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Year Two Plan

The first year game-plan as presented to the MEDC Board of Directors at the time of my hiring went by my estimation extremely well. The emphasis was on analyzing where various elements of the MEDC were, keep the good, change the less effective, and start the organization in a new direction under new leadership. All areas as outlined in the year one plan were covered and significant progress was made on multiple fronts. In addition, 2013 was a GREAT year for over-all project progress for MEDC with the winning of Wistron Corporate HQ., Raytheon HQ., Emerson new HQ facility, and a number of tech program and BRE wins. Additionally several watershed events happened in 2013 that will help set the course for 2014 and beyond including the groundbreaking of the McKinney Corporate Center at Craig Ranch, Re-start of Sheraton Hotel, completion of Emerson Corp. HQ. at Gateway, the beginning of complete Gateway development, and the acquisition of the Airport assets – fuel concessions and FBO operations. These three areas will set us up for exciting long term opportunities. Below are the areas covered in my initial Yr. 1 plan (in black labeled (Yr. 1) along with an end of year update and a year two plan (in red labeled Yr. 2)

Team Building:

(Yr. 1) Any new President, regardless of online research or general area familiarization will have to do a significant amount of interpersonal research, which is a fancy way of saying getting to know the TEAM. That TEAM includes not only staff, but even more importantly, the TEAM members that represent various Stakeholder groups i.e.: City Manager, Elected Officials (City, County, educational) EDC Board, Chamber leadership, Community Development Corp. leadership, Community College and ISD leadership, Workforce Solutions and Workforce Board leadership etc. During this process the hope is to learn more about the personalities, views of the over-all program (strengths and weaknesses), various roles, responsibilities and areas of authority. This will enable the President and staff to interact appropriately and in a manner that will best benefit the community and program.

(Yr. 2) I believe we made great strides on this issue in year one of my tenure and I have heard from many others that they feel the same way. We are more engaged with the City of McKinney than before and have built our organization around the TEAM concept which includes the organizations listed above. I have also been personally brought into many decisions that traditionally MEDC has not been involved with and we are playing a bigger role than ever. Additionally, the City Manager and I work extremely closely together as confidants for a better community. However, this year we need to build the internal team, fill openings, continue to cross train employees and emphasis the TEAM concept in everything we do internally as a staff. We will further this goal by continuing with weekly staff meetings as well as having many hands touching our various projects for input and ownership. There will always be necessary efforts to keep the over-all stakeholder team working together and this will be an annual goal.

Product Analysis:

(Yr. 1) McKinney obviously has a great product i.e. one of America's most livable cities, huge labor pool, multiple colleges and universities, great General Aviation Airport , interstate Hwy's etc. However, familiarization of inventory (commercial space, industrial buildings, raw land etc.) will be necessary as well as best uses for such. There may be an updated strategic plan for the Economic Development Program that I have not seen, but if not, an updated one will need to be done with input from the various stakeholder groups.

(Yr. 2) This is and always will be an ongoing process in a community that is growing so quickly. However, I believe that we made great strides on this front, not only identifying assets but also educating others of the importance of highest and best use of those assets. Some examples of MAJOR projects that MEDC has played a substantial role in are: Corporate Center at Craig Ranch, Collin County Regional Airport and the Gateway site. All of these are MAJOR projects! In year two we need to continue to work with all of the above major projects, while spending significant time in identifying a private sector master developer for the Gateway Site to turn that site into a private development. We will also focus on Corporate Hangar lease-up and the recruitment of tenants for the first Corporate Center building .

Marketing Analysis:

(Yr. 1) After familiarization with the product (land, buildings, community assets (education and talent surplus areas, infrastructure, quality of life, etc.) we will look closely at current Marketing efforts and analyze where we get the best bang for our buck and effectiveness of current efforts. I will say that emphasis will be put on electronic (web, social media, virtual tours , promotional video clips) as well as opportunities to put our staff in positions for maximum face to face time with brokers, site selectors, and corporate real estate executives. Additionally, the Business Retention and Expansion program is a key marketing element in building clusters around existing corporate partners.

(Yr. 2) Substantial changes have been made on this front, with the most visible of which being a dramatically expanded role for travel between Vice President Liu and myself. We have initiated a contract with DCI partners to set up trade missions globally to get in front of decision makers as well as started a re-refresh on all marketing materials. We are taking advantage of Texas One, Team Texas and I have re-joined IAMC (which is the single best organizations I have been associated with in this profession). We were on the waiting list to join IAMC and I was able to (via the president of its holding company, get moved to the head of the list and signed up immediately (was told it was a 3 year wait). I am also the incoming chair of Team Texas. We have also started electronic marketing campaigns towards California as well as started a facebook page that has increased our website traffic dramatically! Again, we need to fill staff openings to more aggressively go to markets recruiting both Site Selectors and end users.

Staff Analysis:

(Yr. 1) The current staffing of the organization will need to be looked at to ensure that the right talent sets are in place and are being utilized to their maximum benefit for the organization. Additionally, we would need to consider: Do we have enough staff to professionally work the various priority programs we decide to implement, can we utilize

contractors for some areas (social media, marketing). Again, I am also not the type of person that feels the need to "bring in his own team" if good talent is in place with a knowledge set that we can benefit from, although some re-tasking could take place.

(Yr. 2) Although I believe in running as lean as possible, we have hired Cayti Huston (which has been a tremendous hire) and will need to add two more staff positions (one as a finance position to handle all accounting functions as well as contract auditing, and another trained economic developer to work projects to free me up to be at more of a 10,000 ft. vision level and continue to assist with deal closing and handle much of the marketing of McKinney in general and focus on the Airport, Gateway, and Corporate Center at Craig Ranch). Staff in place when I arrived has been retained. They are productive and professional. However, their roles have changed somewhat with Abby Liu losing her VP of Foreign Business Development Title and taking the Title of Vice President of MEDC. Abby is my right hand, is very strong administratively and is very detail oriented. John retains his title but I have re-written his BRE program for him to follow for the future.

Business Retention and Expansion:

(Yr. 1) Knowing that a staff member is tasked with this area, I expect that the BRE program for McKinney is a robust one but an analysis will need to be done. I don't feel like any economic development program can be strong without a strong BRE program that includes at minimum: Annual face to face meetings and surveys, monthly communication piece, annual wage and benefit survey that can be utilized by various business sectors, some type of recognition program, and an ongoing "relationship" with existing industry. Local business should also understand that McKinney economic development is about long term relationships and that incentive programs apply to them as well for all expansions and major employment growth opportunities.

(Yr. 2) McKinney believe it or not has not had a formal BRE program in effect. John is a good fit for this role but had no guidance or training. He has since been sent to training and I have spent a substantial amount of time with him as well as having re-written his BRE program to work through. McKinney has had TREMENDOUS wins on the BRE front and it will continue to be a focus. In addition to the BRE program, Emerging Tech is also under John's purview and we have made incredible strides in that area as well. McKinney now has for the first time a bricks and mortar incubator program with 13 participating companies and that energy center has attracted three other companies into the same space. John will be put on a goal regarding existing industry visits to keep him in communication with existing industry and not spend all of his time on Emerging Tech.

Aside from the analysis and improvement of current programs, the following are some key elements of an annual plan of work for the MEDC.

Local Involvement:

(Yr. 1) Both myself and staff will be very involved within the community as well, supporting community organizations and events. The economic development program needs the community's support for long term success and that is a two way street! This will include service clubs, Chamber, CVB, the Community Development Corporation, City, County, ISD, etc. I have personally never lived in a community that I did not get involved with and that pays dividends.

(Yr. 2) In addition to MEDC specific meetings, I attend MCDC Boards Meetings, CCRA Board Meetings, McKinney Partnership Board Meetings, Mayor's Select Committee on International Development meetings, and Chamber events. Additionally, I attend virtually every City Council meeting and work session and have been invited into all executive sessions for both which I attend. Lastly, I have recently been asked to consider serving on the Chamber of Commerce Board of Directors. I have agreed to have my name put up for nomination. I would like for us to become more involved with Collin College and the MISD.

Internal Marketing:

(Yr. 1) Although specific projects are done under the shield of confidentiality, the general Program's efforts and generalities regarding the program's efforts and projects need to be shared with the stakeholder groups often and the over-all community when possible. These are Sales tax supported organizations and the citizens should be on board in general and informed from time to time.

(Yr. 2) We now do regular updates for city council regarding MEDC business and have started a monthly newsletter to help keep our stakeholders in the loop. Additionally, we use a new facebook page to provide updates and participate with the Chamber of Commerce with McKinney Magazine as well as town square buzz. Additionally, we have hired David Margulies with PR experts to represent McKinney in assisting getting our positive story out to those outside our service area as well as assist us with local communication regarding major issues. In year two we need to do a better job of celebrating our successes and telling the story of our substantial impact on the community. Additionally, we need to develop a better relationship with the McKinney magazine to use as a venue for telling our story in addition to our social media outlets etc..

External Marketing:

(Yr. 1)In furtherance of the above statements, I am the current Vice Chair (Incoming Chair) of Team Texas which is a Statewide Marketing Organization for economic development in Texas and we will be very involved in its opportunities to spend face time with our target decision makers and markets. A competitive analysis (if not already available) will need to be done on identified markets outside the State that compete for the types of companies that we are focused on.

I would also recommend involvement in:

- Texas One (Governor's marketing Organization for Texas)
- Trade Missions both domestic and International)
- IAMC (Industrial Asset Management Council)
 - CORENET (Corporate Real Estate and Broker focused group)
 - IEDC (International Economic Development Council)
 - Various other opportunities (Site Selectors Guild, Area Development Conferences etc.)
 - Any regional economic development efforts/ organizations

And we would focus other Marketing efforts on:

- Communication and relationship building with various brokers, site selectors, developers etc.
- Continual website improvement

- Social Media
- Marketing videos (web based and other mediums)
- The use of testimonials

In Summary, the Year one project of work would include analyzing all of the current program's elements, implementing improvements and expansions and building the TEAM locally to create a consensus vision and game-plan. Substantial time and effort will be spent getting to know the stakeholders and building relationships built on mutual respect and trust. By respecting one another's roles, responsibilities and areas of authority we can build a team moving in the same direction.

(Yr. 2) In summary, we have literally looked at the entire program from top to bottom and kept and enhanced the good while at the same time making a good number of changes. I believe that MEDC is in a far better place today than it was 10 months ago when I got here. I believe staff morale is very high, productivity is up and I believe that we have built trust and respect among other stakeholder groups (the City of McKinney in particular). Additionally, MEDC has had one of the most productive years in recent memory with major projects by Emerson, Encore, Manner Plastics, Wistron, and Raytheon! We have also gotten on a number of VERY high profile and impactful projects through our enhanced marketing and travel. We will continue to use the expertise of Cayti Stein, myself, David Margulies, and the City's internal communications department to continually enhance our marketing efforts. Additionally we will continue to place a focus on personal participation in associations and events and travel to create face to face opportunities to build up MEDC's broker, site selector, and end user network. MEDC will continue to use DCI for this year as an economic development research and matchmaking consultant.

5 Major Goals for Yr. 2:

- Find development partner for the Gateway site to turn it into a private development
- Aggressively market the open corporate hangars at TKI
- Aggressively market the McKinney Corporate Center at Craig Ranch to draw tenants
- Fill necessary staff positions to enable continued productivity
- Improve internal marketing to tell the MEDC success story locally