



# Developing a Loan Committee and Monitoring Their Involvement

## Welcome

The Broadcast will begin at 2:00 PM (Eastern)

**Thank you**

for joining the  
conversation today.

Send us your  
questions and  
comments!



# Developing a Loan Committee and Monitoring Their Involvement

## Moderator

**Thank you**

for joining the conversation today.

Send us your questions and comments!



**Harry Allen, Moderator**

Director, Research & Technical Assistance  
Council of Development Finance Agencies

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*



# Developing a Loan Committee and Monitoring Their Involvement

## Legal Disclaimer

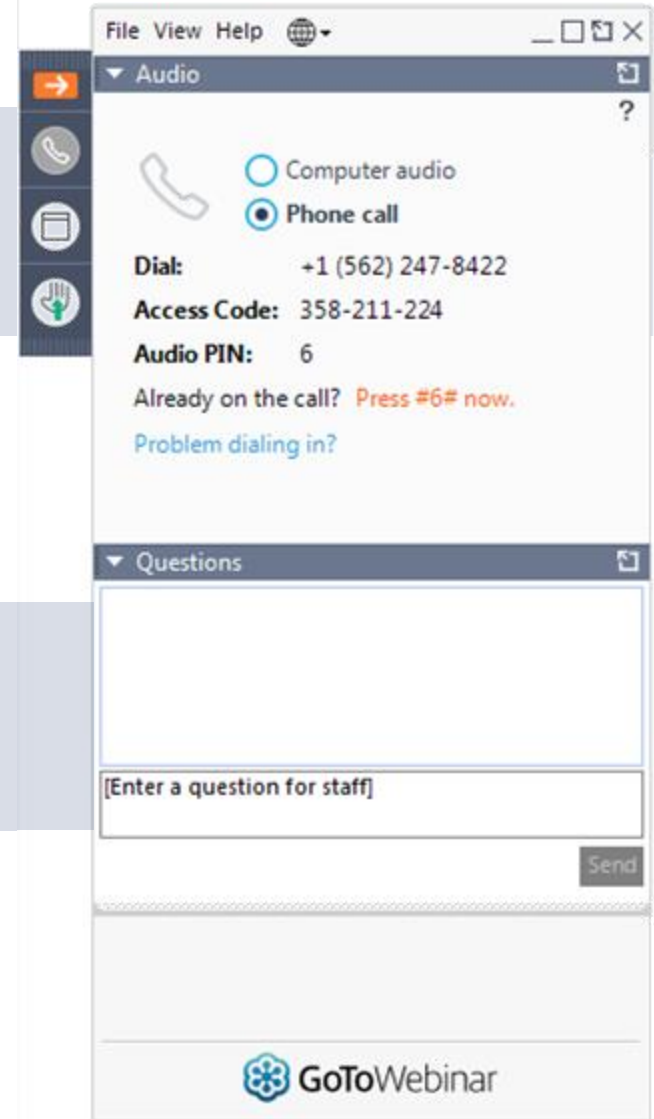
CDFA is not herein engaged in rendering legal, accounting, financial or other advisory services, nor does CDFA intend that the material included herein be relied upon to the exclusion of outside counsel or a municipal advisor. This publication, report or presentation is intended to provide accurate and authoritative general information and does not constitute advising on any municipal security or municipal financial product. CDFA is not a registered municipal advisor and does not provide advice, guidance or recommendations on the issuance of municipal securities or municipal financial products. Those seeking to conduct complex financial transitions using the best practices mentioned in this publication, report or presentation are encouraged to seek the advice of a skilled legal, financial and/or registered municipal advisor. Questions concerning this publication, report or presentation should be directed to [info@cdfa.net](mailto:info@cdfa.net).

**Thank you**  
for joining the  
conversation today.  
Send us your  
questions and  
comments!



# Developing a Loan Committee and Monitoring Their Involvement

Using your telephone will give you better audio quality.



**Thank you**

for joining the conversation today. Send us your questions and comments!

Submit your questions to the panelists here.





