



DEVELOPMENT OF PERFORMANCE METRICS AND RELATED ORGANIZATIONAL MATTERS

SUBMITTED TO
THE NEVADA COUNTY ECONOMIC RESOURCE COUNCIL
BY

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November 16, 2017

To: Nevada County Economic Resource Council
From: Larry Burkhardt, CEcD, FM
Subject: Contract for Development of Performance Metrics and Related ERC
Organizational Matters

I am pleased to present you with a report summarizing the deliverables outlined in the ERC's contract with me.

The ERC was founded in 1996—established as a public/private partnership aimed at growing the Nevada County economy by supporting the expansion of the region's primary job base. The work of the ERC is on-going—intended to be adaptive and flexible to address both the needs and opportunities facing the community today and tomorrow.

Many of the issues that confronted Nevada County in 1996 still provide challenge. The report that I submit to you here details several of those issues, along with recommendations aimed at bringing additional resources to bear, so that ultimately ERC can continue to make progress toward the organizational mission of its visionary founders.

The attached report contains background information along with some level of evaluation of the ERC by a small cross section of the community's leadership. It follows with goals, objectives and strategies intended to re-focus on the basics of economic development; a workplan; budget; performance metrics; and finally recommendations regarding Board structure and practice.

I appreciate the opportunity to work with the ERC on this important matter. I am available to you for any questions and for further work that you may require.

Sincerely,

A handwritten signature in cursive script that reads "Larry Burkhardt". The signature is written in black ink and is positioned below the word "Sincerely,".

Larry Burkhardt, CEcD, FM

NEVADA COUNTY ECONOMIC DEVELOPMENT, 2018-2020

Laying the Foundation

Communities world-wide have long pursued the goal of increased economic development. Populations around the world understand that their lot in life is fundamentally tied to their access to good jobs.

Economic development results in expanded opportunity for the residents of an area, increased funding for necessary government services, and financial support for community and cultural amenities that enrich our life experience. In fact, without some measure of economic development, with or without the support of structured programs, communities will decline and fail.

To avoid the all-too-common trap of expending scarce resources on well-intentioned but extraneous programs in the name of economic development, it is important to work from a commonly-accepted definition. This will allow for the development of appropriate goals, objectives and strategies; and ultimately performance metrics that are intended to drive progress and establish accountability.

Economic Development is
the process of community
wealth creation achieved
through the support of quality
primary employment

Primary employers are defined as those that generate the majority of their revenues through the sale of products or services outside the region. The dollars resulting from these sales represent new money that is infused into the local economy. It is this new money generated by the region's primary employers that provide essential support to the retail, service and professional economic sectors. It is not an overstatement to suggest that primary employers sustain the local economy at its core.

Generally speaking, economic development results from primary job retention/expansion, attraction and creation. If economic development programs are to be successful, they must focus on supporting the growth and expansion of the primary job base.

There are a few foundation pieces that must be at the core of any economic development organization's efforts to increase the likelihood of success. With them, and with hard work, most communities will begin to move the needle in the right direction. Without them, success will come in spite of, not because of the organization's work.

THE REGION MUST HAVE A COMMONLY-ACCEPTED VISION OF WHAT IT IS WORKING TO BECOME, AND CHAMPIONS TO PROMOTE THAT VISION

It's hard to imagine that anyone would embark on building a house without detailed plans and a full understanding of what type of house it will be once constructed. Size, floorplan, materials, colors—all these and much more are determined before construction begins. Yet it is not altogether unusual that a community will launch an economic development program with little understanding of exactly what their end game is.

How can a region realize success if success has never been defined within the context of a commonly-accepted community direction? In the 1980's, Mayor Bill Hudnut of Indianapolis stepped forward and stated that Indianapolis would become the amateur sports capital of North America. A bold statement, and one that was not especially intuitive. There wasn't anything particular in its history or geography that would point to Indianapolis, then widely considered to be a second-tier American city, being successful in realizing its stated goal.

Nonetheless, the Mayor and several close associates were able to build strong coalitions that accepted and invested in the vision, and over the course of several years of hard work the city realized its goal—attracting the headquarters of the NCAA, the AAUW and several other amateur sports-related entities. The progress that Indianapolis made as a result of the Mayor's championing of a community direction laid the foundation for all that has subsequently transformed the region into a model of success. Communities looking for even some small level of transformation would do well to study successful models, including not only Indianapolis, but also cities like Cincinnati, Oklahoma City, Grand Rapids and Pittsburgh. The lessons that they offer are applicable to any community—being more dependent on intent, focus and execution than they are on community size.

