RELATIONS – 2015/2016

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Connect the Vision and Strategies of DMC Development Plan to Local and Regional Constituencies

KEY ACTIVITY	SPECIFIC TASKS
Further Develop Comprehensive Community Outreach Implementation and Workplan	<ul style="list-style-type: none"> Review and refine Workplan, including addition of outreach-advisory processes for core areas of focus and core/fringe neighborhoods Create program-level evaluation metrics Evaluate and revise Workplan throughout program implementation
Develop Key Stakeholder Engagement Process	<ul style="list-style-type: none"> Identify and convene key stakeholders for community outreach/advisory committee Establish a comprehensive community outreach communications strategy, including multiple channels (public forums, interactive and user friendly website with social media portals for information sharing and feedback gathering, newsletter of events and upcoming meetings, etc) Communicate a clear process and expectations for informed decision-making and collaborative feedback with residents through existing communication tools
Manage Ongoing Community Meetings and Dialogs	<ul style="list-style-type: none"> Convene monthly speakers bureau meetings Continue community presentations and dialogs, update toolkits Oversee social media, newsletter and blog posts Host public forums/gatherings (identify if needed per DMC project) Work with elected representatives to inform ward constituents Partner with other planning initiatives to incorporate DMC messages/updates within community dialog Provide a process to gather ongoing input and feedback on the strategies, projects, and performance of DMC initiative and to react to concerns
Conduct Research on Targeted Growth and Target Markets	<ul style="list-style-type: none"> Conduct research and interviews with local and regional interest groups and thought leaders about the expected impacts of DMC for Phase 1 Provide a process to gather ongoing feedback on the strategies, projects, and performance of each core area, including targeted businesses
Support Strategic Priorities	<ul style="list-style-type: none"> Communicate goals for targeted business programs, including minority-owned, women-owned, small and local business initiatives Identify existing diversity programs and utilize Community Outreach strategies to reach diverse populations Collaborate with workforce initiatives to identify/inform on DMC workforce needs Identify existing, or develop new, programs and services to support start-up business Identify strategies to foster sustainability and growth of existing local businesses Promote awareness of the DMC Funding Program
Facilitate Collaboration for a Regional Economy	<ul style="list-style-type: none"> Coordinate community outreach strategies with Mayo Clinic Collaborate with Twin Cities partners for consistent messaging and quality input Partner with Southern Minnesota Initiative Foundation (SMIF) and other regional/national organizations to collaborate on regional economic and quality of life strategies Provide a process to gather ongoing information on the regional strategies for economic development, including those tied to the Twin Cities economy



MARKETING/COMMUNICATIONS— 2015/2016

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Establish and Manage the DMC Brand, Create Marketing Materials