# Developing a Loan Committee and Monitoring Their Involvement

## Panelists



**Terry Hegle**

Lead Business Finance Officer  
Business Oregon



**Ken Pearson**

Loan Fund Manager  
Northwest Regional Planning  
Commission



**Tricia Wilson**

Business Development Specialist,  
Department of Development  
City of Newport News, VA



**Carol Meredith**

Assistant Director, Department of  
Development  
City of Newport News, VA

**Thank you**

for joining the  
conversation today.  
Send us your  
questions and  
comments!

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*



# Developing a Loan Committee and Monitoring Their Involvement

## Panelists



**Terry Hegle**

Finance Officer  
Business Oregon



**Ken Pearson**

Loan Fund Manager  
Northwest Regional Planning  
Commission



**Tricia Wilson**

Business Development Specialist,  
Department of Development  
City of Newport News, VA



**Carol Meredith**

Assistant Director, Department of  
Development  
City of Newport News, VA

**Thank you**

for joining the  
conversation today.  
Send us your  
questions and  
comments!

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*

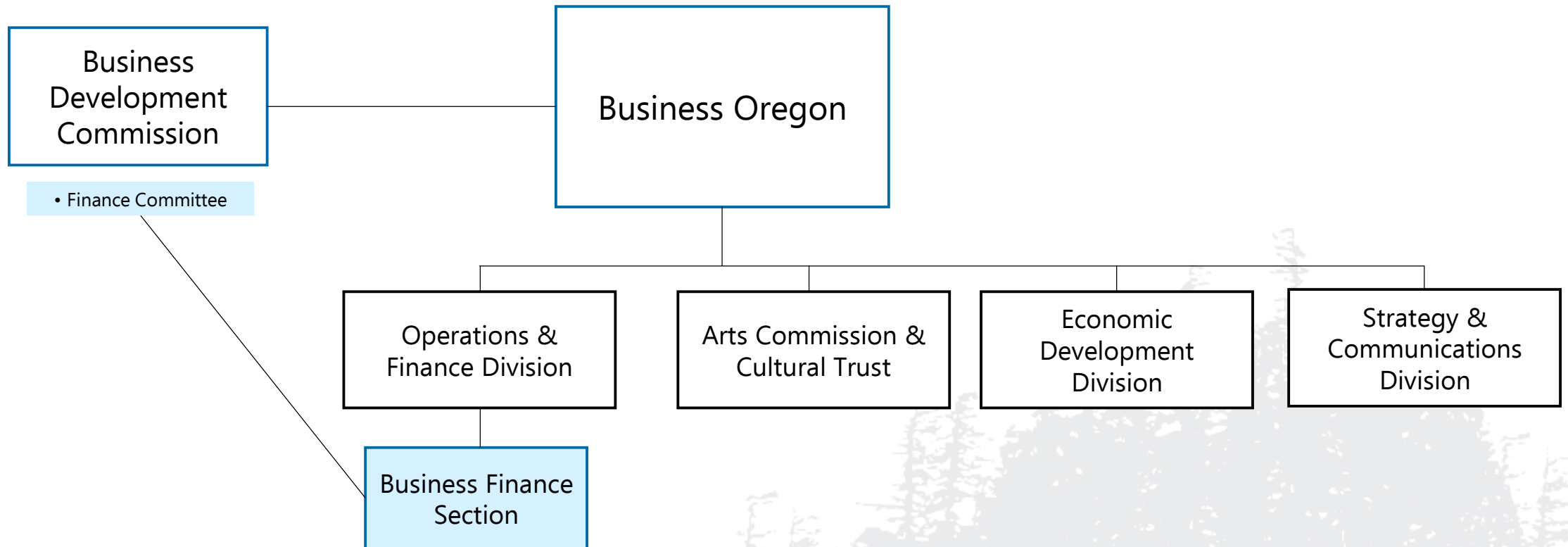
# Business Oregon

Finance Committee

December 11, 2018



# Structure





# Finance Committee

- **Five Members**
- **One Alternate (sits on the committee if a regular member is absent)**
  - Non-political, independent authority to approve or deny requests
  - Look for balanced representation
    - Geographic different areas of the state
    - Gender representation (at least one of each)
    - Financial Institution verses Business Executive
  - Current makeup
    - Bankers: President / COO / Senior credit officer (2 plus alternate)
    - Financial planner
    - Senior Partner – CPA firm
    - Senior V.P. for a forest product conglomerate
  - Appointment for life (“re-retire”)

