

# **TRAILL COUNTY**

## **ECONOMIC DEVELOPMENT**

**WE KNOW BUSINESS**



### **Policy Manual**

Updated July 2011

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## Apparent Authority

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It is the policy of the organization that any communication on behalf of the organization shall be official, at the direction of the executive director or chair. No statements shall be made, either verbal or written that conflict with the position or policy of the organization. Leadership should understand that by virtue of their position, that any statements may be perceived as official and made on behalf of the organization.

To control official communications, stationary, logo and business cards are for the use of the elected chair and staff only. Members of the board or committees may not use stationary. In most cases it is suggested staff will prepare letters sent on behalf of the organization with a copy remaining in the office.

Exceptions may be made to the policy so long as the purpose of the letter is made known and approved by the board in advance; if the exception is approved, a copy of the outgoing letter shall be provided to staff within 24 hours of dissemination, for permanent file retention.

Rationale: This policy statement provides guidance concerning who is authorized to make public statements on behalf of or as a representative of the organization and the manner in which such public statements should be handled. It also provides guidance as to the distribution of documents or other information from the organization by the board.

## Board Member Orientation

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New board members shall participate in orientation and training so they can best represent and govern the organization. Training sessions shall be held at least annually.

A board leadership manual shall be provided to new board members, and updated annually. At a minimum, the manual and orientation shall include the following:

- By-Laws
- Policy Manual
- Annual Budget
- Annual Calendar
- Organizational Chart
- Strategic Plan
- Recent Minutes
- Letter of Confidentiality
- Roberts Rules of Order
- Code of Conduct
- “A Public Officials Guide to North Dakota Open Records & Open Meeting Laws”

## Code of Conduct

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Members of the board of directors are required to receive a copy of the code of conduct upon nomination and must sign the code prior to installation. They agree:

- To act in the best interests of, and fulfill their obligations to organization
- To act honestly, fairly, ethically and with integrity;
- To conduct themselves in a professional, courteous and respectful manner;
- To comply with all applicable laws, rules and regulations;
- To act in good faith, responsibly, with due care, competence and diligence, without allowing their independent judgment to be subordinated;
- To act in a manner to enhance and maintain the reputation of the organization;
- To disclose potential conflicts of interest that they may have regarding any matters that may come before the board, and abstain from discussion and voting on any matter, in which the director has or may have a conflict of interest;
- To make available to and share with directors any information that may be appropriate to ensure proper conduct and sound operation of the organization's governance and management;
- To respect the confidentiality of information relating to the affairs of the organization acquired in the course of service, except when authorized or legally required to disclose such information;
- To not use information acquired in the course of service for personal advantage;
- To not violate any federal, state or local laws governing the organization and to understand and adhere with all governing documents applicable to the organization.

A director or employee who has concerns regarding compliance with this code of conduct should raise those concerns with the chairman of the board and/or the executive committee. In the extremely unlikely event that a waiver of this code for a director would be in the best interest of the organization, it must be approved by the unanimous vote of the board.

Directors will annually sign a confirmation that they have read and will comply with this code.

## Committees

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The board is discouraged from conducting committee work at board meetings.

The committees shall be appointed by the incoming chairman (chair-elect) being installed. At that time all standing committees shall have identified their chairman and charges of work for the coming year.

### *Strategic Goals*

Committee charges shall be from the strategic plan with the intent of advancing the mission and goals in the strategic plan.

Ad hoc committee (a.k.a. task forces) may be appointed by the chairman or executive committee at any time in accordance with the bylaws. Upon completing their charge, ad hoc committees will disband.

All committees will prepare agendas for their meetings and record written meeting minutes. The meeting minutes will be provided to the organization's executive director and chairman within 15 days of the committee meeting.

### *Authority*

Committees have no authority to sign contracts or incur debt. Committees may not speak for the organization without explicit delegation of the Chair of the board and/or Executive Committee. Committee chairs may not have stationery, notepads or business cards implying they speak for the organization.

## Confidentiality

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Documents provided to the board are provided for the purpose of governance. They are to be considered confidential. In most cases the non-public records in the organization are the financial records for businesses, personnel files, potential clients before funding has been received and others as per North Dakota Century Code.

