



# Lampasas Economic Development Corporation

2018 Strategic Plan

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## Lampasas Economic Development Corporation

### Summary

On Friday, July 28, 2017, the Lampasas Economic Development Corporation began a 12-month Strategic Planning process for 2018. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary meeting between the facilitator and the staff to go over key economic development issues facing Lampasas, understand the programs and projects underway through the Economic Development Corporation, and to prepare the agenda and format for the planning retreat.

During the retreat, before the planning elements, the facilitator conducted the half-day Board Development Session with the Lampasas EDC board and staff. This session included:

1. Economic Development Overview – community development, business development, leadership, workforce, social infrastructure, physical infrastructure, recruitment, retention, tourism, etc.
2. Board Development Training – roles, responsibilities, best practices, the 5 Cs, prospects, sales team development, responding to requests, economic development trends, pitfalls to avoid, etc.

Then the participants spent the second half of the day crafting goals, strategies, and key performance indicators for 2018.

The following is the Strategic Plan they developed.

## Expectations

The facilitator asked the participants to share what their expectations for discussions were for the day. Their responses were as follows. Expectations marked with a check were fully met by the end of the day; items with a diamond need a little more discussion; items with an X need significantly more discussion. The board agreed to add items with a diamond or X to an agenda for discussion before the end of 2017.

- Clear defined goals
- Enhance relations with the Chamber
- X Marketing strategies
- Create metrics
- ❖ How to position ourselves
- ❖ How do we get our name out there?
- How do we assess needs?
- Talking to the public about what we do
- X What to target?
- Create some business retention tools
- Help the city grow
- Validation of past successes
- ❖ Sustainability
- Lack of internet service

## Mission & Vision Statements

The board and staff of the Lampasas EDC developed a new Mission Statement for the organization. The following is the new statement.

*The mission of the Lampasas Economic Development Corporation is to enhance economic opportunities and quality of life for our citizens through strategic business retention and attraction.*

The board and staff of the Lampasas EDC developed a new Vision Statement for the organization. The following is the new statement.

*The vision of the Lampasas Economic Development Corporation is to be recognized as a thriving community with diverse economic opportunities while maintaining our excellent quality of life.*

## See/Hear/Feel

The facilitator asked the participants to describe what Lampasas would look like, sound like, and feel like if it were everything they hoped it could be. Their answers are as follows:

### See

- Thriving
- Diverse population
- Diversity in jobs
- Activities
- Vibrancy
- Families
- Multi-generation
- Children playing

### Hear

- Cash registers ringing
- Children laughing
- Quiet

### Feel

- Safe
- Pride
- Enthusiasm
- Welcome

## SWOT Analysis

The facilitator asked the attendees to participate in brainstorming the Strengths, Weaknesses (Challenges,) Opportunities, and Threats facing the Lampasas EDC. The following are their responses:

### Strengths

- Strong volunteer community
- People – citizens
- Schools
- City/Organization/Public Safety
- Hospital/Health care
- Low crime
- Location – “close enough to...”
- Green space/Parks/Creek
- Infrastructure/Water/Wastewater/Electric
- Businesses
- Board Diversity

### Weaknesses (Challenges)

- Internet
- Workforce (resources, etc.)
- Negativity
- Community perception of Lampasas
- Lack of variety of housing
- Lack of high wage job opportunities
- Lack of apartments
- Limited tax base
- Lack of family resources (daycare, elder care)
- Lack of family activities (diversity)
- Rapid response to growth (infrastructure)
- Lack of EDC Board member with financial forecasting ability
- Stale downtown (need for revitalization)

## Opportunities

- CTE program
- I-14 – proximity to population
- Airport runway extension
- Business park
- Expansion of neighboring communities
- TxDOT resources – resurfacing, restriping, etc.
- Availability of ranch land (small lots) for development
- Workforce development committee
- 190/281/183 location
- Consider creating an adult leadership program

## Threats

- Loss or reduction in (KWSC) quality water sources
- I-14 Bypass
- Impacts – Killeen/Cove Crime
- BRAC – Ft. Hood
- Lack of a City Comprehensive Master Plan
- Non-redundant internet
- Loss of hospital
- Increased traffic/truck
- Lack of housing and business infrastructure (easier to do business in other places)
- Lack of funding for training programs (CTE & LCHEC)
- Communication breakdown between City & County and City & Chamber

## Lampasas Economic Development Corporation

### 2018 Goals

The following are the list of goals developed by the board and staff throughout the process described above.

