



Buda EDC 2022 Strategic Work Plan

BudaTx Economic
Development
Corp.



THE STRATEGIC PLANNING PROCESS

On March 28-29, 2022, the Buda EDC board and staff gathered at City Hall to plan for their future. The following is the process used to reach the conclusions for the 2022 Strategic Work Plan.

The process kicked off with a preliminary Zoom meeting between Board President Jennifer Storm and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the organization, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

At the planning retreat, Jennifer Storm reviewed the 2020-2021 BEDC accomplishments, then the facilitator led a conversation on the highest and best use of the organization's reserve funds, then the group reviewed and evaluated the recommended vision statements that each board and staff member submitted for consideration. After reaching consensus on a new vision statement, the group adjourned for the evening and returned the following afternoon.

Day two's discussions began with desires and priorities for the next several months, then the development of and consensus on 5 Goals for 2022. Following the goal development, the facilitator led the group through strategy development. These two half-day sessions included participation from both board and staff.

The following is the Buda EDC 2022 Strategic Work Plan.





2022 Strategic Work Plan

Our Mission

As stewards of taxpayer dollars, we drive business development for a prosperous and economically sustainable Buda while preserving our small-town charm.

Build a Better Buda.

Our Vision

Buda is a business-friendly community that supports diverse economic growth, workforce development, and tourism.



EXPECTATIONS

The facilitator asked the participants to share any expectations for the day. Responses were as follows:

- Discuss reserve funds
- Organizational structure
- Be proactive
- Recruit and grow HUBs (historically-underutilized businesses)
- Determine the type of development we want
- Become aligned with city council
- Streamline communications with both staff and partners
- Dream BIG
- Clear actionable attainable goals
- Develop a roadmap
- Be energized
- Discuss culture and reputation
- Enhance the Development relationship with the City of Buda
- Staff workload and workflow



WHAT DOES SUCCESS LOOK LIKE WITH OUR RESERVE FUNDS?

The facilitator asked the participants to describe what they thought were the highest and best uses for the \$8.1M in Reserves. The following were the responses and topics for subsequent discussion:

- Develop our BRE (Business Retention & Expansion) Program
- Purchase developable land
- Create a small business incubator
- Enhance programmatic offerings such as:
 - o Staffing
 - Internal
 - External (salesperson for the amphitheater/SportsPlex)
 - o Partners for additional events such as at the Rodeo Park
- Hire a Navigator position at the EDC to help ensure a Development Services Excellence partnership with the City of Buda
- Develop new incentives such as utility cost reduction within MUD area
- Build Downtown parking
- Attract lone wolf company owners
- Provide Train Stop options
- Carrington House
- Hire a Site Selection Consultant to come evaluate our offerings and make recommendations regarding how we can better attract their clients
- Doubling Main Street
- Ensure ROI regardless of how we invest it
- Invest in developing a resiliency policy
- Purchase a Scoring Tool

2022 GOALS:

Each of the following 5 goals is guided by the values of diversity and inclusion. Diversity and inclusion are not goals of Buda EDC, but rather a tapestry that is woven through every goal, every service, and every program.

Goal #1: Organizational Structure

To enhance the EDC's staffing structure, processes, and systems to become a premier economic development organization.

Goal #2: Business Retention & Expansion

To develop a robust Business Retention & Expansion Program that cultivates relationships and nurtures the success of our existing businesses.

Goal #3: Tourism Development

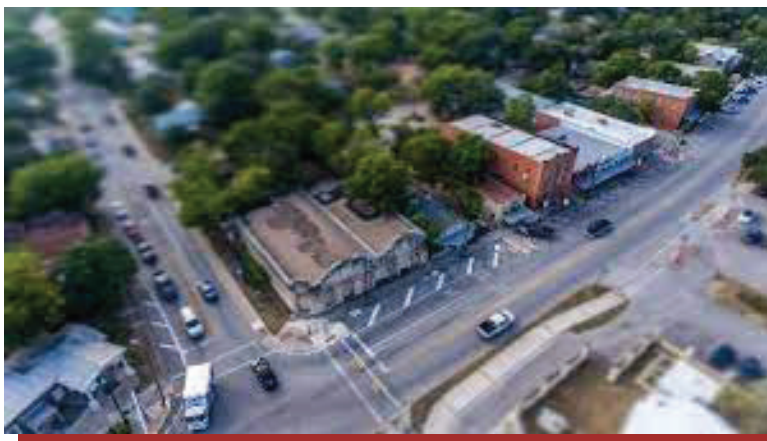
To support and enhance the existing efforts of others to attract tourists to Buda.