Board members must respect that records, discussion and decisions are confidential and should be treated as such. A board member that breaches the confidential nature of contracts, member discussions, and contract issues shall submit his or her resignation to the chair of the board.

## Distribution of Meeting Minutes

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Minutes shall be recorded in writing for all meetings of the board of directors, including executive sessions. Minutes shall be recorded in a manner as to reflect the actions, motions and statements of the board, without recording superfluous discussions.

Minutes shall be distributed to members of the board of directors within 30 days of the meeting. If any audio or video recording was made of the meeting, it shall be destroyed upon approval of the minutes.

If distribution is by electronic means, the file shall be in the format of a secured PDF to protect against unauthorized editing.

## E-Mail

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E-mail sent out to the board members should be treated with respect. They should not be sent on to anyone except board members, executive director or staff. Remember that even when you delete an e-mail message, it can remain in the computer's memory system forever and can sometimes be retrieved at a later date. Compose e-mail messages with the same care as hard copy correspondence. E-mail messages may not contain material that is offensive nor should they contain racial, ethnic, religious or sexual slurs, or any other language that is inappropriate. For more information refer to Traill County Non-Social Service Employee Policy Manual (512).

## Executive Director Evaluation

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A periodic performance evaluation (not more than annually, without cause) of the executive director shall be a responsibility of the executive committee or a designated subgroup of the board as appointed by the chairman. The performance evaluation tool should reflect the unique aspects of managing a not-for-profit organization and the advancement of the organization's mission and strategic goals. While the entire board may offer its input, the entire board will not make up the performance evaluation committee or task force. For more information refer to Traill County Non-Social Service Employee Policy Manual (209).

## Financial Audit

Annually the board of directors will appoint an audit task force (may be the Business Assistance Committee) that is responsible for selecting a Certified Public Accountant to conduct an audit in accordance with Generally Accepted Auditing Standards. The executive director and audit task force will make records available to the auditor for the purpose of carrying out the audit.

The audit task force will transmit the final audit report and management letter to the board of directors for review and approval by a motion of the board. Copies of the audit shall be provided to the chairman of the board, treasurer and entire board of directors with a permanent copy on file in the organization office.

## Record Retention

Trail County Economic Development Commission shall retain records for the period of their immediate or current use, unless longer retention is necessary for historical reference or to comply with contractual or legal requirements. Records and documents outlined in this policy includes paper and electronic files.

In accordance with 18 U.S.C. Section 1519, Trail County Economic Development Commission shall not knowingly destroy a document with the intent to obstruct or influence an "investigation or proper administration of any matter within the jurisdiction of any department agency of the United States . . . or in relation to or contemplation of such matter or case." If an official investigation is underway or even suspected, document purging must stop in order to avoid criminal obstruction.

In order to eliminate accidental or innocent destruction, Trail County Economic Development Commission has the following document retention policy:

Type of Document	Retention Period
Accounts receivable and payable ledgers and schedules	7 years
Annual audited financial statements, audit reports, general ledgers, internal audit reports, trial balance journals	Permanently
Articles of Incorporation, Charter, Bylaws, minutes and other incorporation records	Permanently
Bank reconciliation	3 years
Bank statements, deposit records, electronic fund transfer documents, and cancelled checks	3 years
Chart of accounts	Permanently