#### **GOAL 1: INTERNET**

*To secure improved internet access for Lampasas.*

Strategies	Who is Responsible?	Start Date	Completion Date
1. Develop scope of work for Internet Service RFP	Staff & Board	September 2017	October 2017
2. Plan connectivity to backbone	Staff & Board	November 2017	January 2018
3. Determine model type	Staff & Board	November 2017	January 2018
4. Determine partnership opportunities	Staff & Board	November 2017	January 2018
5. Develop agreement	Staff/Board/Legal	January 2018	March 2018

#### How will Goal #1 be Measured?

- # of RFPs sent out/downloaded
- # of proposals received
- Engagement of consultant
- Receipt of deliverables
- Construction and implementation within one year of contract

## GOAL 2: COALITION BUILDING

*To develop a community coalition between the EDC, City, and Chamber.*

Strategies	Start Date	Completion Date
1. Meeting of EDC, City, and Chamber in neutral space to ask how the EDC can better help the others succeed	September 2017	September 2017
2. Develop solutions to issues discussed	September 2017	September 2017
3. Offer resources to others (training, workshops, etc.)	September 2017	Ongoing
4. Have regular coalition meeting with each entity rotating hosting	December 2017 or January 2018	Ongoing

### How will Goal #2 be Measured?

- Did we create the first meeting?
- Did we offer resources to the others?
- Which resources did they take advantage of?
- Did the Hotel Occupancy revenue increase?



### GOAL 3: MARKETING

*To attract businesses and industries by maximizing our marketing efforts.*

Strategies	Start Date	Completion Date
1. Create an agenda item to discuss branding options	September 2017	September 2017
2. Further develop the EDC website including critical data and information	October 2017	November 2017
3. Ensure that Mandy purchases/registers for the professional development, training, and networking opportunities necessary for her growth.	September 2017	Ongoing
4. Use the video of the Business Park to promote Lampasas	November 2017	February 2018

#### How will Goal #3 be Measured?

- Was Branding on the September 2017 board meeting agenda?
- Is our new branding on the website design by October 2017?
- Which and how many conferences, seminars, and workshops did Mandy attend Fall 2017 through end of 2018?
- Did we meet with video consultant to discuss objectives, get quote, and discuss with board?

## GOAL 4: WORKFORCE DEVELOPMENT

*To strengthen workforce development channels to benefit employers and employees.*

Strategies	Start Date	Completion Date
1. Create a meeting between business owners and workforce providers (educators, trainers)	January 2018	January 2018
2. Create action steps following meeting	October 2017	November 2017
3. Evaluate survey responses from the workforce development committee	September 2017	October 2017
4. Implement training for identified skills gaps from survey responses	January 2018	Ongoing
5. Recruit more high wage employers to Lampasas	October 2017	Ongoing
6. Educate stakeholders on the importance of vocational jobs	September 2017	Ongoing

### How will Goal #4 be Measured?

- Did we create the meeting between employers and educators?
- # of prospect meetings with high wage employers
- Did we implement training programs to help strengthen the workforce?
- Did we increase vocational programming/ training offered & levels of participation?
- Did we talk regularly about the value, need, and importance of vocational careers?

**GOAL 5: BUSINESS PARK DEVELOPMENT/MARKETING**

*To effectively market our Business Park to appeal to investors.*

Strategies	Start Date	Completion Date
1. Identify and establish first site location for anchor business	October 2017	April 2018
2. Secure conceptual map/ rendering of anchor site and entrance (Neon Cloud or KSA)	November 2017	February 2018
3. Identify location of fiber surrounding business park	November 2017	December 2017 or post-anchor tenant
4. Secure water and wastewater extension to anchor site	December 2017	Ongoing
5. Build entrance to anchor site	October 2017	April 2018
6. Attract an anchor	May 2018	Ongoing

**How will Goal #5 be Measured?**

- Did we identify funding?
- Did we secure engineering?
- Did we create rendering RFP?
- # of prospect interest points in business park

## GOAL 6: RETAIL BUSINESS RECRUITMENT

*To successfully recruit more retail businesses to Lampasas.*

Strategies	Start Date	Completion Date
1. Take list of vacant buildings to the Appraisal District Office to locate owners	October 2017	December 2017
2. