



All, immediately below is the staffing comparison that I provided previously when there were questions regarding us “growing our staff”. It clearly shows that even with our newly filled admin. position, we are only “almost” back up to the staffing level from 4 to 5 years ago while our deal flow has SIGNIFICANTLY increased.

Additionally, Chairman Tate has asked me to look at our current staffing (levels and structure) and make some recommendations for any current and future staffing needs over the next several years. To do this I will first bring you up to speed on current structure and challenges and then lay out some options.

**MEDC staffing comparison to the past:**

<b><u>Current Staff</u></b>	<b><u>ORG.</u></b>	<b><u>2010-2011 MEDC Only Staff</u></b>
Jim Wehmeier : President – CEO	MEDC	David Pitstick
Abby Liu : Executive Vice President	MEDC	Jim Young
John Valencia : Director of BRE – Emerging Tech.	MEDC	Greg Simms
Chad Walker : Director of Business Development	MEDC	Abby Liu
Cayti Stein (shared) : Director of Marketing	MEDC / MCDC/Airport	Sherri Ellington
Sheri Van Slycke : Admin.	MEDC	Durinda Fischer

**NOTE: Again, even with the MEDC Admin. staff position filled, we are still at a lower staffing level than 2010, as we are sharing an employee with other organizations today.**

**Texas EDC Comparison’s (As requested by Chairman Tate):**

McKinney: 5 full, 1 shared with MCDC / Airport		Budget: \$10 million
Frisco: 12		Budget: \$17 million
Allen: 6		Budget: \$8.8 million
Plano: 5	No Type A – Type B	Budget \$5 + million
Richardson: 5 Full Time, 3 part time, 3 Chamber support staff	No Type A – Type B	Budget: \$1.1 million
Longview: 7		Budget: \$5.4 million
Lubbock: 11		Budget: \$9 million
Brownsville: 9		Budget: \$4.6 million
Mansfield: 4		Budget: \$4.5 million
San Marcos: 6	No Type A – Type 4B	Budget: \$1.1 million
Corpus Christi: 7	No Type A – Type 4B	Budget: \$1.5 million

## **Current Staff:**

Jim Wehmeier, President – CEO: Responsible for over-all operational aspects of the organization as well as business development / deal closing and legislative affairs.

Abby Liu, Executive Vice President – I have gotten Abby more involved in the operational aspects of the organization related to office management, an effort to organize historical project documents and digitize them, staff management when I'm away, etc. However, Abby was hired to do business development, especially internationally, so she wears that hat as well and works projects from start to finish.

John Valencia, Dir. of BRE and Emerging Tech: John currently runs the Business Retention and Expansion program as well as the ever-growing Emerging Tech Program. This includes both the McKinney bricks and mortar incubator and the “virtual incubator program” which is the rent reimbursement program. This workload should decrease somewhat once we get the “McKinney Werx” program up and running under a separate group, but John will still be involved some with that program.

Chad Walker, Director of Business Development – Chad focuses on domestic business development (although he stood in for me when I could not travel during an international mission that we had committed to). He travels fairly extensively, also works on RFP responses in coordination with Cayti, manages the DCI program along with Cayti and Abby, works projects from start to finish, and also works to build relationships with North Texas area site selectors and brokerage firms which are very important-.

Cayti Stein, Director of Marketing – Cayti represents the MEDC, MCDC and the McKinney National Airport. Additionally, Cayti also assists with the responding to RFP's that we receive from various sources (Governor's Office, Dallas Regional Chamber, DCI, Consultants etc.) and works with DCI and Margulies to help manage those relationships. As you all know, MEDC provides the airport with its marketing budget of \$62,000.00 per year and Cayti manages that distribution, as well as, places ads, purchases billboards, purchases promotional items and also attends NBAA with airport staff to help promote the airport.

\*\* We would like to re-direct Cayti's focus moving forward. In conversations with Mr. Muehlenbeck we have taken the Airport Marketing support off of Cayti's plate, and will try to move more of the pure advertising – marketing portion of her duties to the internal Communications Department. Cayti will still be the main liaison with the marketing dept. on projects, but we would like to get her more involved in developing area broker relationships and events as well as continuing to respond to RFP's and possibly working of Economic development projects.

In summary, travel and business development essentially fall to myself, Abby, and Chad, John takes care of existing industry here locally and Cayti currently handles marketing for two organizations and assists with RFP responses but we would like to transition some of her duties.

## **Challenges:**

As you all know we are tasked with marketing McKinney to entities outside of McKinney so by virtue of our function, we have a fairly heavy travel element to our program. Additionally, as you can see we are all multi-tasking quite a bit and it is important that we are cross-trained to an extent with a small staff so all elements of our program are covered when the lead is out of the office. However, there are limits.

**First and foremost, I'm not interested in building an inflated organization and spending all of my time managing people instead of projects.** However, as we grow and the number, size and complexity of projects

continue to grow, we need to continually look at what it takes to be as effective as we need to be in the incredibly competitive environment we are operating in.

Some things to think about:

- Does the MEDC Board want me and Abby to focus on operations and business development or if we found a strong person with significant operational experience at the VP / Director level to handle the operational element of the office and would not travel would that make us more effective? I don't think we should take Abby completely out of the business development role and I wouldn't recommend taking me completely out of it either. **Operational functions to consist of:** Office Management, Contract management, board communication and development of special reports, board meeting preparation, Asst. with budgeting and budget Management, and ALL contract compliance responsibilities.
- Does the MEDC board and the city want to re-focus Cayti and have the city's internal group handle more of the advertising? By taking the airport off of Cayti's plate and lessening her direct involvement with the advertising portion of marketing, she could focus on RFP's, and growing the relationships with North Texas area brokers and consultants. We will continue to market the airport as we do with our standard economic development programs to corporations who may need its use and stand ready to support the airport if incentives are needed to draw one of their prospects.
- Is international business development important to our community? If so we should probably have someone that focuses only on that plus Abby who has multiple functions.
  - We may have an opportunity to bring on an employee that speaks four languages (English, Portuguese, Spanish, and Italian - 3 fluently and one conversationally) and is a dual citizen (Brazilian Born with US Citizenship) that currently works for the Brazilian Embassy in Houston in the foreign investment office. Is this worth looking into?
- At some point do we want to have BRE and Emerging tech as two positions? Most EDC operations have someone specifically focused on BRE. However, with a new group about to manage the Incubator hopefully we can recapture more of John's time for BRE for the immediate future.

I think depending on the answers to the above, there are some positions that could be added:

#### **Recommendations:**

1. VP / Director of Operations – handle most of the operational side of the business under the President's supervision. **I would like to add this position immediately.**
2. Change title and role of Director of Marketing to Economic Development Manager
3. Economic Development Specialist - to work RFP's exclusively and provide support to the rest of the business development portion of the staff (Me, Abby, Chad, Cayti) and will report to Chad. **(Next year if volume justifies)**
4. Dir. of International Business Development – to focus on International business development in targeted regions. **(This year or next year)?**

After answering those questions structurally, other than positions related to the above, as we grow we could probably add economic development specific staff as needed for project volume.

#### **Cost wise, my educated estimate would be:**

ED Specialist positions would be \$40,000.00 - \$60,000.00

Director level would range from \$60,000.00 - \$85,000.00

V.P. would probably be \$90,000.00 +

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