# Scope of Duties

- **Consider recommendations from staff for credit approval of RLF direct term loans over \$250,000 (Staff determines eligibility; under \$250,000, credit is approved by section manager)**
- **Hear appeals from declined RLF loan requests**
- **Hear appeals from declined loan insurance (guarantee) requests**
- **Approve Industrial Development Bond requests for eligibility**
- **Work with department staff to recommend program changes**
- **Give guidance to staff regarding credit policy, portfolio management, etc.**

# Operations

- **Generally meets on Thursday mornings, “on call” with a week notice**
- **Meet by phone/conference call**
- **Distribute materials electronically a week before the meeting**
- **Staff report, financial spreads, and credit recommendation**
- **Approve, decline, approve with conditions, ask for staff to come back with more information**
- **Backstop staff recommendation**
- **Meet annually in person, Finance Committee and department staff, paid for from department/loan fund**
- **Held in a different area of the state each year; include field trip**



# Developing a Loan Committee and Monitoring Their Involvement

## Panelists



**Terry Hegle**  
Finance Officer  
Business Oregon



**Ken Pearson**  
Loan Fund Manager  
Northwest Regional Planning  
Commission



**Tricia Wilson**  
Business Development Specialist,  
Department of Development  
City of Newport News, VA



**Carol Meredith**  
Assistant Director, Department of  
Development  
City of Newport News, VA

**Thank you**

for joining the  
conversation today.  
Send us your  
questions and  
comments!

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*

Northwest Regional Planning Commission

# NWRPC



*keeping your future as our focus*



**Northwest Wisconsin  
Business Development  
Corporation**

Financing Assistance For Job Creation



Northwest Wisconsin Regional  
Economic Development Fund



**Wisconsin Business  
Innovation Corporation**  
new technologies, new companies, new jobs



# Objectives

- \$ How to get loan manual policy imbedded into your loan committee members**
- \$ How to educate loan committee members about underwriting benchmarks**
- \$ Case Studies using niche funds**

# About NWRPC and affiliates

**\$ Cover 10 counties in NW Wisconsin**

**\$ Over 10,927 square miles**

**\$ Approximate population 179,000**

**\$ As an advocate for Northwest Wisconsin, NWRPC is a leader, a coordinator, and an advisor. This is accomplished through implementation of our core functions of planning, community development, and economic development.**



# Loan Board Makeup

Northwest Regional Planning Commission

# NWRPC



*keeping your future as our focus*



[#AllTheRoads](#) [#MakeGoodDealsBetter](#) [#economicdevelopment](#) [#publicfinance](#)



# Loan Board Makeup

Northwest Regional Planning Commission

**NWRPC**

*keeping your future as our focus*



- \$ Loan Committee Responsible for SBA MRF**
- \$ Loan Committee three members: Chair, Vice Chair and Secretary/Treasurer of Exec. Cmte.**

# Loan Board Makeup



- \$ Loan Committee Responsible for 5 funds: EDA, USDA IRP I and II, USDA Tech Seed, HUD Emergency Mngmt**
- \$ Loan Committee eleven members from ten represented counties plus NWRPC representative**
- \$ Board of Directors from Original Member Agencies**
- \$ Responsible for the overall direction and oversight of NWBDC per state and federal statutes and by-laws**

# Loan Board Makeup



- \$ Loan Committee Responsible for consolidated and regionalized decommissioned funds from 2006 program**
- \$ Loan Committee seven members from seven represented counties who surrendered CDBG funds**
- \$ Board of Directors consists of NWRPC Exec. Committee**
- \$ Responsible for the overall direction and oversight of NWREDF per state and federal statutes and by-laws**

