

## SORED I BOARD OF DIRECTORS MEETING MINUTES

Tuesday, August 8, 2023, 3 – 5 pm

Anne G. Basker Auditorium, Grants Pass

Member	Entity	Member	Entity
X Ausland, Aaron	Ausland Group	X Hall, Dustin	Cummins
X Ayers, Jessica	City of Medford (ALT)	X Holmes, TJ	Travel Medford
X Bailey, Dr. Rick	Southern Oregon University	X Hyatt, Paula	City of Ashland
X Bartalini, Karen	Providence	Johnson, Kelley	City of Central Point
Bochart-Leusch, Jessica	Cow Creek Tribe (ALT)	Long, Juliet	RCC (ALT)
X Bristol, Sara	City of Grants Pass	X Meyer, Alan	Pacific Power
Browning, Taneea	City of Central Point (ALT)	X Miller, Kaycee	Rentec Direct
Clark, Bradley	City of Grants Pass (ALT)	Pickens, Jeanne	Rogue Credit Union
X Cubic, Aaron	City of Grants Pass (Staff)	X Reed, Carrie	Tribal One (ALT)
X Doan, Ron	Cow Creek Tribe	Sell, Kathy	City of Eagle Point
X Dotterrer, Dave	Jackson County Commissioner	Spansail, Sarah	City of Medford
X DuBose, Chris	First Interstate Bank	X Vincent, Steve	Avista
Eagles, Breanne	Moss Adams	Walsh, Dr. Sue	SOU (ALT)
X Fahey, Nick	Southern Oregon Sanitation	X Weber, Dr. Randy	Rogue Community College
Farm, Judy	Tribal One	X Weiss, Harry	City of Medford (staff)
X Fischer, Tom	Coldwell Banker Commercial	X West, John	Josephine County Commissioner
X Glover, RJ	Boise Cascade		
Members Present: 22		Members Absent: 4	Member Vacancies: 2
SORED I Staff		Guests	Entity
X Padilla, Colleen - Executive Director		X Anderson, Paul	Rogue Truck Body
X Browne, Amy – Operations Manager		X Lemhouse, Greg	Tribal 1
X Roper, Terrill – Business Development & Loan Manager		X Tippin, Todd	Barrett Business Services, Inc
X Bohl, Carrie – Communications & Business Support Manager		X Pearce, Dana	City of Grants Pass
X Tadlock, Jaymes – Business Development Manager		X Conway, James	City of Grants Pass

### Welcome and Introduction

President Chris DuBose opened the meeting at 3:03 with a welcome and introductions. Quorum present.

Changes in Executive Committee include:

- Steve Vincent, Past President, replacing Terri Coppersmith
- Jeanne Pickens, Secretary/Treasurer, replacing Lowell Gibson

New additions to the Board

- TJ Holmes, Travel Medford, for Medford Chamber
- Kathy Sell, City of Eagle Point Interim
- Bradley Clark, Alternate for the City of Grants Pass
- Carrie Reed, Alternate for Tribal 1, replacing Greg Lemhouse

New SORED I Staff

- [Jaymes Tadlock](#), Business Development Manager

About: Anne G. Basker Auditorium

- Named after Anne G. Basker, the first female commissioner in Josephine County, 1972
- The building was originally called the Women's Pavilion until 1998 when changed to the current name.

## **Business Presentation**

### **Paul Anderson, General Manager & Corporate HR Director – Rogue Truck Body**

Rogue Truck Body is running strong under new owners and CEO following the retirement of its Founders. It has been a family-owned business since 1991.

In 2018, SOREDI helped Rogue Truck Body with their Phase I expansion and is now in phase 2, with the projection to add to their existing 35 to 75 employees. Phases 3 & 4 will include new products and the addition of another 20 employees. They are the largest builder on the West coast, creating 600-800 trucks per year. They are currently working six 10s per week to keep up with the order schedule. A competitor recently went out of business, so they are picking up the slack, which included creating the necessary parts and tools for a new line.

They are still facing the workforce challenges reflected across the valley. The issue isn't necessarily finding qualified workers, it is finding those who want to work. The goal is to recruit young people, mostly high school/early college age, who want to work and then give them the needed training.

Because of high demand and worker shortage, they are sitting on a 500-unit specialty order for a national company while getting the current order out the door.

The new CEO has the experience of growing twenty-two companies and is building RTB for the next twenty years. This is a company of families and generations. There are currently seventy-four families employed. Their recent Christmas party included 225 people, reflecting the family connections at Rogue Truck Body. Two and three generations have been working there and now they are starting to see the next generation interested.