KEY ACTIVITY	SPECIFIC TASKS
Develop Public Relations Strategy and Workplan, Foster Relationships with Media	<ul style="list-style-type: none"> • Develop immediate story pitches for local media around Development Plan approval, public process, new hires, Mayo/City project plan • Engage communications/public relations consultant • Prepare long-term Workplan • Identify publications, other media outlets, events, and organizations to promote the DMC • Develop national and international relationships with journalists, elected officials, industry thought leaders • Establish metrics and monitor implementation • Collaborate with Mayo team for national news stories to ensure DMC messages are incorporated in Mayo media opportunities
Prepare Comprehensive Marketing and Communications Implementation Plan and Workplan	<ul style="list-style-type: none"> • Refine 2015 and 2016 marketing and communication goals (national and international launch) • Prepare procedures for managing social media, website and blogs • Establish metrics and monitor implementation
Formalize Partnerships and Joint Marketing Initiatives with Key Stakeholders	<ul style="list-style-type: none"> • Create "Market Rochester" cross-functional team • Invite key community organizations to partner • Set goals and facilitate monthly meetings, track progress • Build processes and portal for information sharing, monitor/update content
Select Marketing Consultant and Oversee Preparation of Marketing and Collateral Materials	<ul style="list-style-type: none"> • Define scope of work for marketing consultant • Draft RFP, conduct interviews, negotiate and execute contract • Align goals with Development Plan and "Market Rochester" team • Oversee design of materials, including promotional, publicity, and other informational materials
Coordinate Establishment of "DMC Brand"	<ul style="list-style-type: none"> • Oversee development of brand guidelines • Ensure all materials use brand "voice" • Develop compelling collateral materials • Develop brand story based on the DMC Mission • Test brand concepts, including one "global DMC" brand, with Rochester economic development organizations and target audiences • Oversee development of a logo concept and determine best branding option guidelines and protocols to protect the brand (e.g. copyright and brand stewardship)
Coordinate Attendance, Visibility and Sponsorship for Key Conferences, Activities (Local, Regional, National, Intl)	<ul style="list-style-type: none"> • Build calendar of events in conjunction with "Market Rochester" team • Develop compelling visuals and marketing collateral to promote the DMC at conferences and other events • Prepare collateral materials for June 2015 Bio conference
Identify Promotional and Sponsorship Opportunities and Facilitate Initiatives	<ul style="list-style-type: none"> • Identify target sponsorships, event schedules and conferences • Oversee development of DMC informational materials • Identify corporate sponsors and donors for specific components or projects in the DMC Development Plan • Promote/host annual events to attract potential investors and project sponsors • Identify/secure national and international speaking opportunities for EDA/DMCC leaders • Identify primary and secondary conferences and conventions attended by target investors and project sponsors
Target Materials to Developers, Investors and Other Partners, with Emphasis on Bio/Med/ Tech	<ul style="list-style-type: none"> • Prepare pursuit list of key targets • Create presentations, webinars, and collateral for outreach • Schedule meetings with key associations/groups/professional associations • Develop follow-up process for key audiences and provide additional information as required



PLANNING— 2015/2016

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Oversee Initial Planning and Development Plan Implementation Efforts

KEY ACTIVITY	SPECIFIC TASKS
Coordinate Revisions of and Approval Process for the Development Plan	<ul style="list-style-type: none"> Track City, other stakeholder comments and respond, as necessary Meetings with DMCC regarding City comments and open issues in respect of Finance Plan Prepare EDA/DMCC report of Development Plan comments Coordinate with staff and DMCC board for decisions on revisions Coordinate with planning team for final revisions Schedule DMCC public hearing, create agenda, materials, etc. Preparation of final Development Plan for approval Coordinate with DMCC on approval resolution
Cooperate with Mayo and City Regarding Project Plan for Dev. Plan Phase 1 for Discovery Square, Heart of the City Projects	<ul style="list-style-type: none"> Attend meetings with Mayo and planning team, as requested Supply DMC Market Data to Mayo and City
Coordinate Scheduling and Materials for DMCC/EDA Board Meetings	<ul style="list-style-type: none"> Assist in DMCC, EDA meeting coordination Develop agenda, materials, resolutions, and presentations for board meetings and stakeholder meetings Facilitate posting of material if required
Coordinate Integration of Development Plan with the City Comprehensive Plan, Ordinances, Policies	<ul style="list-style-type: none"> Attend regular City comprehensive planning meetings Review components of City comprehensive plan and recommend solutions for integration
Coordinate with City of Rochester Initiatives, Including Airport Authority, UMR and Other Citywide Initiatives, and City Technical Staff	<ul style="list-style-type: none"> Facilitate monthly coordination meetings with airport authority to continue to align with current initiatives Facilitate monthly coordination meetings with UMR planning and development staff to align with current initiatives Continues City technical meetings to discuss sewer, utility and water coordination, as well as street infrastructure planning
Assist DMCC, City in Establishing Programs and Policies in Support of the Development Plan Programs	<ul style="list-style-type: none"> Affordable housing program Workforce development program Sustainability program Historic preservation program MBE/WBE/LBE/SBE/VBE participation program
Initiate and Manage Preliminary Engineering Studies/Concept Designs for Dev. Plan Phase 1 Transportation and Infrastructure Plans	<ul style="list-style-type: none"> Develop consultant scope of work Establish process for retention of consultants Negotiate contracts Develop a comprehensive Workplan for Phase 1 Studies
Establish Transit Management Authority	<ul style="list-style-type: none"> Form key stakeholder group for formation of the TMA Develop TMA scope of responsibilities (e.g. parking authority and transit authority) and implementation plan Develop TMA policies and operating procedures Create job description and hire TMA operating director
Coordinate Master Signage/Wayfinding Plan for City	<ul style="list-style-type: none"> Coordinate with City, transportation consultants to define key objectives Facilitate meetings among key stakeholders Integrate program requirements into DMC contracts, City plans/ordinances