<b>Contracts, mortgages, notes and leases (still in effect)</b>	Permanently
<b>Contracts, mortgages, notes and leases (expired)</b>	7 years
<b>Correspondence (general)</b>	3 years
<b>Correspondence (legal and important matters)</b>	Permanently
<b>Correspondence (with customers and vendors)</b>	2 years
<b>Depreciation schedules</b>	Permanently
<b>Employment applications</b>	3 years from making the record or taking personnel action
<b>Garnishments</b>	7 years
<b>Insurance policies, records, current accident reports, claims (still in effect)</b>	Permanently
<b>Insurance policies, records, accident reports, claims (expired)</b>	3 years
<b>Inventory records</b>	7 years
<b>Invoices (to customers, from vendors)</b>	7 years
<b>Loan documents and notes</b>	Permanently
<b>Personnel files (employee demographic information and compensation records)</b>	7 years
<b>Personnel files (I-9's)</b>	7 years after date of hire or 1 year after termination
<b>Personnel files (payroll records and summaries including records related to employee's leave)</b>	7 years
<b>Personnel files (terminated employees)</b>	7 years after termination
<b>Retirement and pension records including Summary Plan Descriptions</b>	Permanently
<b>Tax returns and worksheets</b>	Permanently
<b>Timesheets</b>	7 years
<b>Trademark registrations and copyrights</b>	Permanently
<b>Workers Compensation documentation</b>	10 years after 1 <sup>st</sup> closure

## Whistleblower Clause

If an employee or member of the organization is concerned about the decisions and actions of the executive director, or the board of directors, the employee or member may discuss those concerns without fear of retaliation or retribution.



## General Fund

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Trail County Economic Development Commission is a non-profit organization, and therefore any of its investments should not be for speculative purposes. It must be recognized, however, that all investments carry with them some degree of risk, not only as to the safety of the principal itself, but also with regard to the inflationary erosion which occurs from failure to achieve an adequate return on invested assets.

### Operating Fund

Purpose- To provide sufficient cash flow to meet the financial needs of the organization from January 1 - December 31 (our designated budget period).

### Allowable Investments-

- Checking accounts in federally insured banks and savings
- Money Market Funds which invest in government backed securities

Federally-insured Certificates of Deposit

## Community Investment (Reserve Fund)

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Purpose- Reserve funds are intended for investment in community and economic development projects. The expected return of these investments may take many forms and include, but are not limited to: Recompensed funds to support the growth and reinvestment of the revolving investment pool for future projects, the creation of jobs and the advancement of approved strategic plan goals.

### Community Investment Funds

See Business Assistance Policy.

When reserve funds are not obligated to community or economic development projects, the funds will be held in repository instruments such as:

### Allowable Investments-

- FDIC insured Money Market Accounts
- Money Market Funds, which invest in government, backed securities
- Federally-Insured Certificates of Deposit
- Direct Obligations of the U.S. Government, its agencies and instrumentalities

### Prohibited Investments-

- Corporate Notes with a minimum rating of investment grade by one rating service
- Corporate Securities
- Private Placements
- Letter Stock
- Derivatives
- Securities from issuers which have filed for bankruptcy
- Commodities for commodity contracts
- Short sales
- Margin transactions
- Option trading
- Any speculative investment activities

## Business Assistance

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As a means to promote and encourage business development, retention and expansion, Traill County Economic Development Commission (TCEDC) works with existing and new businesses with the goal to help develop and retain jobs in Traill County. Assistance may take many forms including gap financing, general business support and alternative resource assistance with the objective to leverage resources available to Traill County to capture additional capital for job development and business projects.

### *Eligibility*

New or expanding businesses and entrepreneurs located in, or those looking to relocate or expand to, Traill County with the goal of job development.

Types of business projects eligible for consideration may include, but are not limited to:

- Acquisition of land, buildings, equipment, etc.
- Payment of professional fees (architect, engineer, attorney, etc.)
- Feasibility studies and/or marketing studies
- Business plans
- Interest buy-down
- Inventory
- Patent processing

Projects that may be considered ineligible may include, but are not limited to:

- Projects with inadequate personal/local commitments and investments
- Refinance situations
- Debt consolidation

## Forms of Assistance

### *Gap Financing*

Most economic development projects require a package of financing which may include a combination of personal investment, local financing, and state and federal finance resources. Traill County Economic Development Commission funds may be used to bridge the gap between various secured resources to reach the resource level required to accomplish project funding.

### *General Business Support*

Apart from financial assistance, Traill County Economic Development Commission is an available resource to guide or facilitate in a variety of business fundamentals such as the development of business plans, assistance with bookkeeping, marketing, etc.

### *Alternative Resource Assistance*

At the present time Traill County Economic Development Commission does not have an approved alternative resource policy in place. Until such time, alternative resources are not available for consideration.

