



McKinney Economic Development Corporation Organization & Management Review

STRATEGIC SOLUTIONS FOR PUBLIC LEADERS

Project Kickoff Briefing

November 17, 2015



Discussion Agenda

- ▶ Introductions
- ▶ Azimuth Group Overview
- ▶ Our Understanding of the Assignment
- ▶ Project Approach & Timeline
- ▶ Your Role
- ▶ Questions & Answers



Azimuth Group Overview

- ▶ Small consulting firm specializing in supporting the needs of local government organizations
- ▶ Founded by a former “Big 5” consultant to concentrate on the municipal market
- ▶ Dallas based, national clientele
- ▶ Strategy, process, people, technology
- ▶ Forward looking approach



Similar Past Engagements

► City of Frisco, Texas

- ☐ Development Services
- ☐ Engineering Services
- ☐ Public Works



► City of Denton, Texas

- ☐ Community Improvement Services
- ☐ Parks & Recreation
- ☐ Reprographics



► City of Arlington, Texas

- ☐ Strategic Planning
- ☐ Arlington Tomorrow Foundation
- ☐ Development Services
- ☐ Others



► Dallas County

- ☐ Procurement



► City of Dallas

- ☐ Building Inspections / Permitting



► MetroPort Cities Partnership

- ☐ Strategic Plan



► City of University Park, Texas

- ☐ Community Development



► North Texas Tollway Authority

- ☐ Organizational Assessment
- ☐ Strategic Plan



► Trinity River Authority

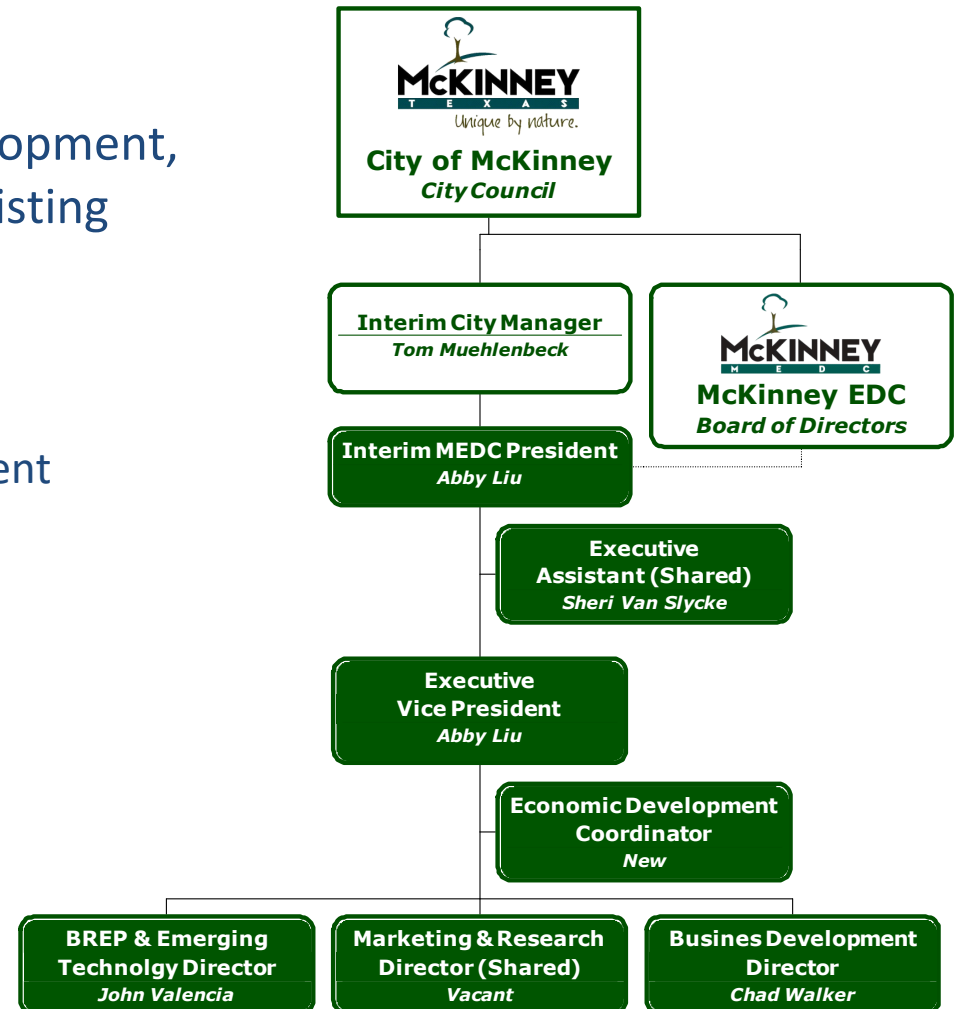
- ☐ Management Audit
- ☐ Strategic Plan



Our Understanding of the Assignment

► Background

- ❑ MEDC supports and promotes the development, relocation and expansion of new and existing companies to McKinney through:
 - Tax abatements
 - Direct financial incentives
 - Emerging technology rental reimbursement
 - Enterprise zones
 - Regional airport program incentives
 - Triple freeport inventory tax exemption
 - Site selection assistance and support
- ❑ Governed by an seven member Board of Directors appointed by the McKinney City Council
- ❑ Seven authorized staff positions , including two shared positions, administratively reporting to the City Manager
- ❑ Three of the seven authorized positions are presently vacant