# Loan Board Makeup



- \$ Loan Committee Responsible for EDA and USDA IRP**
- \$ Loan Committee is the seven WBIC Board of Directors**
- \$ The Board is responsible for developing policy and making final decisions regarding EDA RLF and USDA IRP loans consistent with the management plans and sound financing practices.**

# Imbedding the Policy Manuals

- \$ Review manual(s) during Loan Committee orientation**
- \$ Set a standing agenda item to review specific policies (use feedback when updating policy manual)**

## Loan Policy as part of Loan Review

- \$ Include loan policies in loan review (memo, credit)**
- \$ Connect policy to the “why” of project importance**
- \$ Insert specific sections that correspond with essential policy requirements (EDA 2:1 match, job creation, etc.)**

# Imbedding the Policy Manuals

## Loan Policy as part of Loan Review: Specific Sections Examples

Are activities proposed eligible according to RLF Manual?

Yes

Why are RLF funds required?

\* Documentation of financing gap

\* Analysis that financing is not otherwise available at equivalent terms and conditions

### Application Data

Funding Data	Private & Other Public Funds	RLF Funds	Ratio of Funds
Ratio of Private & Other Pub. \$ to RLF \$	\$21,880.42	\$20,655	1.05:1
EMPLOYMENT DATA		NUMBER OF JOBS	
Number of Jobs Created	0	Jobs	Created/Retained requirement
Number of Jobs Retained/Saved	6	Created/Retained	
Total Jobs	6	requirement	
Basis for Retention: If the new equipment was not installed, [REDACTED] would be out of compliance with insurance requirements, forcing the company to not hold insurance. This would result in losing 6 FTE positions due to the business closing.			
Cost per Job	\$3,442.50	Cost/Job	

# Imbedding the Policy Manuals

## Loan Policy as part of Loan Review: Specific Sections Examples

### **SITE ANALYSIS:**

**Date of Site Visit:** Multiple, Most recent April 19, 2018

**Photo taken?** No

**Comments:** Existing commercial building and residence in the Town of Siren, WI

**ANY ENVIRONMENTAL CONCERNS:** No

**Comments:** None

**DAVIS-BACON APPLICABILITY:** None

**Comments:** Funds will be used for a debt refi /purchasing equipment requiring minimal installation

**NO-CREDIT ELSEWHERE:** Bank turndown letter on file

### **CONDITIONS AND COVENANTS SUMMARY SHEET**

Will cover eligible uses, rates, terms, amortization, repayment, collateral, guarantors, contingencies, disbursement of funds with match, job creation, financial collection period, no relocation, taxes paid, etc.

# Underwriting Benchmark Education

**\$ Include underwriting benchmarks in loan review (mention early and often)**

**DCR, LTV, Equity Injection, Experience, Global Debt Service, Market Conditions, Strengths/Weaknesses**

**\$ Connect underwriting benchmarks to the “why” of project feasibility**

**\$ Create a summary sheet that explores the 5 (6) C’s of Credit (Capacity, Capital, Collateral, Conditions, Character and/or Contingencies) plus Project Need**



# Underwriting Benchmark Education

## \$ Create a Loan to Value Guideline with Explanations of Calculations for Collateral Purposes

### COLLATERAL ANALYSIS:

Collateral Description	Reference For Value	Value of Collateral	% FCTR	Liquidation Value	Lien Holder/ Position	Lien Holder/ Amount	Remaining For Collateral
Home and 15 Acres; Shop and 4 Acres	Personal Financial Statement, Appraisal	\$465,000	80%	\$372,000	SBA/1 <sup>st</sup>	\$165,000	\$110,250
		\$225,000	65%	\$146,250	SBA/1 <sup>st</sup> NWBC/2 <sup>nd</sup> (Tornado Loan)	\$186,000 \$57,000	
Shop Equipment	Financial Statements / Market Assessments	\$52,000	50%	\$26,000	Bank [REDACTED] / 1 <sup>st</sup> GBSA (Part of SBA Liens listed above)	\$0	\$26,000
Inventory	Financial Statements	\$1,000	50%	\$500	None	\$0	\$500
Accounts Rec	Financial Statements	\$3,500	50%	\$1,750	None	\$0	\$1,750
TOTALS:		\$746,500		\$546,500		\$351,000	\$138,500