## **Financial Assistance Policy**

Our priority is job development and job retention with emphasis on primary sector businesses.

### *Types of Gap Financing:*

- Low to no interest loans
  - Varying degrees of participation based on the priority level and job development
  - Loan terms and start date will be determined by the Business Assistance Committee and the client - at this time, TCEDC is lending at 2% above the Bank of ND Prime Rate.
  - Security agreement to be completed by client
  - Traill County Economic Development Commission will work with applicants to leverage community support and investment through lending institutions, local economic development organizations, city government, etc.
    - A ratio will be created to determine adequate local/personal participation (e.g.: Personal percentage, Bank percentage, Local Development percentage, Traill County Economic Development Commission percentage) – A system such as this provides assurances that a shared commitment exists as well as the opportunity to level the risk factor incurred by all parties.
  - Applicant should be able to demonstrate an understanding of their market area as to the impact of the proposed project to the region, the affects to existing competing entity(s) and the sustainability of the related sector as a whole.
- Grants
  - Community investment funds will only be considered for grants in cases where job development and retention can be adequately shown.
- Stocks Direct Investment/Shareholder situations
  - Community investment funds will only be considered for direct investments in cases where job development and retention can be adequately shown.

## Financial Assistance Application

### *Fee*

- \$50 non-refundable application fee to defray costs associated with administrative and monitoring expenses
- Additional fees may apply

### *Application Process*

- Requests for assistance will be accepted at any time. To submit a request, applicants must contact Traill County Economic Development Commission. Completed applications will be reviewed by the Executive Director and Business Assistance Committee and if successful, will move on to the full board.

## Documentation & Monitoring

- As a means to remain current with approved projects, Traill County Economic Development Commission will request for annual review documentation such as financial statements to assess the project's continued viability and to measure jobs retained, and/or developed, through the course of assistance.

## Glossary of Terms

### *Primary Sector Business:*

Traill County Economic Development Commission defines primary sector businesses as those that bring new wealth from outside the County, thereby expanding the tax base and fueling the economic multiplier effect.

### *Secondary Sector Business:*

Traill County Economic Development Commission defines secondary sector businesses as those whose focus is to sell products and services to individuals and businesses within Traill County.

### *Competing Business:*

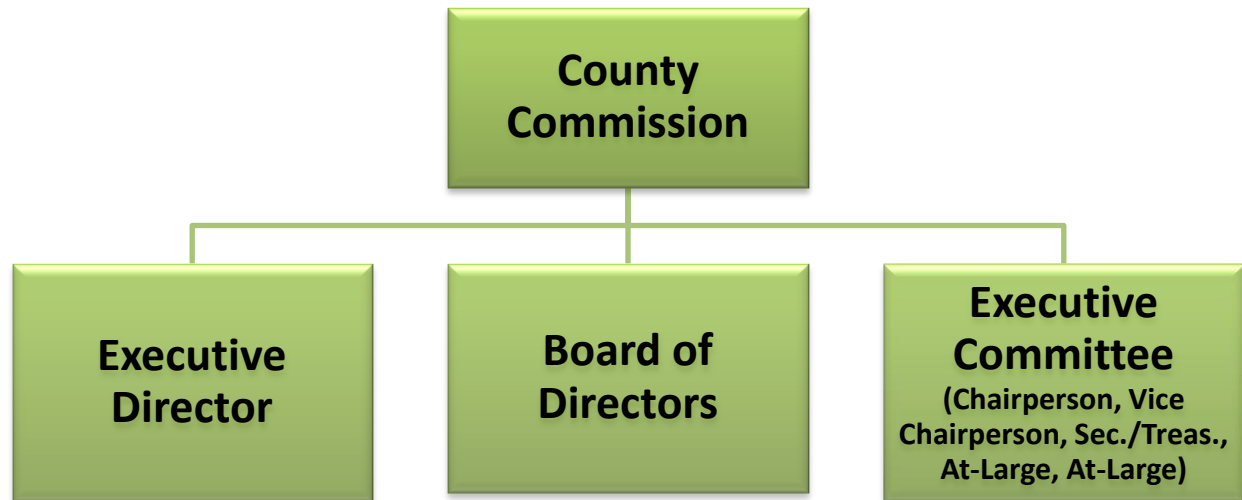
Traill County Economic Development Commission defines competing businesses as those that compete for the same dollars within Traill County.