Goal #4: Entrepreneurial Development

To foster the success of local start-ups and small businesses.

Goal #5: Business Recruitment/Attraction

To attract and recruit employers and workforce that enhance our local economy.



GOAL #1: ORGANIZATIONAL STRUCTURE

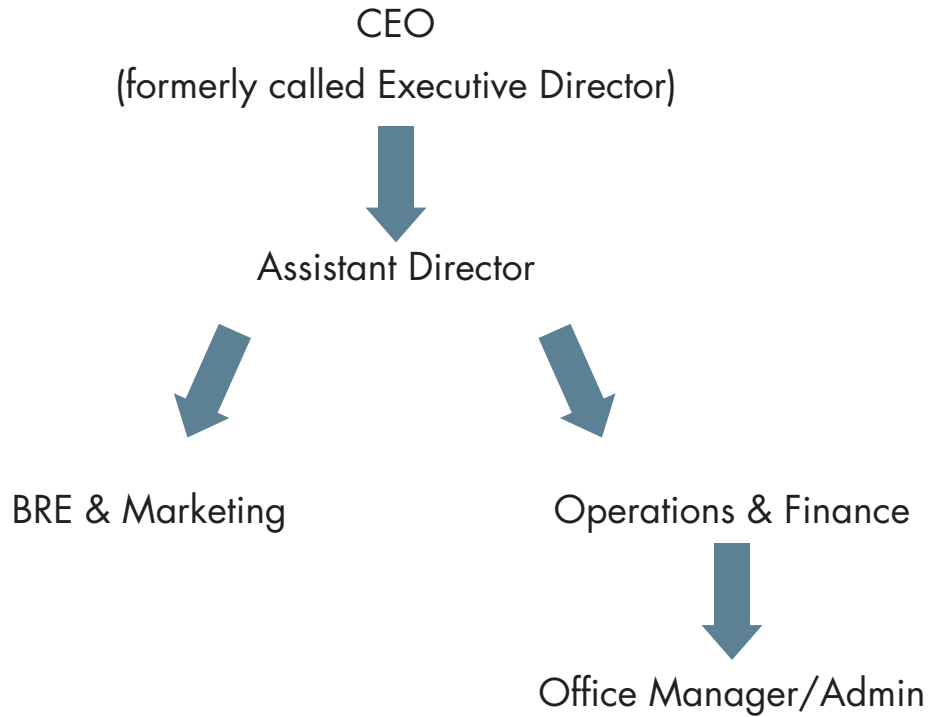
To enhance the EDC's staffing structure, processes, and systems to become a premier economic development organization.

1. Interview and hire an Interim CEO
2. Outsource the Bookkeeping function
3. Staff to create database of situations they cannot resolve and solicit assistance from board
4. Explore and evaluate software efficiency tools:
 - QuickBooks
 - Asana
 - Hubspot
5. Jennifer will reach out to Micah to establish Standard Operating Procedures in the interim then arrange a meeting between two Assistant City Managers and EDC Staff
6. PFIA training
7. Secure QuickBooks training for staff
8. Hire a new CEO for the Buda EDC (most likely using an economic development headhunter/recruiting firm)
9. Develop a Reserve Fund policy

HOW WILL WE MEASURE THE SUCCESS OF GOAL #1?

- Did we hire an Interim CEO?
 - Did we outsource bookkeeping?
 - Did the staff create list of issues they are facing and receive assistance?
- # of efficiency tools reviewed/evaluated: three
- Did Jennifer & Micah establish Standard Operating Procedures?
 - Did EDC staff meet with ACMs?
- # of people who participated in PFIA training in 2022: _____
- Did we receive QuickBooks training for staff?
 - Did we hire a new CEO?
 - Did we develop a Reserve Fund policy?