## **Questions**

**Ayres** – Is it hard to find employees in Kerby? Yes, but they have been drafting locally and out of Rogue River. The pay is above scale at \$20 per hour starting, and after 60 days receive full benefits. They have a 91% signing rate, which is far above the industry average.

**Vincent** – Succession plan. Any insights to us as to what the succession plan was for the leadership turnover? Anderson does not have any.

**XXXXXX** – Why did the competitor fail? Because of COVID and not getting people to show up for work post-COVID.

**Miller** – Are you able to expand in Kerby? We are currently tearing down a wood structure building from the 40s, and building a 10,000 square foot steel structure, which is part of Phase 2. Josephine County and SOREDI helped them get in place for that. Another 10,000 square feet in back is slated for phase 4.

**Weber** – Is the \$20 starting wage adjusted for skill level? Yes. Someone who comes in with skills will receive credit for additional pay as well as even more pay according to the tools they bring with them. Weber noted the challenge for RCC of students leaving for higher paying intro jobs. RTB has worked with and will continue to work with RCC for CWE certifications.

**Fahey** – SOS has experienced a long wait time for new trucks. What is RTB turnaround time? We have gone from an 8-month lead time to a 3-month lead time on trucks and chassis.

**Doan** – Asked if Knife River is a customer of RTB? Yes, we are their exclusive builder.

**Padilla** noted that SOREDI created an [Edge Profile](#) to recognize RTB.

**Anderson** noted they received Chamber Tenacity Award and how all the continued acknowledgement of their efforts benefits the company.

**Padilla** noted that RTB brought 28 people to the SOREDI Foundation's first annual Bowl-A-Rama in June.

Anderson stated that it was a great opportunity for team building. They had so much fun that a weekly Grants Pass bowling team has since been formed.

## **Josephine County Welcome, Updates – Commissioner John West**

Commissioner West noted that earlier in the day there was a commissioner's meeting, so the information provided today is up-to-date. West noted that he had encouraged Rogue Truck Body to consider expanding into Merlin as one way to expand operations, benefitting both communities.

There is a broadband action team (BAT) forming for Josephine County to work on getting more internet connectivity in rural communities. The team is designated to work on this project and is geared up to work quickly. With remote work being more common post-COVID, they have become aware of the workforce who have left the area due to lack of internet access.

West shared he was born in the former Dimick Hospital in Grants Pass. That property was recently sold to a developer and will close in October; the developer intends to build workforce housing there as part of a mixed-use development.

The Flying Lark facility, though a great gift from the Boersma family, had been built for a specific purpose. The County has decided to list the building with a national firm. \$52M was spent to build it but it is not worth that amount. West is confident of getting a new business to locate there.

Improvements are coming to the Grants Pass/Josephine County airport including acquiring new businesses, extending the taxi way, and 20-25 new hangars. The plan is for 2-4 new businesses with 50-60 new employees. There is no plan to bring in jets, such as are the Medford/Jackson County regional airport.

Grants Pass is getting stabilized with safety by adding sheriff and fire protection. West expects a Sheriff's District if forthcoming for vote.

#### **Commissioner West's Concerns –**

Budget issues are currently the top concern. Are businesses in Josephine County being reached out to enough to help them expand or downsize or provide guidance? As Commissioners, they look at what SOREDI membership is and ask if the county is getting what they need? They will be asking questions about SOREDI and will ask them to promote more businesses and make sure the business we have is being serviced correctly. He noted the local Chamber is good but wants to pick up the pace; further noted that he takes his role personally and knows that retaining business and employers are key, specifically noting his focus on small businesses.

Commissioner West noted he is continually addressing complaints of citizens on this matter of lack of support from SOREDI. Between inflation, lack of employee retention, and being in tough times, they need to see where the county is going to go. Top priority is to keep the current businesses and the Commissioners want to see it done better. Potentially the county may establish their own economic development staff. Included in that concern is how do we keep our young people after graduation to be part of local workforce?

**Dotterer** - noted that he was just with the Marion County commissioner and would like to see more emphasis on retaining and expanding businesses. He agrees with John West on some of the same concerns and notes the same issues exist in Jackson County. He asked whether the SOREDI charter may be changed, making recruitment secondary to retention activities, with possible change from traded-sector focus.

**Fischer** – Asked if not SOREDI, then who does the regional work? In terms of SOREDI, he asked Commissioner West what he may have seen that says someone else can do the job of SOREDI?

**West** acknowledged his lack of understanding of the full role of SOREDI. Right now, he reports that a fair number of businesses are reaching out to the Commissioners and their concern is about taxpayer funding going to an outfit in Medford. Some don't know who SOREDI is, so maybe better business outreach can be done to let people know what services are available. The Josephine County Board of Commissioners and businesses feel that SOREDI isn't doing the job needed. The community is not feeling good about it.

**Padilla** noted that both counties and both the cities of Medford and Grants Pass used to employ separate economic development staff. Today, only Grants Pass retains that position.

**Glover** – Asked what specifically are the needs being expressed by the concerned businesses? Are they going to the Commissioner because of zoning issues or SOREDI issues?

**West** shared it a range of needs, but did not articulate further, only that they are not getting the help they need.

**Ausland** – SOREDI has a traded-sector business (those who sell products outside the region) focus by its charter and is not retail/smaller business focused, so maybe there is confusion; more education is needed on how the agencies interface and services available.

**Miller** - Asked for more detail on specific concerns brought to the commissioner and what direction he provided.

**Weber** – When was the last time SOREDI did strategic planning?

**Padilla** noted the Comprehensive Economic Development Strategy (CEDS) required by the EDA, was last updated in late 2019, is called the One Rogue Valley Strategy, and contains 5 key initiatives created by this region. It is updated every five years and the current strategy covers July 1, 2020 – June 30, 2025. Next fiscal year (2024-2025), SOREDI will begin gathering data for the 2025-2030 update and engage the CEDS Committee, as is required by EDA.

**West** – Businesses at a recent meeting wanted to know why the county is spending taxpayer money for SOREDI? They don't feel that SOREDI is helping them expand, provide them with loans, help them with business planning. They also feel that Jackson County gets more help than Josephine County. They want to have their own economic development person.

**Dotterrer** – He asked how that might change. Noted that neither county has economic development personnel on staff and that Jackson County relies on SOREDI to be their economic development office.

**DuBose** – There has not been any awareness within SOREDI that businesses are reaching out to the Commissioners for expansion assistance and other needs. Is there a way to get those businesses to SOREDI? Is there a way to convene the 35 businesses West mentioned for a group discussion?

**Ausland** – As a third-generation business owner, he has seen how some can get an insular perspective in Josephine County. However, all of those outside this region see us as Southern Oregon, not separate jurisdictions. How can we broaden our perspectives to not make it an "us" versus "them" issue, which is not a solution.

**Padilla** noted that originally, the jurisdiction fees for the founding 4 were a flat \$25,000 each, from creation of the agency in 1987 to 2016. In 2016 discussions were held with all 15 jurisdictions to suggest their membership fees population-based, making it a more equitable formula for all, with no push back.

**West** – There doesn't seem to be a clear message as to what SOREDI does or what it is.

**Ausland** – Recommended SOREDI put case studies in front of businesses for them to see what they do and how it has benefited the region. Traded-sector companies have the workforce, and they have the managers and CEOs that come into our areas. This benefits the small and downtown businesses.

**Dotterer** – There is a Rogue Workforce Partnership, Chambers and SOREDI meeting coming up (REV Chat). He is recommending a robust discussion about what is the role of Chambers, other agencies, and SOREDI.

**Miller** – We need to know what the complaints are and then differentiate where the help comes from. From there a resource can be developed and then used around the region that will point to who could be the solution to that need. There is an education piece to this.

**West** – Zoning is taken care of by the Commissioner's Office. The obstacle is more about businesses wanting to expand but reach out to chamber or SOREDI and don't get the help they need or the education on what to do. Businesses came back to the Commissioners and said they couldn't get help and wonder why does Jackson County get all the businesses? He suggested that there could be a business event twice a year that is informational for businesses.

**Browne** – Encouraged Commissioner West to contact her directly if a business comes to him with questions or concerns and assured him that every business gets a follow up call and/or assistance.

**Meyer** – SOREDI has a focus on the big customers by design. Pacific Power and Master Brands are the top two taxpayers in the County. Are the big businesses making the comments or the smaller?

**West** – Small business is the driver and backbone of our economy, and he notes that you can't convince him otherwise. These businesses don't feel covered by the Chamber or by SOREDI.

**Ayers** – Countered Meyer's comment, noting that small businesses, particularly in the downtown Medford area is a high priority for their council.

