**SW REAP Draft Strategic Plan - 2016**

**Objective #1: Increase Job & Business Opportunities**

1. Continue to enhance participation in our fund programs
   1. Clarify for microloans. Do we want risk or do we approve through a banker’s eyes?
      * 1. Historical model – gap financing with high risk.
        2. Proposed future models
           1. Gap financing with high risk
           2. Gap financing with lead lender in place
           3. Gap financing with no lender attached (Character loan)
        3. Action item: Survey SW REAP members to identify desired model.
           1. Who: Executive Director
           2. Timeline: Paper survey April 6 meeting or Survey Monkey. Results reported at June 1 meeting.
           3. Budget: No cost for survey and report. May want to increase funds available.
   2. Also for new members who basically see microloans. Education on the other funds, need base knowledge to enhance. See 4A.
      * 1. This section was assigned to another group.
   3. Annual Report.
      * 1. Annual report will be generated by another group.
           1. Request to include

Annual investment activity (Microloans, Partnership funds etc.)

Types of loans (market tools available through SW REAP)

* 1. Use RLF.
     + 1. Request to marketing group.
          1. Types of loans (market tools available through SW REAP)

1. Encourage partnerships for Community & Economic Development
   1. Distressed business response. How? What?
      * 1. Proposed future model – aligned with high risk gap financing (above)
        2. Action item: Include in survey
           1. Who: Executive Director
           2. Timeline: Paper survey April 6 meeting or Survey Monkey. Results reported at June 1 meeting.
           3. Budget: No cost for survey and report. May want to increase funds available.

Proposed survey questions (rank 1 – 5, 1 being low, 5 being high):

1. SW REAP should offer gap financing with high risk?
2. SW REAP should offer gap financing only with a lead lender in place.
3. SW REAP should offer gap financing with no lead lender in place only on a Character referral.
4. SW REAP should offer distressed business financing.
   1. Client is required to demonstrate distress with a letter of denial from their lender.
   2. Client is required to seek professional business counseling to set and manage a strategy towards recovery.
5. SW REAP has $XXXXXX available for lending as of 04/01/2016.
   1. This is adequate to meet needs.
   2. This is inadequate to meet needs.
      1. Additional needs up to $250,000
      2. Additional needs $250,000 - $500,000
      3. Additional needs $500,000+

**Objective #2 - Strengthen Members**

1. Roles & Responsibilities
   1. Board Member orientation manual
      1. Start with Board Handbook and build from there
      2. Included should be an example for each loan fund we have
      3. This would have to be updated periodically
   2. Attend bi-monthly meetings/conference calls
   3. Review materials prior to the meeting
   4. Develop Succession Plan – board and partner members
      1. Not exactly sure of intent, but seems in most things “finding your replacement” seems to work well in order for someone to be “groomed” for a position vs. blindly thrown in
      2. Are County Commissioners aware of responsibilities they are placing on individuals they appoint? Maybe they should be invited by appointee to attend a meeting.
      3. Best if person that is stepping down would recommend replacement that they would think would work best with group
   5. Formal mentor network
      1. Need to identify who is willing to serve – Board member mentor board member, partner mentor partner, and RIB member mentor RIB member
      2. Mentor new members for the first year. Have coffee/lunch together before/after the meeting for one on one interaction.
      3. Very important to have mentor working close to new members.
2. Board Member Orientation/Training
   1. Capture historical stories to inspire/educate
      1. Start with success stories we already have – things that were compiled for the 20th Anniversary
      2. Someone from each county contribute success story
   2. Bio/better introduction of members and backgrounds
      1. Board handbook/orientation manual (identify if these are going to be separate or the same – “orientation” items could be a section of the handbook) could include a page that includes a brief paragraph bio so everyone knows what everyone else is bringing to the table as far as areas of expertise
3. Communications
   1. Visit county commissions
      1. Use general report about board/progress/accomplishments as a whole, and then could go into detail about any specific county impacts/loans
      2. Semi annually or annually meeting with commissioners recommended
   2. Annual Report
      1. While I’m not familiar, sounds like there used to be a simple one done that could just be resumed – Shirley
      2. Not necessary for audited report each year but need to do one occasionally.
      3. Simple recap for our bookkeeping service
   3. Improve wherever possible – mail/email/meetings
      1. Use the free technology that is out there to include remote attendees with budget constraints – video or teleconference
      2. Educate individuals via face to face, Facebook, articles in newspaper, councils and commissions on “what/who” SW REAP is.
4. Reporting (Blog, etc.)
   1. To me, this is essentially the same as C. While no one seemed to fully embrace the blog idea, suggestion would be to start a Closed Facebook Group for members and/or a public Facebook page – easy to maintain but would need someone to be responsible for (a Facebook page but not the group)
5. Printed/web-based organizational tools
   1. Reports for Region/Counties – printable/downloadable for presentations
      1. Will need to coordinate with Communications Committee on this one as on their agenda is to come up with several templates
      2. As far as reports, this could mean making the annual report, board book, etc. all available on the website
         1. Looks like there are prior reports in the Publications section of SW REAP on the website – the updated website is great and will be a nice foundation to build upon whatever we decide to add