NEW ORGANIZATIONAL STRUCTURE MODEL



Note: this new organizational structure model is subject to change based on future CEO's preferences.

RECOMMENDED ROLES/DUTIES FOR EACH POSITION

CEO

- Chief executive for the organization
- Onboard new board members
- Attract and recruit new employers and workforce to Buda
- Establish and maintain policies and procedures for board, staff, and committees
- Establish and maintain a Standard Operating Procedures manual
- Responsible for letters of intent (LOI)
- Prepare for BEDC Board Meetings
- Host Executive Team Lunches
- Manage the response to RFPs and all prospect leads

- Keep City Council informed:
 - Attend council meetings
 - Speak/present when needed to update council on projects
 - Follow-up to council's requests for information

Assistant Director

- Assist CEO in recruitment/attraction
- Manage current projects
- Enforce the Standard Operating Procedures (SOPs)
- Attend outside meetings
 - Industrial
 - Commercial
 - Civic organizations
- Development Review Committee (DRC)
- Workforce Development
- Entrepreneurial Development
- Liaison to the City
- Go on BRE visits with the BRE staff person
- Attend city council meetings as needed
- Onboard new staff members
- Liaison and oversee committees of the board and the community

BRE & Marketing Director

- CollaBuda
- Conduct business & industry visits
- Host industry events
- Training & development needs of staff
- Communicate/tell our story externally
- Manage all social media accounts
- Manage Constant Contact email communications
- Manage website

Operations & Finance Director

- Oversees all things Finance
 - Operating budget
 - Banking
 - Investments
 - Reserve funds
 - Manage vendors
 - Manage all financial statements and reports
- Manages BEDC agreements, contracts, & MOUs
- Manages incentives and incentives policies
- Seeks grant opportunities and manages grants
- Ensures tracking of all financial transactions and expectations
- Ensures compliance with legal documents and requirements
- Manages payroll
- Manages checks/payments
- Liaison to City for BEDC finances
- Oversees all financial notifications
- Financial audit management
- Assist in the Finance portions of the SOPs
- Craft budget with CEO and Executive Committee
- PFIA office
- Track sales tax collections
- File Sales Tax Annual Report with Texas Comptroller prior to April 1 each year
- File other annual state and federal reports as necessary
- Manage office equipment

Office Manager/Administration

- Screen calls and properties requests
- File office paperwork
- Manage Development Review Committee (DRC) spreadsheet
- Manage property/sites data/flyers
- Update website as needed
- Coordinate BEDC meetings
- Serve as first point of contact for EDO
- Provide administrative support to all team members
- Prepare board meetings
 - Finalize agendas
 - Finalize minutes
 - Prepare and distribute board packets
 - Develop PowerPoint Presentations for staff
 - Set up room for board meetings



Goal #2: Business Retention & Expansion

To develop a robust Business Retention & Expansion (BRE) Program that cultivates relationships and nurtures the success of our existing businesses.

- 2.1** Host Industry Roundtables – goal is 1 per every 2 months
- 2.2** Conduct 5-10 industry visits per month
- 2.3** Funnel existing industry inquiries to Monica, Evan, and Micah
- 2.4** Staff to update board monthly on relevant information learned during recent industry visits and what was done for follow-up
- 2.5** Consider developing a formal BRE Program with goals, strategies, and metrics that can be used all year to gauge success and builds long-lasting relationships

HOW WILL WE MEASURE THE SUCCESS OF GOAL #2?

