

# Memo

**To:** Abby Liu, Interim President & CEO of McKinney EDC  
Tom Muehlenbeck, Interim City Manager of City of McKinney

**From:** Allison Larsen CEcD – Principal of TadZo

**Date:** April 13, 2016

**Re:** 2016 MEDC Board of Directors Strategic Planning Workshop

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Abby and Tom,

It was a pleasure to meet with you on Monday, April 11<sup>th</sup>. Per our discussion and subsequent review of materials and conversation with Board Chair Lance Lindsay, I have prepared the following suggested approach to the MEDC Strategic Planning Workshop.

**Desired Outcome:** consensus for MEDC's direction – where to focus efforts and goals

**Current Situation:**

- 4 new MEDC Board Members
- Interim MEDC President & CEO – search in progress
- Interim City Manager
- No current formal Economic Development Strategic Plan
- No Target Industry Analysis completed in last 5 years, perhaps longer
- Many questions and new ideas for MEDC generated by Board Members and Staff driving a lot of topics for the Strategic Planning Workshop

**Reality of Current Situation as it applies to Strategic Planning Workshop:** It is unrealistic to accommodate productive discussion for the all desired topics and agreement on direction within a 3 to 4-hour session based on the variety of experience and knowledge of participants. There is no formal strategic plan to leverage for a short planning session. Preparation of strategic plans for economic development usually occur over a multi-month timeline. However, with an expanded planning workshop, the MEDC Board could effectively set the direction for staff to prepare a more detailed plan of action.

## **Suggested Approaches:**

Based on this reality, I am outlining two suggested approaches for expanded planning that will yield your desired results for consensus and clarity.

### **Option I – Two Session Approach**

The rationale behind splitting into two half-day workshops is to better accommodate MEDC Board Members and, most importantly, to accommodate an educational and highly-interactive assessment workshop prior to development of strategic initiatives for MEDC's focused work. By scheduling the second session a week or so after the first session, participants will be able to reflect on the discussion and outcomes of the first session and apply those ideas to the development of strategic initiatives.

#### **Session #1 (half-day)**

##### **A. McKinney's Current Situation**

- Site Selection Process (also applies to existing businesses' decisions to expand)
- Getting into the head of your business clients
- What's involved for McKinney to be successful – Competitiveness of Location Factors
  - What's important to companies and site selectors as criteria for each factor?
  - How competitive is McKinney? Participants will discuss McKinney's current state of competitiveness for location factors and "grade" McKinney on a scale of A to F.

#### **Session #2 (half-day)**

##### **B. Your charge**

- MEDC Board Member Executive Committee roles & responsibilities
- Executive Committee roles & responsibilities

##### **C. Program Review: Dashboard**

- Business attraction
- Business retention & expansion
- Emerging Tech

##### **D. Strategic Priorities & Alignment to "McKinney First" - Initiatives may center around improving competitiveness (i.e. improving weaknesses identified in Session #1), local business growth, targeting, go-to-market strategies, lead conversion, reporting, communications, etc.**

- Capacity to implement
- Goals/Metrics

##### **E. Incentive Guidelines for attraction, expansion and entrepreneur projects. This could be addressed in workshop or a strategic initiative itself to study, revise and approve incentive policy that strengthens competitiveness.**

##### **F. Wrap-up & Next Steps**

## Option II – Full-day Approach

Alternatively, the agenda could be handled in one full-day planning retreat. I would be open to scheduling on a weekend if necessary to accommodate participant's schedules.

### Morning

#### **A. McKinney's Current Situation**

- Site Selection Process (also applies to existing business decisions to expand)
- Getting into the head of your Business Clients
- What's involved for McKinney to be successful – Competitiveness of Location Factors
  - What's important to companies and site selectors as criteria for each factor?
  - How competitive is McKinney? Participants will discuss McKinney's current state of competitiveness for location factors and "grade" McKinney on a scale of A to F.

### Afternoon

#### **B. Your charge**

- MEDC Board Member Executive Committee roles & responsibilities
- Executive Committee roles & responsibilities

#### **C. Program Review: Dashboard**

- Business attraction
- Business retention & expansion
- Emerging Tech

#### **D. Strategic Priorities & Alignment to "McKinney First"** - Initiatives may center around improving competitiveness (i.e. improving weaknesses identified in Session #1), local business growth, targeting, go-to-market, lead conversion, reporting, communications, etc.

- Capacity to implement
- Goals/Metrics

#### **E. Incentive Guidelines** for attraction, expansion and entrepreneur projects. This could be addressed in workshop or a strategic initiative itself to study, revise and approve incentive policy that strengthen competitiveness.

#### **F. Wrap-up & Next Steps**

**Contract Adjustment:** These proposed approaches would be a change in scope. The current contract is for a half-day workshop plus travel expenses for prep meeting (April 11) and workshop (date TBD).

- Option I: additional \$2,500 (facilitation rate for second half-day session) plus travel expenses for Session #2
- Option II: Additional \$1,500 for full-day facilitation rate.