It's also hard to imagine that anyone would begin the construction of their house without knowing how much they can afford. Builders expecting to construct an affordable home will restrict themselves to using modest materials, and constrain themselves to a budget that reflects their buyers' resources. Often, however, communities will establish expectations of their economic development organization that far exceed what is possible, given the organization's annual budget.

THE FOCUS OF ECONOMIC DEVELOPMENT MUST REMAIN ON THE SUPPORT OF PRIMARY JOB GROWTH

Economies cannot survive without growth. In simplest terms, growth equates to new dollars—dollars that work in much the same way as a deposit made to our individual checking accounts. The infusion of new dollars needed to support the retail, service and professional economic sectors originates from either the sales of products or services outside the region, or from tourism activity within the region.

While tourism does bring new money into the local economy, it does not impact the local economy as significantly as do primary employers. Because of the taxes generated by tourism, government is generally its greatest beneficiary. Manufacturers that sell the vast majority of their products outside the region, will pay higher average wages, and have a higher job creation multiplier effect than does tourism activity—thereby creating a stronger stimulus for economic growth.

ECONOMIC DEVELOPMENT MUST BE A REGIONAL ACTIVITY

While many factors are important to a company's site location decision, one stands apart as most critical. Companies must be able to attract and retain an appropriately-trained workforce. Given that labor almost always represents the largest cost item to a company, and given that quality workers provide a competitive edge within an industry, a company simply cannot and will not locate to an area where they are unable to attract and retain quality workers.

Workers, however, are not drawn exclusively from any one jurisdiction. As companies examine their location options, they analyze what is commonly referred to as a laborshed—that area from which workforce chooses to commute. Depending on the level of wages paid, that commute area can range from a few minutes to as much as two hours. For example, employees of a call center typically will commute no more than 30 minutes to a job that pays \$11 or \$12 per hour, whereas a software developer may well choose to commute far further for a salary in excess of \$150,000.

The reality that workers commute to employment from multiple jurisdictions mandates that economic development efforts be conducted at a regional level to be effective. Organizations must determine the commute patterns; unemployment, under-employment and labor participation rates; and skill sets available within the region. They must then structure programs that leverage the strengths and opportunities available within the entire region, and within each sub-area that makes up the whole. Nothing will undermine economic development efforts faster than parochialism among a region's jurisdictions.

What people are saying...

In order to better understand the ERC—the context within it operates, its prevailing reputation, its performance and its perceived relevance, the consultant conducted interviews with a cross-section of Nevada County leadership. Those interviewed included elected officials, local government staff, representatives of business support organizations, corporate executives, representatives of the real estate and construction industries, agriculture and educational leaders. While this list is a small sampling, it does represent outreach to more than two dozen of Nevada County's formal and informal leaders.

Observations derived from the interviews and consultant conclusions:

ERC'S FUNDERS ARE EXPECTING GREATER RESULTS TO BE GENERATED WITH THEIR INVESTMENT

Based on comments made by several public and private sector leaders, it is apparent that the reputation of the ERC as a results-oriented economic development organization has diminished over the past several years. While pointing to the Tech Connection as an example of potential opportunity going forward, several leaders expressed frustration over the lack of tangible results overall from ERC's activity, and over the confusion resulting from the establishment of the Green Screen Institute. While there appears to be an overriding sense of frustration among Nevada County leaders about the long-term performance of the ERC, none suggested that they were ready to abandon the organization's mission. At the same time, some funders expressed doubts that they would continue to support the organization financially.

Without positive near-term intervention, the apparent weakening of essential support for the ERC as an effective organization could make it quite difficult to secure adequate financial investment going forward. The ERC must quickly establish itself as a change agent—willing and able to engage constructively with in-house professional resources and with its partners to support primary job growth. It cannot hope to be most effective by continuing to depend largely on volunteers to conduct the business of economic development.

The ERC's current model of meeting its own contractual obligations through sub-contracts with other organizations is not likely to improve the organization's reputation or to inspire confidence within its constituents. While it may often be prudent to engage professional services for specialized occasional or one-time projects, the use of multiple unrelated contracts to address an organization's on-

going core activities may not be the most effective in achieving results or in containing costs.