### *Business Assistance Committee:*

The Business Assistance Committee is to be appointed by the Chair as explained in Article IV of the Traill County Economic Development Commission By-Laws. The Committee is to be appointed on an annual basis by the Chair, with makeup to include Chair, one executive committee member and one non-executive committee member.

## Organizational Chart

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## Job Description: Member of the Board of Directors

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**Position Function:** A Director of the Board will serve as an appointed representative of the residents of Traill County in the governance of the Traill County EDC.

### Responsibilities:

#### 1. Legislative

- A. To consider and adopt statements of policy which will serve as the framework for decision making and strategy in issues that affect the Traill County economic community or the operations of the Traill County EDC.
- B. To review and update the strategic plan which sets goals, objectives, and priorities.
- C. To monitor the progress of staff, committees, and task forces in implementing policies and the strategic plan.
- D. To measure the results of efforts to meet the goals and objectives, as well as to evaluate their effectiveness.
- E. To amend the By-Laws as needed.

#### 2. Financial

- A. To adopt an annual budget adequate to implement to the strategic plan.
- B. To oversee long-range financial planning such that Traill County EDC has adequate resources to carry out its mission.

- C. To oversee the management of Traill County EDC assets and liabilities, and to authorize the sale of assets or assumption of loans, notes, etc.

### 3. Employment of an Executive Director

- A. To hire an Executive Director to carry out the day-to-day activities of the Traill County EDC.
- B. To conduct an annual review of the progress of the Executive Director.
- C. To evaluate annually the job description of the Executive Director.

### 4. Leadership

- A. To communicate Traill County EDC policies and positions to Traill County residents and others.
- B. To alert staff and Board to issues of concern to Traill County.
- C. To promote actively and attend Traill County EDC events.
- D. To motivate Traill County residents to support Traill County EDC activities.

Individually, Directors should:

- A. Attend all Board meetings.
- B. Keep informed about Traill County EDC policies and activities.
- C. Consider all issues presented on their merits, as well as in the best interest of the entire economic community.
- D. Promote actively the Traill County EDC and the county.
- E. Perform such duties as may be requested periodically, including service on committees and task forces, soliciting new members, or contacting resigning or delinquent members.

**Accountability:** Directors individually are accountable to the entire Board of Directors and collectively to Traill County residents.

## Board of Directors Checklist

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1. Understand the Traill County EDC's budget and priorities for the year.
2. Make a commitment to attend Board meetings and Traill County EDC events.
3. Become educated on the issues facing the Traill County EDC and the business community.
4. Ask opinions from Traill County residents about issues.
5. Understand the Traill County EDC committees and activities.
6. Notify the Traill County EDC staff when unable to attend a Board meeting.
7. Express opinions during Board meetings.
8. Bring issues to the Board meetings.

## Duties of the Board of Directors

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The Board is the Traill County EDC's policy making body. It acts as a forum for the discussion of action on issues, policies, and matters of concern to the organization. Its work includes hearing reports and acting on them; referring matters to committees for study and recommendation on action; approving the budget; monitoring progress toward objectives; advising officers and staff; electing officers; and handling other general business of the Traill County EDC as necessary.

## Your Responsibility as a Director

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As a Director, you represent the Traill County EDC as a whole, rather than a particular business category or interest group. While a balance is sought on the Board among communities and interest groups, each Director is accountable to the entire Board and Traill County residents. You have a responsibility to act in the best interests of Traill County.

As a Director, you do not have individual authority to commit the Traill County EDC unless a policy has been clearly established by the Board. You are expected to voice your opinion and share the input you have received from other members considered by the Board. You should vote, not as a representative of any certain interest, but in light of the best interests of the entire economic community. Once a policy is set, a Director should abide by the decision and be willing and able to defend it.