**Fischer** – We are still dealing with the effects of the pandemic – The Business Recruitment and Retention (BRR) Committee had to suspend their activities. Prior to the pandemic the BRR was very active with 20-30 members talking to businesses to find out what their needs are, what resources are needed, what is going well. We are now in the process of getting that going again and have started meetings to reinstate.

**DuBose** noted that the SOREDI Executive Committee is dedicated to bringing the BRR back up as a key priority this year, and thanked Commissioner West for the Josephine County updates and for initiating discussion on how SOREDI can improve messaging moving forward.

### **Action Items**

Approving May 9, 2023, meeting minutes tabled until September meeting.

### **Executive Director Report**

SOREDI, was founded by Josephine County, Jackson County, City of Medford and City of Grants Pass, has a mission to Advance business in Southern Oregon to foster economic vitality by helping companies and entrepreneurs launch, relocate, and prosper, with a focus on traded-sector businesses that bring jobs and local economic growth through a national and global reach. Most economic agencies in the state received membership support through the video poker funds, not from taxpayer funds.

**Vincent** - twenty-two 22 ago, each county moved toward having an economic staff member, and then cycled back to the ED districts to do the work. It is the bigger businesses that support the smaller businesses. The large employers have the employees who need the products and services of the smaller businesses.

### **Membership Revenues Recap**

#### **Monthly Membership Revenue Summary, FYE 24**

	Budgeted FYE24	Received	Percentage
As of 8.4.23			
Jurisdictions	\$ 213,682.25	\$ 119,415.63	55.88%
Private	\$ 156,225.25	\$ 57,450.00	36.77%
<b>TOTAL MEMBERSHIP</b>	<b>\$ 369,907.50</b>	<b>\$ 176,865.63</b>	<b>47.81%</b>

- 47.81% of all membership renewals have been received within the first month
- 5 of the 15 jurisdictions have renewed, which is based on their population and not a flat amount

### **Financial Notes**

- There is a net gain to the budget of \$36,165 due unforeseen changes at the time of the budget approval
  - Wages went up slightly
  - Employee benefits went down significantly
  - Liability insurance was reduced
  - Storage lease eliminated
  - Incorrect entry in loan program transfer

### **Key Priorities**

- In FYE 2023
  - Align with key initiatives within the [region's comprehensive strategy](#)
  - Engage businesses to identify needs and provide resources by responding to and courting relocation leads, shepherding local expansion projects, and coordinating industry tours with educators and members
  - Increase financial stability via building loan program revenues, securing new and renewal memberships, and pursuing enterprise zone management fees allowed by Oregon statute. Businesses that qualify for an Enterprise Zone abatement include headquarter facilities, hotels and traded sector businesses. The Executive Committee requested that SOREDI secure the fees.
- Considerations for FYE 2024
  - Align with key initiatives with the [region's comprehensive strategy](#)
  - Increase business engagement to identify needs and to provide resources

- Shepherd and provide grant administration/fiscal services for business-focused initiatives such as Planning, Infrastructure, Economic Revitalization (PIER) efforts for the 2020 wildfire relief, and the regional Innovation Hub plan implementation.
- Manage enterprise zone and pursue statutory fees
- Build loan portfolio and membership

### **Recruitment & Retention Projects, Confidentiality**

These are highlights of the multiple recruitment projects in the works. SOREDI has Non-disclosure Agreements (NDA's) for most recruitment projects.

1. **Project Murphy (Oct. 2022)** – Distribution & Fulfillment Center in **Central Point** – Neary 90,000 s/f of facility planned. 100-200 jobs expected. Total investment unknown. Expected to be operational, December 2024.
2. **Project Adventure** – Food manufacturing in **Ashland**. They have signed a lease for the former Maranatha Nut Butter facility. 15-20 jobs overtime. \$1.2 million investment. Enterprise Zone Applicant, expected to be in operation, January 2024
3. **Project Green** (May 2021) – Bio technical science industry, building new facility in **White City**. Expected groundbreaking September 21. \$14 million investment, 22 jobs, 35,000-/sf to start. Expected to be future HQ, as well. Padilla noted the Board will receive an invite to the groundbreaking in September.
4. **Project Bundle** – Wood products company, local expansion to **Phoenix**. Formerly located in Central Point – Pacific Wall Systems. Leasing property formerly occupied by Boise, effective July 1. Expected enterprise zone application for additional facility on site.
5. **Project Monarch** – this Josephine County business is expanding to Jackson County to be closer to transportation, specifically the airport.