The use of contracts with other organizations or with consultants will likely carry additional costs compared to keeping the activities in-house, in that each contractor will need to include some increment of their billables to cover administrative overhead, as well as some percentage of profit. In addition, as the ERC's work is parceled out to a greater number of entities, it will require significant effort to somehow coordinate and orchestrate the various contracts to assure that ERC secures the desired deliverables and moves forward in pursuit of its overall mission in an organized, effective manner.

THE CONTRACTUAL MANDATE TO PURSUE BOTH ECONOMIC DEVELOPMENT AND TOURISM PROMOTION HAS BEEN PROBLEMATIC

ERC's contractual obligation to engage in both economic development and tourism promotion has alienated organizations that consider themselves to be partners with ERC, and has markedly reduced the county's tourism outreach. Prior to a County government decision to move tourism funding from the Regional Chambers of Commerce to ERC, the Regional Chambers had developed a robust program aimed at generating tourism activity and its resulting transit occupancy tax. The change to having ERC absorb responsibility for tourism promotion has weakened its partnership with the Regional Chambers, and resulted in a situation where the ERC's focus is divided between two related but very different initiatives—running the risk of doing neither well.

THE NEVADA COUNTY TECH CONNECTION: READY FOR PRIME TIME

The ERC currently lacks a formal business retention/expansion (BR &E) program. There is good reason why such a program should be regarded as the most important priority of an economic development corporation. With statistics showing that at least 70% of new jobs nationwide being created by those companies already located within a given region, it is imperative that economic development organizations expend substantial financial and staff resources to identifying and following up on the needs and opportunities of the region's existing companies.

In the absence of a formal BR & E program, several Nevada County existing primary employers have chosen to create their own industry roundtable. With the contracted assistance of ERC, these companies are addressing issues that relate to their own individual and collective economic health and potential growth. While the formation of the Tech Connection is encouraging, and should

be fostered by the ERC, it should not be considered a substitute for a BR & E program.

The Tech Connection is currently unsure of the ERC's intended direction, and is poised to move independently if its members determine that an on-going formal relationship with the ERC no longer serves their interests. Any fracture in the relationship between the ERC and the Tech Connection is likely to inflict significant damage on the ERC.

A FOCUS ON INFRASTRUCTURE

Leaders from both public and private sector expressed a concern regarding the lack of infrastructure to accommodate future development. For many years, the issue of adequate broadband access has plagued much of the area. Without adequate telecommunications infrastructure, the thought of extending the legacy of Nevada County as a center for innovation and technology will not be realized. Our world continues to be more dependent on state-of-the-art telecommunications to conduct business—whether that business be a multi-national corporation, or a single individual in their home office. This, along with projects that will expedite future housing and commercial projects were cited as issues where ERC should exercise leadership.

How ERC will move forward

GOAL 1. CREATE AN ENVIRONMENT WITHIN NEVADA COUNTY THAT SUPPORTS AND CATALYZES ECONOMIC DEVELOPMENT

- Objective: Working with public and private partners, establish a clearly-stated and commonly-accepted statement regarding Nevada County's desired short term and long term future
 - Strategy: Review existing County and City comprehensive plans for goal statements that could be edited to provide a singular statement of community direction
 - Facilitate conversation among jurisdictions to establish a jointly-accepted vision statement that can be championed widely throughout the community

- Objective: Promote and to the extent possible, participate in the expansion of in-house tools and community infrastructure necessary to advance economic development
 - Strategy: Perform an inventory of existing broadband options and locations throughout Nevada County, and benchmark against generally-accepted standards necessary to conduct business functions
 - Strategy: Build productive partnerships that will facilitate systematic expansion of industry-standard broadband access across Nevada County
 - Strategy: Secure a cloud-based CRM (Customer Relationship Management software) for the ERC office
 - Strategy: Secure access to an economic analytic tool to customize economic and demographic data and conduct community comparisons
 - Strategy: Secure access to research tools that enable the organization to generate customized demographic, economic, labor and community comparative data

- Objective: Build a local ecosystem that promotes and supports entrepreneurship and start-up activity
 - Strategy: Develop working relationships and linkages with others involved in providing business planning assistance, maker spaces, intellectual property protection and access to capital both in Nevada County and into the Sacramento MSA