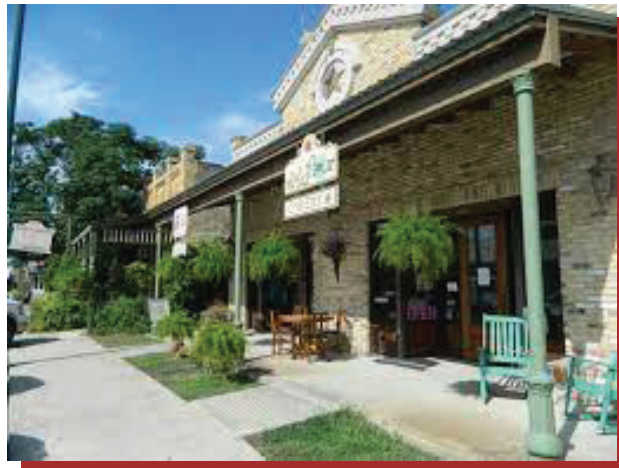
of industry roundtables hosted in 2022: _____

of industry visits conducted May through December 2022: _____

Did we funnel existing industry inquiries to Monica, Evan, & Micah?

of months May through December 2022 that staff updated board on BRE visits:

Did we research which elements go into a BRE Program and begin creating one?



Goal #3: Tourism Development

To support and enhance the existing efforts of others to attract tourists to Buda.

- 3.1** Provide financial support to Koke-Fest
- 3.2** Provide financial support to Happy Hobo
- 3.3** Partner with the Buda Chamber for the Rodeo

How will we measure the success of Goal #3?

- Did we provide financial support to Koke-Fest?
- Did we provide financial support to Happy Hobo?
- Did we provide financial support to the Buda Chamber for the Rodeo?

Goal #4: Entrepreneurial Development

To foster the success of local start-ups and small businesses.

- 4.1** Buda EDC will host an SBDC Roundtable
- 4.2** Brainstorming session with EDC board and staff to further decide what we can do to foster success among our local entrepreneurs

How will we measure the success of Goal #4?

- Did we partner with SBDC to offer a Roundtable?
- Did the board and staff meet to brainstorm other ideas to help serve the Buda entrepreneurial community?

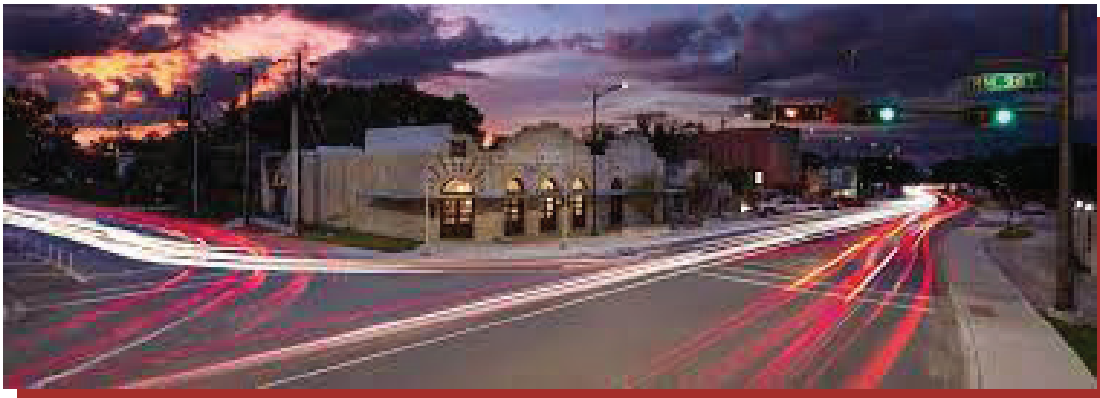
Goal #5: Business Recruitment/Attraction

To attract and recruit employers and workforce that enhance our local economy.

- 5.1** Create list/database to manage our prospect inquiries
- 5.2** Develop a monthly prospect inquiries report
- 5.3** Identify what staff can help with until new CEO is hired
- 5.4** Identify what staff needs help with until new CEO is hired

How will we measure the success of Goal #5?

- Did we create list/database to manage our prospect inquiries?
- Did we develop a monthly prospect inquiries report?
- Did we identify what staff can help with until new CEO is hired?
- Did we identify what staff needs help with until new CEO is hired?



Buda EDC Leadership

The Buda EDC 2022 Board of Directors and Staff participating in Planning Retreat:

Board of Directors

Jennifer Storm, President

Monica Davidson

LaVonnia Horne-Williams

Amy Martin

Tim Otto

Evan Ture

Betsy Urban

Staff

Shannon Mumley

Angela Peterson

Legal Counsel

Josh Brockman-Weber, Nichols Law Firm