Staff Lead: Terrill Roper

**Glover** – Asked about specific reasons as to why businesses may relocate. Big businesses are looking for a location, their focus is on transportation, the I-5 corridor, workforce, and consumer demand. In the past, business relocation conversations were about economic development and not concerned about community benefits or the end client.

### **Regional Innovation Hub Plan**

The Regional Innovation Hub project was funded by Business Oregon (to SOREDI and numerous other EDD's in the State) with a \$120,000 grant. The Hub Plan was recently approved by a 14-member Hub Group which included various partner agencies in the region. Consultant Civic\* Possible helped identify areas where entrepreneurial support is lacking, and a plan has been devised on how to fill those gaps as a collaboration between partners. This project aligns with Initiative 2. Innovation and Entrepreneurship within the CEDS.

### **Uncommon Interactions**

1. Southern Oregon Association of Physicians and Partners (SOAPP)
  - Healthcare is our region's top industry
  - Group of current regional physicians and providers working together on messaging and efforts to recruit new medical professionals to the region.
  - Talent is the key factor in business development and part of our One Rogue Valley Strategy
  - We are currently in the process of updating the 2021 "At A Glance" document for regional marketing collateral. It is a shared narrative for all of us to use and share with businesses.

Staff Lead: Jaymes Tadlock

Padilla noted the two PowerPoint presentation photos are Valley Immediate Care and Providence Hospital and that there are currently, nearly sixty [Edge Profiles](#) on the SOREDI website.

## 2. Oregon Tech (OIT) & SOREDI Interface & Tour August 31

- Another engagement on how SOREDI/partners connect students with regional jobs.
- Additional partners joining on this tour include Rogue Workforce Partnership and WorkSource Rogue Valley (Oregon Employment Department)
- We are privileged to have three higher educational institutions in our area, and we are grateful that all three are Underwriters with SOREDI

Staff Leads: Terrill Roper and Jaymes Tadlock

### **SOREDI FOUNDATION - First Annual Fundraising Event Recap**

<b>Sponsorships</b>	<b>\$26,500</b>
Raffle	\$1,020
Silent Auction	3,325
<b>Total Revenues</b>	<b>\$30,845</b>

- Lava Lanes donated the venue to maximize revenues to go to student scholarships, entrepreneurial assists, and business disaster relief.
- 20 teams, 85 bowlers, 28 of which were from Rogue Truck Body!
- Lava Lanes is secured for June 6, 2024.

Staff Lead: Carrie Bohl

President DuBose noted that there were no questions regarding the Executive Director Report

### **2023-24 Regional Priorities Discussion/and Board Member Sharing**

**Dotterer** – Asked DuBose what he would like to see outside the traded-sector space. Dotterer was invited by Heather Stafford, Rogue Workforce Partnership, to sit on a panel in Salem where it was discussed how economic development and workforce efforts need to be tied together in sector strategies. There needs to be a juncture between the two. There are problems all around the state and distinctively different perspectives. He learned that other ED organizations that are SOREDI's equivalent are very different. In Central Oregon, EDCO has a staff of 16. Oregon City has one ED on staff.

**Fischer** - The Business Retention & Recruitment (BRR) Committee consists of numerous SOREDI Board and business members who go out and talk to companies with the idea that a one-on-one conversation might be an easier way to learn what might not be going well and where help is needed. There were several instances where we were able to bring back concerns to SOREDI and then move forward with assistance. Companies were big and small. We started with SOREDI Members at the beginning and then branched out. It was surprising how little businesses knew about SOREDI but encouraged them that we could help them by connecting them to resources and providing consistent follow up. It continued until the pandemic.

**Dotterer** – is SBDC a part of SOREDI referrals? **Padilla** – Yes, we provide many referrals to SBDC, most typically are prospective loan clients who need business plans to proceed with financing.



**Miller** – Commends the idea of working together with chambers, partners, maybe through the future, formalized Regional Innovation Hub; but don't wait for that to be finalized. Have a list put together with all the resources. Quarterly, bring partner agencies together.

**Weber** – Observation, not criticism, that local control has its strengths and challenges. There are isolated and siloed resources and businesses don't know who to go to and may show up at the wrong place. Reverse-engineer the conversation to start with businesses and then find out what services they need. Think of end user in mind and find the right solution.

**Meyer** – Eric Anderson of Salem, at SEDCOR (SOREDI counterpart agency) talks about the 4<sup>th</sup> leg of the economic stool, helping downtowns to attract businesses downtown. Can SOREDI help with that because of the impact it has locally?