**Objective #3 - Marketing (Internal and External)**

1. Marketing Plan Draft

SW REAP has identified the need to further tell it’s story and share how it is a valuable resource to the communities, counties, and region it serves. A variety of methods were identified for helping to create a message that are further outlined below. With a strong, unified message from SW REAP partnerships can be strengthened and success can be shared to further indicate the impact that this program creates in our region.

**Target Audiences:**   
Key Partners identified by the SW REAP Board:  
Lending Institutions within the region  
State and federal government offices  
County Commissions  
City Councils  
Economic Development Organizations

Identify specific partners and contact information. **FACILITATOR: DEADLINE**:

**Tools Identified (in order of implementation):   
*1. Marketing Message/Elevator Pitch*** – **FACILITATOR: DEADLINE**:

Create a specific and concise message about who SW REAP is and what they do. Maybe previously developed, but need to share with Board and Key partners to create a unified and knowledgeable message to share when speaking about SW REAP.

***2. Templates –*FACILITATOR: DEADLINE:**

Press Release: distribution and knowledge of how to use the press release template that is available and identify marketing partners to create a quick reference for distribution.

***3. Newsletter –* FACILITATOR: DEADLINE:**Bi-Annual newsletter that outlines:  
Featured Program  
Success Stories  
Note From Board Member  
County Highlight  
Financial Info – Snapshot  
COGNAC Highlight  
Recognition  
Newsletter will also act as a reporting tool for reporting back to county commissions.

***4. Facebook*** – **FACILITATOR: DEADLINE:**  
A social media platform could be created as a quick reference for SW REAP activity and drive interested parties to the website.

***5. Rack Card*** – **FACILITATOR: DEADLINE:**  
Specifically developed to deliver the message we want to share with our lending partners.

**Objective #4 - Sustainability of REAP**

**Part A:**

**Part B: Explore Options for “whole” of REAP**

1. Identify Duplication
2. Identify Inefficiencies (audit, meetings, communications, etc.)
   1. Compare Pros and Cons of Alternate Forms of Organization
   2. Explore a “business plan” for REAP that incorporates strategic plan outcomes
3. New Funding Sources
   1. Statewide Economies of Scale – do bigger projects get funded?
   2. Funding from current emphasis areas like Strike Zones, etc.
   3. Explore USDA Foods emphasis for grant projects – community kitchens, grocery supports, etc.
   4. RBDGs 2016 - Is there emphasis on elderly or retires
4. Operating supports – any new sources or changes to do this?
5. Include zone information or emphasis areas for new USDA RD Multi-jurisdictional Grants in strategic planning documents