GOAL 2. BROADEN AND FURTHER DIVERSIFY NEVADA COUNTY'S PRIMARY EMPLOYMENT BASE

- Objective: Expand awareness of Nevada County as a desirable employment location within the Bay Area Megaregion
 - Strategy: As a primary source of site selection leads, participate as a member of the Greater Sacramento Economic Council (GSEC)
 - Strategy: Strengthen partnerships with California Governor's Office of Economic Development
 - Strategy: Participate on a committee as a member of California Association for Local Economic Development (CALED)
 - Strategy: Pursue supplier company targets identified by Nevada County existing employers
 - Strategy: Construct and support an organized multi-disciplinary group of social media ambassadors who will regularly broadcast ERC content to their networks
- Objective: Support the expansion potential of Nevada County's existing primary employers
 - Strategy: Designate financial and staff resources to support initiatives such as the Nevada County Tech Connection
 - Strategy: Expand access to small business support services through contract with Sierra Business Council
 - Strategy: Develop a BR & E program that includes a minimum of 50 on-site employer visits annually, identifies needs and opportunities of Nevada County's existing primary employers, follows up on requests for service and makes referrals to resource contacts as appropriate
 - Strategy: Facilitate linkages between Nevada County primary employers and Sierra College workforce training programs, including Career Technical Education (CTE) that will result in workforce better-matched for local career opportunities

GOAL 3. STRENGTHEN THE ERC'S REPUTATION AS NEVADA COUNTY'S EFFECTIVE, COLLABORATIVE PUBLIC/PRIVATE ECONOMIC DEVELOPMENT ORGANIZATION

- Objective: Build public confidence in the ERC as a credible, professional economic development organization

- Strategy: Recruit and retain visionary professional economic development staff leadership with the skills and expertise to implement and expand the ERC's workplan as resources become available
 - Strategy: Identify opportunities to provide economic development program support that will positively impact Nevada County's rural and eastern areas

- Objective: Strengthen partnerships with organizations that can assist ERC in reaching its goals and fulfilling its mission
 - Strategy: Establish reciprocal memberships with local and regional business, government, educational and non-profit partners, e.g. arts and culture, building and real estate, workforce
 - Establish regular information exchange gathering of partner organizations to maintain movement toward common goals, promote the development of professional relationships and mutual trust, and to minimize organizational turf battles and jealousies

- Objective: Maintain focus of ERC on economic development activities
 - Strategy: Re-negotiate County contract to return tourism marketing responsibility to Regional Chambers

- Objective: Broaden financial support base to allow implementation of an economic development program appropriate for the size of Nevada County
 - Strategy: Construct three-year performance metrics to more clearly articulate ERC's intended outcomes
 - Strategy: Develop and execute a funding campaign to support a three-year program
 - Strategy: Identify opportunities to lead appropriate grant-supported projects that advance the ERC's overall economic development program

ERC Draft Work Plan

As determined by the Board of Directors, the work of ERC will largely be completed using contracts with outside organizations. Unless otherwise noted, these contracts are intended to be on-going throughout the year. That work will include the following:

- Industry attraction

- A closer alignment with the Greater Sacramento Economic Council (GSEC) could enhance exposure of Nevada County and generate primary employer relocation leads. While ERC has taken a first step toward this alignment by having Shivati complete the Champion program, full membership in GSEC will be necessary to fully exploit the opportunity to fully participate in its marketing and prospecting efforts.

ERC has chosen to contract with 310 Limited to generate industrial leads. The results of this initial contract will allow ERC to evaluate the effectiveness of this type of prospecting.

- Small Business Assistance

- ERC has chosen to contract with Sierra Business Council to provide services typically associated with the Small Business Development Center (SBDC)—a program found around the country and largely supported by the Small Business Administration. These services include business planning assistance, business formation assistance and preparing businesses to be eligible for bank financing.

While not to the exclusion of primary employers, generally speaking, services extended by the contract with Sierra Business Council will be directed primarily to businesses within the retail, service or professional economic sectors.

- Tourism Marketing

- A mandate of the ERC's contract with Nevada County is the marketing of the area to expand tourism activity. ERC has within its proposed budget, continuation of a web-based marketing program. Although ERC has accepted responsibility for this item for another year, it is recommended that it either sub-contract with the Regional Chambers for this deliverable, or re-negotiate the County contract to have the responsibility re-assigned to another entity.