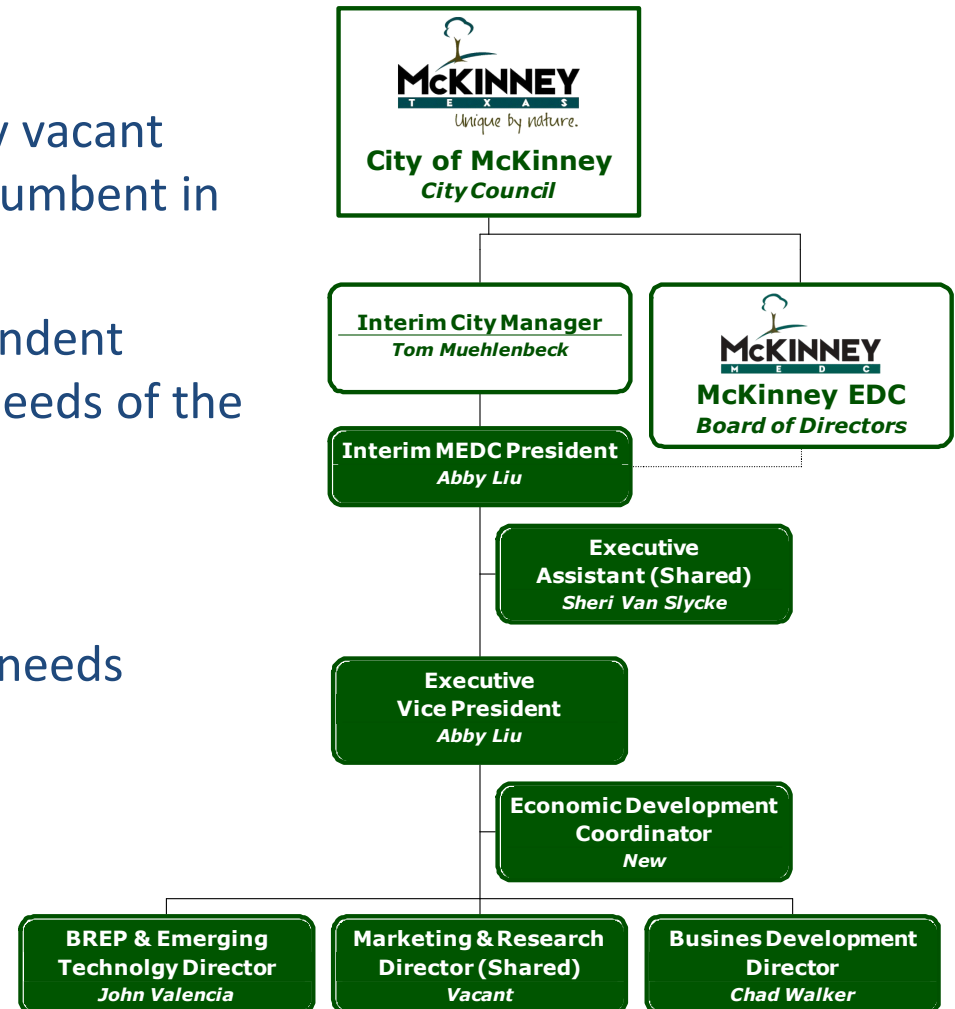
Our Understanding of the Assignment

► Background (continued)

- ❑ The MEDC President position is currently vacant following the resignation of the prior incumbent in late June of this year
- ❑ An opportunity now exists for an independent review of the organization and staffing needs of the Corporation

► Objectives

- ❑ Evaluate the current and future staffing needs of the MEDC
- ❑ Assess the alignment and distribution of staff duties and responsibilities
- ❑ Review the appropriateness of the titling and functional roles of current MEDC staff in light of organizational needs and necessary skill sets
- ❑ Develop specific findings and recommendations for improvement



Approach & Timeline

- ▶ **Task 1 - Initiate the management review** *(November 20)*
 - ❑ Prepare a preliminary project plan and data request memo
 - ❑ Complete initial project planning
 - ❑ Brief the MEDC Board and staff on the study its purpose, objectives and approach
 - ❑ Collect and review pertinent background data
- ▶ **Task 2 – Understand the current organization, priorities, operations and staffing** *(December 11)*
 - ❑ Meet with the available members of the MEDC Board and City Council to gain insight into their goals, priorities and concerns
 - ❑ Conduct one-on-one interviews with each member of the MEDC staff
 - ❑ Review the experience, credentials and qualifications of the MEDC staff
- ▶ **Task 3 – Research comparable Texas EDCs** *(December 18)*
 - ❑ Identify and select group of 5-10 comparable municipal economic development corporations in high-growth Texas cities
 - ❑ Collect, review and analyze comparative organizational structure, staffing and activity data from the selected EDCs



Approach & Timeline

► Task 4 – Complete staffing and organizational analysis (January 1)

- ☐ Compile and analyze all of the data gathered to this point in the assessment
- ☐ Estimate current and future staffing and functional requirements
- ☐ Evaluate the degree of “fit” between the existing staff and job requirements and propose realignment as appropriate

► Task 5 – Report on findings, results and recommendations (January 16)

- ☐ Prepare, review and revise a written report of findings and recommendations
- ☐ Formally present a final report of recommendations to the EDC Board and City Council, as requested



Your Role

- ▶ Participate in interviews and focus groups as requested
- ▶ Be candid and forthcoming
- ▶ Make constructive suggestions for improvement
- ▶ Review and comment on draft deliverables if asked
- ▶ Keep an open mind



Questions / Answers



Thank You!