OPERATIONS – 2015/2016

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Establish Policies/Procedures and Provide General Management and Staff Oversight, Reporting and Implementation of the DMC Development Plan

KEY ACTIVITY	SPECIFIC TASKS
Prepare Comprehensive EDA Operations Implementation Program and Workplan for Phase 2	<ul style="list-style-type: none"> Refine and finalize operational services under DMCC contract Refine and finalize organizational structure and staffing plan Coordinate and monitor work plans for each Implementation Program Manage overall project schedule for target completion and transition in year 2016
Interface with Mayo Clinic, Other Stakeholders	<ul style="list-style-type: none"> Facilitate meetings and other communications Establish process to respond to data/information requests Troubleshoot policy and technical issues that arise
Monitor Annual Certification Process of Qualified Expenditures	<ul style="list-style-type: none"> Coordinate with Mayo Clinic to review process for determining annual qualified expenditures Review, monitor City/DEED contract for restrictions inconsistent with DMC Act Meet with City to develop process for determining qualified expenditures, including "lookback" prior to adoption of Development Plan
Prepare Monthly and Annual EDA/DMCC Reports, Manage Other Operational and Reporting Responsibilities of the EDA as Required by the DMC Act	<ul style="list-style-type: none"> Prepare monthly EDA reports submitted the 5th of each month Create financial report Update milestone schedule monthly Facilitate public Data Practices Act requests Provide information for the DMCC Annual Report Create quarterly community report (similar to RAEDI report)
Establish EDA Policy/Procedures Manuals, Wage/Benefits Packages	<ul style="list-style-type: none"> Develop EDA policies and procedures and administration manuals for each department, including: <ul style="list-style-type: none"> Job descriptions EEO, anti-harassment, ADA, performance, and other HR policies Wage and benefits packages Data collection procedures
Establish EDA Project Office/Staff Recruitment	<ul style="list-style-type: none"> Confirm leasing budget, negotiate lease agreement Assess and secure necessary insurance coverages Revise, finalize job descriptions consistent with scope of work in DMCC Contract Establish evaluation criteria for each position Identify outlets for distribution of job listings; distribute, post job listings Screen resumes, select candidates for interviews Conduct first interviews; prioritize candidates Prepare offers; negotiate terms for each position
Analyze Applications for DMC Funding/ Prepare DMC Funding Evaluation Reports	<ul style="list-style-type: none"> Finalize forms of evaluation report for City/DMCC Determine methodology for feasibility study evaluation Determine methodology for verifying job projections Establish tracking forms for funding requests/timeline for evaluation process Coordinate with City to alleviate duplicative analyses Finalize DMCC/City approval procedures, including timeline Establish appeals process for projects denied DMC funding



OPERATIONS – 2015/2016)

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Establish Policies/Procedures and Provide General Management and Staff Oversight, Reporting and Implementation of the DMC Development Plan

KEY ACTIVITY	SPECIFIC TASKS
Manage and Oversee Subconsultants, Contracts	<ul style="list-style-type: none">• Redefine scope of work for all subconsultants• Prepare RFP for subconsultants, as needed• Interview, select subconsultants• Negotiate and execute contracts
Prepare EDA Operational Workplan for Phase 3	<ul style="list-style-type: none">• Draft operational work plan for Phase 3, pending outcomes from Phase 2 planning and market development developments
Monitor Covenants of DMC Fund Loans/ Grants	<ul style="list-style-type: none">• Establish checklist of grant/loan program requirements• Establish audit process for compliance with covenants• Review annual certifications/reporting requirements
Track and Report Workforce Development Achievements	<ul style="list-style-type: none">• Assist in establishing work force development goals• Develop tracking method• Develop reporting procedures