- Funding Campaign

- ERC has contracted with Larry Burkhardt to design and execute a funding campaign intended to secure additional Investor/Partners and their

- investment. The initial duration of the campaign has been set at six months, with a Board option to extend.
- Support for Tech Connection
 - ERC has contracted with Shivati Karki-Pearl to provide support services to the Tech Connection. Services include talent development, educational programming and marketing of the area as a technology center. These services are intended to stimulate increased entrepreneurial activity, talent attraction and industry-specific training. These, if successful, will strengthen Nevada County's reputation as a job center.
- Communications/Social Media
 - ERC has contracted with a communications specialist to assist with the internal and external economic development marketing—including a broadening of the organization's social media reach. In addition to services already defined by contract, the ERC should stipulate the formation of a social media ambassador program similar to successful models employed by other economic development organizations around the country.

The following items cannot be included in a 2018 work plan due to a lack of ERC professional staff and/or funding. Nonetheless, they are critical to the ultimate success of an economic development organization, and should be initiated as soon as possible.

- Data generation
 - While economic development is a relationship business, it is increasingly data-driven. An effective economic development organization must have the capacity to quickly generate customized data that allows it to position itself and respond in an industry retention or attraction project. Data fields include a variety of demographic, education, workforce, utility, occupation and economic trending, taxes and incentives and more--along with the ability to pull comparative data that define competing regions.

At this time, ERC does not possess the tools necessary to generate this type of data essential to both marketing and project management. Currently not in the ERC budget, the organization needs to subscribe to an economic analytic product, and acquire staff that can respond to specific data inquiries.

- Business Retention and Expansion Program (BR & E)
 - Because providing support to the region's existing primary employers is the most important role that an economic development organization can play, it should be the highest program priority. What good is done ultimately if a region spends most of its time and resources attempting to attract new business, only to lose those companies and jobs that it already has? Statistics indicate that more than 70% of new job growth is likely to originate with companies already located within a region. Having already lost segments of its prized video equipment and technology cluster, ERC should make the establishment of a BR &E program a top priority for 2018.

ERC Draft 2018

Operating Budget

Revenues

Private Sector Contributions	35,000
Public Sector Contributions	132,000
Interest Income	125
Nortech grant	20,000
Special Event Income	12,000
Total	199,125

Expenses

Accounting	1,800
Bank Service Charges	32
Business Meeting Expenses	1,800
Consulting Services	150,000
D & O Insurance	150
Liability Insurance	1,600
Legal Fees	1,800
Marketing Materials	1,000
Memberships & Dues	600
Office Administration	57,000
Office Expenses	3,000
Office Rent	3,000
Postage	200
Printing	500
Special Event Expenses	7,500
Taxes	300
Telephone	40
Travel & Conferences	4,500
Website Expense	200
Total	235,022

PERFORMANCE METRICS

These statements are intended to articulate and focus the ERC on the intended outcomes of its program activities, to better-define return on investment, and to establish credibility and accountability with its funders and broader constituents. They are reflective of the current capacity of the ERC, based on available staff and financial resources.

During the period of 2018—2020, the work of the ERC will produce the following:

- New and existing companies that ERC assists* will announce:
 - The creation of at least 180 new jobs at an overall average salary of least \$47,000 annually (\$8,460,000 new annual payroll)
 - The investment of at least \$50 million in new capital investment
- Conduct a minimum of 50 on-site scheduled appointments annually with C-level staff of existing Nevada County primary employers to identify company needs and opportunities, and provide appropriate follow up.
 - Company visits will generate a minimum of five leads annually for corporate prospects or suppliers to existing companies for follow up recruitment efforts
 - These leads will result in at least one new company location to Nevada County
- Working with the State of California Governor's Office of Economic Development, Greater Sacramento Economic Council (GSEC) and site selection consultants, ERC will respond to a minimum of three primary employer leads annually.
 - These leads will result in at least one new company location to Nevada County.

*Assistance is defined to include one or more of the following:

- Site or building identification and/or negotiation
- Help in identifying and/or recruiting employees
- Help in securing employment for spouse
- Assistance with government permitting and entitlement processes
- Provision of demographic, economic and/or labor force data used in site selection process
- Referrals to appropriate partner organizations for specialized services
- Identification of sources of capital, and where possible, introduction to potential funders
- Assistance with identification, negotiation and processing of available economic incentives

RECOMMENDATIONS REGARDING BOARD OF DIRECTORS: STRUCTURE AND PRACTICE

A critical review of the ERC By-laws was not included as part of the current contract. Upon examination of the By-laws for the purpose of making recommendations as to Board structure, it becomes apparent that such a review is needed. Some of the following recommendations, if adopted will require amendments to the By-laws.