**Comments:** Net effect of collateral analysis is that, post loan, the NWBC USDA IRP I will have a 3<sup>rd</sup> Lien position on Real Estate, 2<sup>nd</sup> GBSA on all Business Assets and personal Guarantees of [REDACTED]

### Guideline Percentage Factors and Explanation of Columns

Factors	Columns
Equipment	50%
Accounts Receivable	70%
Inventory	50%
Commercial Real Estate	65%
Residential Real Estate	80%
Marketable Securities	80%
Vehicles/Boats	NADA
Assignment of Life Ins	Varies
Cash	100%

Reference for Value = Where the value was taken from, ie: appraisal, estimates, financial statements, etc.  
 % Fctr = Percentage factor used for liquidation  
 Liquidation Value = (Value of Collateral) X (% FCTR)  
 Lien/Holder Position = List all lien holder(s) and position(s) against the collateral, do not include NWREDF \$ amount  
 Lien/Holder Amount = Total \$ amount of all liens against the collateral, do not include NWBC USDA IRP I \$ amount  
 Remaining for NWBC USDA IRP I Collateral = (Liquidation Value) - (Lien Holder/Amount)

# Underwriting Benchmark Education

- § Include a very basic and through Debt Coverage/Cash Flow Graph with narrative

<b>Cash Flow Analysis</b>			
	2018 (Proj)	2019 (Proj)	2020 (Proj)
Earnings Before Taxes	\$ 28,556.91	\$ 35,526.92	\$ 43,713.97
+ Depreciation, Amortization and Interest	\$ 28,118.38	\$ 28,141.39	\$ 27,588.15
= Total Cash Flow Available for D/S	\$ 56,675.29	\$ 63,668.31	\$ 71,302.12
<b>Debt Service</b>			
Existing Debt Service (P & I)	\$ 12,175.50	\$ 12,175.50	\$ 12,175.50
+ New Debt Service (P & I)	\$ 13,471.20	\$ 13,471.20	\$ 13,471.20
= Total Debt Service	\$ 25,646.70	\$ 25,646.70	\$ 25,646.70
<b>Debt Coverage Ratio</b>			
	2.21x	2.48x	2.78x

As demonstrated, the business will have adequate cash flow to service the traditional debt. Typically, a business of this type wants to see at least a 1.25x DCR to allow for adequate available cash to service all expense obligations. Stress testing indicates that if the business does 10% less of its anticipated sales, it would still have a DCR of 1.40x in 2018, 1.61x in 2019 and 1.85x in 2020 without appropriately adjusted expenses. This would result in profits of \$7,760 in 2018, \$13,275 in 2019 and \$19,904 in 2020.

# Case Studies: niche funds



[#AllTheRoads](#) [#MakeGoodDealsBetter](#) [#economicdevelopment](#) [#publicfinance](#)

# Case Studies: niche funds



PROFESSIONAL  
**TUTOR**  
**APPS**



[#AllTheRoads](#) [#MakeGoodDealsBetter](#) [#economicdevelopment](#) [#publicfinance](#)

# Case Studies: niche funds



[#AllTheRoads](#) [#MakeGoodDealsBetter](#) [#economicdevelopment](#) [#publicfinance](#)

# Objectives

- \$ How to get loan manual policy imbedded into your loan committee members**
- \$ How to educate loan committee members about underwriting benchmarks**
- \$ Case Studies using niche funds**

# Thank you!

Ken Pearson, MPSA  
Loan Fund Manager  
Northwest Wisconsin RPC  
[kpearson@nwrpc.com](mailto:kpearson@nwrpc.com)  
[www.nwrpc.com](http://www.nwrpc.com)

[#AllTheRoads](#) [#MakeGoodDealsBetter](#) [#economicdevelopment](#) [#publicfinance](#)



# Developing a Loan Committee and Monitoring Their Involvement

## Panelists



**Terry Hegle**  
Finance Officer  
Business Oregon



**Ken Pearson**  
Loan Fund Manager  
Northwest Regional Planning  
Commission



**Tricia Wilson**  
Business Development Specialist,  
Department of Development  
City of Newport News, VA



**Carol Meredith**  
Assistant Director, Department of  
Development  
City of Newport News, VA

**Thank you**

for joining the  
conversation today.  
Send us your  
questions and  
comments!