**Ayres** – Medford's economic growth focus is downtown.

**Lemhouse** – Economic development is so big but remember the laws coming out of Salem have had a huge impact on business; he recommends keeping Salem in mind as part of the conversation. Perhaps establish a Legislative agenda and consistent outreach to legislators. **Reeder** – Noted the recent Corporate Activity Tax (CAT tax), for example, which became effective May 16, 2019.

**Miller** – Advised remaining approachable when discussing downtown development. She believes that at times the downtown commission in Grants Pass is unapproachable for businesses.

**Padilla** – Approachability and understanding the value of business is key to the region's economic success. SOREDI initiated the business-friendly proclamation that is framed and located in all jurisdiction buildings. It captures the sentiment that businesses matter whether downtown or small or big. Before the pandemic, the proclamation idea was just the start to rolling out resources available for businesses. We are all Southern Oregon ambassadors when we provide the right information.

**Tippin (guest)** – This has been great information, but the challenge is receiving the information when we never heard the term traded-sector used within the presentation. Small business, why don't you help us help you? SOREDI needs to make messaging clearer as to what you do and who you help.

**DuBose** – Economic Development is about job creation and the number of jobs being created.

**Miller** – There has been mixed messaging. What is the Enterprise Zone and what is SOREDI's mission?

**West** – We talk about job creation. We're missing the point that small businesses are growing but they need the help to grow. It's easy to say that Amazon brought 200 jobs, but how many small businesses inside city limits feel overlooked because they didn't create 200 jobs. Commissioner West shared that he is convinced that small businesses are the economic driver, and we have to keep them going.

**Tippin** – Today's presentation revealed a mix showing of small and large businesses. It is mixed messaging and not really about SOREDI's charter. Would it better help partners and businesses outside the scope of the board understand how we all work together, and how we are different?

**Glover** – It is about economies of scale; chambers mostly work with small businesses. Seven employees at a bio tech company versus seven employees at a coffee shop bring more revenue into Rogue Valley. A strong economy needs big business.

**DuBose** – Post wildfires, many grants went to small businesses through SOREDI.

**Browne** noted that from SOREDI, \$7M went strictly to sole proprietors for the first round of grants. \$1.2 specifically, for Josephine County. Because of the urgency for this region, small business was prioritized.

**Padilla** noted that 503 grants went out from SOREDI during the pandemic in a 20-month period. In 160 days, \$5M was disbursed. We are nimble and poised to respond to urgent needs.

**DuBose** – SOREDI Impact is measurable and significant.

**West** – Don't continue to use COVID as a crutch; we need to get over COVID. Some made it and some didn't. The problem today is employees. Small businesses are missing out because of the growth and don't know who to ask for guidance. Weekend Beer Company, for example, is a new facility in Merlin that is doing exceptionally well.

**Padilla** noted that the Weekend Beer Company was a referral to SOREDI from Ausland. SOREDI provided the resources they needed to get started, including gap financing and property tax abatement incentives. In addition, Weekend Beer Company has an Edge profile. SOREDI does good work but needs to be better at sharing what we do and educating partners.

**DuBose** – We have our marching orders and have avenues to explore about getting the messaging out. If you would like an invitation to be on the BRR committee contact [Jaymes Tadlock](#).

**Vincent** – If we modify the strategic plan in any way, it must be independent of any one person in this room. He recalled similar conversations in 1999, with 5 economic development districts. He's starting to see it rotate back around and it is not a new conversation. The EDD Boards draft a strategic plan independent of who is in charge, making the change if there's a modification in a roadmap that needs to happen. SOREDI's current 55/45 split in membership revenues between public and private sectors weren't that way 5 years ago when it was much heavier on the public side, as much as 95% public in some regions. The public membership provides a solid financial foundation for the agency, but more private revenues are important for balance. A change in strategic direction should happen if funders ask for it.

### **Adjournment**

President DuBose thanked Commissioner West, Paul Anderson from Rogue Truck Body, and everyone for their contributions to today's meeting. The meeting was adjourned at 5:01pm

**\*\*Cookies from Babe's Bakery – 1701 NE 6<sup>th</sup> St, Grants Pass**

### **Upcoming Board of Directors Meetings:**

September 12 – Rogue Credit Union – New Location 2121 S Pacific Hwy, Medford

October – No Meeting

November 14 – Asante Foundation Building, 220 N Bartlett St

December – No Meeting