1. Eliminate the use of Board alternates

There is no mention of alternates in the By-laws, yet the roster of Board members names no less than ten such alternates. The important work of the ERC requires that Board members are committed to fulfilling the requirements of their appointment, including attendance and involvement. While an occasional absence due to unavoidable conflicts is understood, ERC should strive to maintain consistency in Board representation, and eliminate the designation of alternates. Should a Board member need to be absent, it would be the responsibility of the Chair and/or the President to brief the Board member on items missed.

While the By-laws specify monthly meetings of the Board (Article 4, Section 6), current practice is to conduct Board meetings every two months. This practice provides additional force to the recommendation to eliminate the designation of alternates. If the Board chooses to meet only six times annually, it is all the more important that Board members make special efforts to attend.

2. Designate a Board seat to be filled by an east county representative

It is difficult to make the argument that the ERC serves all of Nevada County if there is no formal representation from the Truckee/Donner area on its Governing Board. Recognizing that efforts made in the past to have the ERC reflect a county-wide outlook have not been particularly successful, the organization should make every effort to have its governing board structurally provide the opportunity for geographic inclusion. This Board seat would be available for use at the discretion of the City of Truckee.

3. Expand the Board to include broader representation

Current Board membership, exclusive of the Honorary Members, totals 15 (excluding the Chair, as stipulated in Article 3, Section 1). The By-laws state that the Board should have a minimum of 16, and a maximum of 22 members. This means that currently, the Board is not in compliance with the By-laws.

In order to encourage involvement and foster support for the organization, ERC should consider filling additional seats. The By-laws stipulate that there be no more than seven Investor/Partners on the Board. Currently there are only five, presenting the opportunity to include up to two more Investor/Partners on the Board. There are key disciplines that play a significant role in economic development that are not currently represented. Some suggestions:

- a. Commercial real estate
- b. Electric utility
- c. Farm Bureau
- d. Telecommunications provider
- e. Workforce development representative

4. Increase the financial investment necessary to be eligible for a Board seat

Article 4, Section 1 f. requires that Members contribute \$1,000 annually to the ERC. This \$1,000 investment makes an organization or individual eligible to be selected to the Board. This requirement was codified as a part of the 2009 By-laws adoption, and might well have been brought forward from prior By-law requirements.

In any case, this number has been unchanged for more than eight years if not longer. It is reasonable to expect that an investment which conveys eligibility for a Board seat be adjusted to better-reflect the stature of the Board and the fiscal requirements of the organization. The recommendation would be to adjust the Member investment to \$1,250 effective 1/1/18, to \$1,500 effective 1/1/19, and to \$2,000 effective 1/1/20.

5. Reduce the size of the Executive Committee

As outlined in the By-laws, the Executive Committee has nine voting members, plus the President as an ex-officio, non-voting member. The current Board has only fifteen voting members, which means that the majority of the Board serves on the Executive Committee.

- a. The By-laws suggests that the Immediate Past Chair sits on the Executive Committee, even though the Immediate Past Chair would not necessarily hold a Board seat at the same time. The recommendation would be to eliminate this position from the Executive Committee.
- b. The By-laws stipulate that an "at large" member, an Investor/Partner be a part of the Executive Committee. With the assumption that one

or more of the four officers will be Investor/Partners, this position can be eliminated.

6. Clarify the selection process to the Executive Committee

If the Board chooses not to implement the recommendation in item 5. The By-laws are mute with regard to how the At-large member to the Executive Committee is to be selected, and should be clarified.

7. Clarify the role of the Executive Committee

Language contained in Article 5, Section 10 implies that it is the Board that governs the organization, and that the Executive Committee acts on the Board's behalf when it is not in session. The language is ambiguous enough to provide significant latitude with regard to the Executive Committee's exercise of decision making authority.

Because the ERC is an organization that must have the broad support of public, private, educational and non-profit community-based entities, the Executive Committee should restrict itself to policy making decisions that are sufficiently urgent to preclude the engagement of the full Board. Even in those cases, the Board should be provided the opportunity to ratify any such action of the Executive Committee at its next meeting.

The Executive Committee should be used first and foremost to identify, research and agendaize issues and topics most important to the ERC, and to bring them to the Board for discussion and action.