## Relation of the Director to the Board

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A Director is a partner with the other Directors of the Board. You work together to improve the economic growth and prosperity and the quality-of-life of the county. You should accept appointment as a definite responsibility to the other Directors and Traill County residents.

You should be scrupulous in your disassociation of all personal interests from Traill County EDC activities. Your position is a position of trust.

Your attitude toward other board members - if the team is to be unified in its efforts - should be one of tolerance for their viewpoint, conciliation for their differences, and zeal for unifying diverse opinions into constructive policies based on a consensus (recognizing that unanimity is not always achievable). You should schedule your time in order to attend the maximum number of Board meetings and be prompt at all of them.



## Relation of the Director to the Public

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A Director needs to be ready and willing to defend and explain policies to the public. However, you aren't expected to neglect your business to listen to every person with a suggestion or grievance. The Chairperson, as the Traill County EDC chief spokesperson, or the Executive Director, as the chief executive officer, should be referred any media inquiries or particularly time-consuming ones. Certainly any criticisms should be brought to the attention of the entire Board and staff.

## Relation of the Director to the Staff

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While the Board is the legislative, and frequently the judicial arm of the Traill County EDC, the administration is delegated to the staff. The Board employs an Executive Director who is responsible for the management of the organization, including hiring and directing staff to carry out Traill County EDC objectives. The Board has an obligation to evaluate the performance of the Executive Director and provide guidance and direction in the areas of strengths and weaknesses. The relation of a Director is advisory as it relates to the other members of the staff, and criticisms or suggestions in terms of staff performance should be made to the Executive Director.

## Relation of the Director to the Committees

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The path between Directors and committees should be two-way. The Board delegates the implementation of objectives to committees and must insure they have adequate resources of time, talent, and funds for these to be carried out. Committees need to keep the Board informed of their progress, as well as provide advice and recommendations relative to specific issues. A Director has an overall responsibility to all committees, whether serving on any of them or not. A Director should keep informed of their activities, promote and attend them when possible, help each committee to maintain its proper relationship to the overall objectives and cooperation of the Traill County EDC, and study and act on committee recommendations. Final authority should not be delegated to a committee, except as provided for in the strategic plan, budget, or by Board action. All committees engaged in activities involving policies or expenditures outside of the strategic plan or budget must seek prior Board approval.

## Job Description: Chairperson

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**Position Function:** The Chairperson shall be the principal board officer of the Authority, the official spokesperson and shall preside at all meetings of the Board. Unless otherwise specified, he/she shall be an ex officio member of all board committees. He/she shall also perform all duties as may be prescribed by the Board from time to time.

**Responsibilities:**

1. The Chairperson shall be the presiding officer at all of the meetings of the members of the Economic Development Commission.
2. The Chairperson shall sign all deeds, mortgages, leases, conveyances, contracts, notes and obligations, and perform such other duties as are prescribed by the Economic Development Commission.
3. The Chairperson shall have the general power of management of the Economic Development Commission and shall be authorized to sign all contracts, deeds, mortgages, leases, notes and other papers and conveyances as may be necessary for the transaction of the business of the EDC in accordance with Section 11-11.1-03 of the NDCC.

**Accountability:** The Chairperson is directly accountable to the Board of Directors and ultimately to Traill County residents.

## Job Description: Vice-Chairperson

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**Position Function:** The Vice-Chairperson shall act as Chairperson in the absence of the Chair and when so acting shall have the power and authority of the Chair.

**Responsibilities:**

1. The Vice-Chairperson shall exercise the functions of the Chairperson in the event of his/her absence or his/her disability to act for any cause.

**Accountability:** The Vice-Chairperson is directly accountable to the Board of Directors and ultimately to the Traill County residents.

## Job Description: Secretary/Treasurer

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**Position Function:** The Secretary/Treasurer will maintain records and will oversee the financial affairs of the Traill County EDC.

**Responsibilities:**

1. The Secretary/Treasurer shall keep a full and permanent record of all meetings of the members of the EDC.
2. The Secretary/Treasurer shall countersign all deeds, mortgages, leases, conveyances and contracts.
3. The Secretary/Treasurer shall keep accurate and complete records of all receipts and disbursements and shall be custodian of all funds of the EDC subject to control of the EDC.
4. The Secretary/Treasurer shall sign all vouchers certified by the EDC for the withdrawal of funds.
5. The Secretary/Treasurer shall perform such other duties as may be prescribed by the EDC.