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*





# City of Newport News, Virginia

Developing a Loan Committee and  
Monitoring Their Involvement

CDFA EDA RLF Webinar – December 11, 2018

## Overview of Newport News Loan Programs

Currently Newport News has Four (4) Loan Programs, each of which is available city-wide. There are three (3) separate loan committees/approval boards. Each program has its own individual guidelines and targeted businesses or emphasis.

- One loan program is funded with Community Development Block Grant funds received from the Department of Housing and Urban Development and is for new or existing businesses that can create jobs for lower-to-moderate income persons.
- One is funded with local dollars set aside by our City's Industrial/Economic Development Authority (IDA). This micro loan program was originated to assist startup, "mom and pop" businesses.

- The other two loan programs are two separate revolving loan fund (RLF) programs initially funded with U.S. Economic Development Administration (U.S. EDA) monies.
- These programs can be utilized by new or existing businesses and were created to mitigate the negative impacts of cutbacks in defense, maritime, military contracting and the resulting loss of employment.
- These are both U.S. EDA funded RLF programs. They were awarded at different times and have two separate loan committees. Each committee is different and has its own unique personality and dynamics.

## Committee Management through Intervention

One U.S. EDA RLF we have had since the mid-1980s (**Peninsula Revolving Loan Fund-PRLF**) and the loan “Committee” which governs this RLF, the Peninsula Industrial Finance Corporation, is actually a 501(c)2 organization with a Board of Directors. But for our purposes today we will refer to it as a “Committee” and this Committee has been through the most transition and has been the most challenging to deal with and manage. With this Committee we had to:

- Be particularly engaged and aware of the dynamics of the Committee
- Be assertive and take action
- Be firm and have clearly-articulated recommendations
- Be very selective in appointments to the Committee
- Think: multi-jurisdictional
- PRLF Committee has ultimate approval authority

## Committee Management through Longevity and Diversity

With the newer U.S. EDA RLF (Newport News Capital Fund–NNCF) we established a loan Committee that receives loan requests from staff and recommends final loan approval to the IDA. NNCF Committee has recommendation authority; IDA has ultimate approval authority.

For this Committee, we created no tenures or terms, so persons can serve indefinitely.

- Creates historic perspective and continuity
- Serves to shape and reinforce initiation of new Committee members
- Serves to advocate for staff recommendations

## Expanded Utilization and Leverage of your Committee

- Always provide orientation for new Committee members to fully explain RLF programs and establish appropriate Committee role
- Strive to meet on a regular basis
- Remind Committee members regularly of the RLF program criteria and guidelines
- Provide your Committee hard data about the location of businesses receiving benefits; use graphics to drive home the points you want to make
- Keep Committee members supplied with hardcopy and electronic RLF program brochures
- Have your Committee members introduce you to their professional organizations to allow for further RLF program awareness
- Use your Committee members connections or professions to get complementary publicity for your RLF program
- Be strategic in your Committee appointments

It's all about relationships. We have determined over time that in order to achieve the goal of developing and keeping your Committee involved you must create the following:

- An atmosphere of partnership between staff and the Committee in meeting RLF goals
- A sense of responsibility in getting funds loaned out to businesses
- And, ultimately a sense of pride when your RLF program has assisted numerous businesses and is in full compliance with U.S. EDA requirements



City of Newport News  
Department of Development  
2400 Washington Avenue  
Newport News, VA 23607  
(757) 926-8428

Carol Meredith email: [cmeredith@nnva.gov](mailto:cmeredith@nnva.gov)

Tricia Wilson email: [twilson@nnva.gov](mailto:twilson@nnva.gov)





# Developing a Loan Committee and Monitoring Their Involvement

## Question and Answer



**Thank you**

for joining the conversation today.

Send us your questions and comments!



The EDA Revolving Loan Fund Program is a staple of the federal economic development access to capital delivery system. The program, established in 1975, is designed to provide grants to state and local governments, political subdivisions, and nonprofit organizations to operate a lending program that offers low-interest loans to businesses that cannot get traditional bank financing. Grant recipients are required to manage their RLF according to their RLF administrative plan, a document that describes the lending strategy and administrative procedures for a specific RLF project. The **EDA** has charged CDFA with developing an education program which will help to improve this crucial program.

CDFA has worked with the **EDA** to develop an innovative technical assistance approach to better support and improve the more than 500 EDA funded Revolving Loan Funds in the United States. The CDFA EDA RLF Best Practices Program will include a diverse set of offerings that will encourage learning, best practice collaborations, evaluations of service efficiencies and improvements, and a comprehensive resource collection and dissemination process.

*See all of CDFA's EDA RLF resources online at [www.cdfa.net](http://www.cdfa.net)*



# Developing a Loan Committee and Monitoring Their Involvement

## Upcoming CDFA EDA RLF Best Practices Events

### **CDFA EDA Revolving Loan Fund Training**

Denver, CO

April 9-10, 2019

**Chicago Region Training Dates and Location Will be Announced Soon!**

**2019 CDFA EDA RLF Webinar Topics Will be Announced Soon!**

**Register online at [www.cdfa.net](http://www.cdfa.net)**

**Thank you**

for joining the conversation today.

Send us your questions and comments!



# What are Development Finance Agencies?

CDFA is proud to represent development finance agencies (DFAs) across the country. Learn how they finance the development priorities in their communities.

## CDFA Upcoming Events

**CDFA EDA Revolving Loan Fund Webinar Series: Exploring the Role of Revolving Loan Funds in Economic Development**  
January 23, 2018  
2:00 PM Eastern

**Fundamentals of Economic Development Finance WebCourse**  
January 24-25, 2018  
Daily: 12:00 - 5:00 PM Eastern

**CDFA // BNY Mellon Webcast Series: Transforming the Motor City: Redevelopment in the Rust Belt**  
Tuesday, February 13, 2018  
1:00 PM Eastern

**CDFA EDA Revolving Loan Fund Webinar Series: Maximizing Revolving Loan Fund Impact**  
February 20, 2018  
2:00 PM Eastern

[⇒ View CDFA Events](#)

## Right Now at CDFA



### Tax Cuts & Jobs Act

**Tim Fisher**  
Manager, Legislative & Federal Affairs

Tax reform will change the tax code for decades to come. It also preserves PABs! Here's an early look by The Bond Buyer outlining the impact of the bill on development finance. CDFA will be releasing more details in the days to come.

[⇒ Learn More](#)

## CDFA National Sponsors



[⇒ Become a Sponsor](#)



## Development Finance Headlines

- Ohio's Smart Mobility Resource and Assets**  
*JobsOhio* | Jan. 22 | [Economic Development](#)
- Sens. Cornyn, Warner Introduce PAB P3 Bill**  
*The Bond Buyer* | Jan. 22 | [Bond Finance](#) | [Infrastructure Finance](#) | [Legislative](#) | [Public-Private Partnership \(P3\) Financing](#)
- US CoC Urging Congress to Expand PABs**  
*The Bond Buyer* | Jan. 22 | [Bond Finance](#) | [Infrastructure Finance](#) | [Legislative](#)
- Skidmore, MO Approves \$1M Bond Issue for Water/Sewer Project**  
*The Maryville Forum* | Jan. 22 | [Water Finance](#) | [Infrastructure Finance](#) | [Revolving Loan Funds \(RLFs\)](#) | [Bond Finance](#)
- OK Bill would Eliminate Renewable Energy Tax Credit**  
*Norman Transcript* | Jan. 22 | [Legislative](#) | [Tax Credits](#)
- Murphy Orders Review of NJ's Tax Credit Programs**  
*U.S. News* | Jan. 22 | [Tax Credits](#)
- RI Housing Agency Approves LIHTC Financing**  
*Providence Journal* | Jan. 22 | [Tax Credits](#)
- DCHFA Closes \$11M Deal to Fund DC Affordable Community**  
*Multi-Housing News* | Jan. 22 | [Bond Finance](#)
- Two BIDs Move Closer to Being Established in the Bronx**  
*Bronx Times* | Jan. 22 | [Special Assessment Districts](#) | [Tax Increment Finance \(TIF\)](#)
- \$400M Plan Proposed to Save the Salton Sea Involved the Creation of an EFD**  
*NBC Los Angeles* | Jan. 22 | [Brownfield Financing](#) | [Tax Increment Finance \(TIF\)](#) | [Water Finance](#) | [Infrastructure Finance](#) | [Special Assessment Districts](#)