**Accountability:** The Secretary/Treasurer is directly accountable to the Board of Directors and ultimately to Traill County residents.

## Job Description: Committee Chairperson

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**Position Function:** To plan and direct action through the committee to accomplish objectives delegated to it.

**Responsibilities:**

1. The Committee Chairperson shall call meetings of the committee.
2. The Committee Chairperson shall preside at all meetings or insure that a Vice-Chair or someone will.
3. The Committee Chairperson shall assist with the solicitation of committee members.
4. The Committee Chairperson shall make sure that all committee members have a clear understanding of committee objectives.
5. The Committee Chairperson shall provide an environment conducive for all committee members to express themselves.
6. The Committee Chairperson shall motivate and guide the committee toward achieving its objectives.
7. The Committee Chairperson shall delegate specific responsibilities to members of the committee, set deadlines for completion, and follow up to see that the work is being done.
8. The Committee Chairperson shall keep the Board of Directors informed about committee accomplishments and present recommendations.
9. The Committee Chairperson shall advise the Board in its evaluation of objectives and plans for the coming year's strategic plan.
10. The Committee Chairperson shall act as spokesperson for the committee.

**Accountability:** The Committee Chairperson is directly responsible to the Board of Directors.

## Job Description: Executive Director

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**Job Description:** The director manages the day-to-day operations of the TCEDC. Work includes loan analysis and administrative activities. The director will manage development of a county economic plan. Analyze data to guide planning efforts for the TCEDC. Work with county, local governments, the private sector and the general public. Locate and apply for state and federal grant programs.

**Supervision:** Under the direct supervision of the Traill County Economic Development Board

### **Duties and Responsibilities:**

1. Promote and market Traill County
2. Manage development and implementation of a county economic development plan and program
3. Identify funding sources (grants), assist in preparing applications for said funding sources and tracking grant projects to completion
4. Maintain a database of public and privately owned sites and buildings for development
5. Meet with loan applicants and assist them with paperwork. Present paperwork to Board along with assessment.
6. Prepare financial reports concerning loan administration. Monitor all loans. Execute loans with due diligence. Establish loan process.
7. Monitor loans for missed payments and contact the business regarding payments.
8. Proactively seek out economic development, revitalization and infrastructure projects for the county
9. Attend statewide economic development meetings and seminars and present information to TCEDC
10. Implement strategies to attract new employers from outside the county.
11. Seek ways to attract new residents to Traill County and minimize the outflow.
12. Assist in the improvement of infrastructure, housing, recreational and cultural facilities.
13. Assist existing employers to become more competitive and to improve their business
14. Develop strategies for capturing more local consumer dollars
15. Communicate and work effectively with regional, state, federal and local officials and representatives from businesses.
16. Work with and present reports and recommendations to the TCEDC board.
17. Perform public relations activities for specific projects, such as a press conference. Conduct public meetings and speak to civic organizations. Develop a working relationship with local newspapers and media.
18. Act as a liaison between TCEDC and the City EDCs and attend local EDC meetings.
19. Maintain and improve TCEDC website.
20. The TCEDC reserves the right to revise or change job duties as the need arises.

**Skills and Abilities:**

- The ability to work independently; must be a self-starter, and both a thinker and a doer.
- The ability to supervise others to accomplish goals.
- The ability to communicate and work effectively with local governmental and community leaders both formally and informally (often after regular office hours).
- The ability to organize, develop, analyze and otherwise reduce large amounts of data and concepts and ideas into clear, concise reports, plans or documents.
- Must possess sufficient expertise with computers and word processing.
- A Bachelor or Masters degree from an accredited institution in one of the following areas; Marketing/Mass Communication, Urban and Regional Planning, Business Administration, Public Administration, Finance or Political Science or an equivalent combination of education and experience.
- Knowledge of government, government processes and rural planning is desired.