[⇒ View All Headlines](#)

## CDFA Partners



[⇒ View Partners](#)



## CDFA EDA Revolving Loan Fund Best Practices Program

The EDA Revolving Loan Fund Program is a staple of the federal economic development access to capital delivery system. The program, established in 1975, is designed to provide grants to state and local governments, political subdivisions, and nonprofit organizations to operate a lending program that offers low-interest loans to businesses that cannot get traditional bank financing. Grant recipients are required to manage their RLF according to their RLF administrative plan, a document that describes the lending strategy and administrative procedures for a specific RLF project. The EDA has charged CDFA with developing an education program which will help to improve this crucial program.

CDFA has worked with the EDA to develop an innovative technical assistance approach to better supporting and improving the more than 500 EDA funded Revolving Loan Funds in the United States. The CDFA EDA RLF Best Practices Program will include a diverse set of offerings that will encourage learning, best practice collaborations, evaluations of service efficiencies and improvements, and a comprehensive resource collection and dissemination process.

Key program elements will include:

- EDA Revolving Loan Fund Training**  
CDFA will present its comprehensive Intro Revolving Loan Fund Finance Course once in each of EDAs six regions. The course curriculum will be tailored to address the specific needs of EDA RLF grantees with a focus on introductory elements related to program design, marketing, management, decision making, pre- and post-loan closing processing, disclosure and monitoring, underwriting strategies, program expansion, evaluations and program risk strategies.
- EDA Revolving Loan Fund Webinar Series**  
Understanding that not all RLF grantees will have the resources or ability to attend in-person training, the CDFA EDA RLF Best Practices Program will offer an exclusive online learning environment through CDFA's established webcast system. This learning module will include twelve, ninety minute, webinars focused on specific RLF program management best practices.
- EDA Revolving Loan Fund Peer-to-Peer Learning Exchange**  
CDFA and EDA will match low performing loan funds with high performing loan funds over the duration of the program in order to encourage learning from best practices. CDFA staff will lead conversations and pairings with most exchanges occurring as scheduled web meetings. Peer-to-Peer learning participants are encouraged to attend the regular webinars and then hold a follow-up meeting for a peer exchange on the same topic.

EDA Revolving Loan Fund Training

EDA Revolving Loan Fund Webinar Series

EDA Revolving Loan Fund Peer-to-Peer Learning Exchange

EDA Revolving Loan Fund Resource Center

*The CDFA EDA RLF Best Practices Program was prepared by the Council of Development Finance Agencies using Federal funds under award ED17HQJ3030053 from the Economic Development Administration, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the Economic Development Administration or the U.S. Department of Commerce.*



# Developing a Loan Committee and Monitoring Their Involvement

**Thank you**

for joining the conversation today.

Send us your questions and comments!



**Harry Allen**

Director, Research &  
Technical Assistance

614-705-1315

hallen@cdfa.net

This webcast is designed to provide accurate and authoritative information in regard to the subject matter covered. It is available with the understanding that CDFA and the panelists are not engaged in rendering legal, accounting, or other professional services. If legal advice or other expert assistance is required, the services of a competent professional should be sought.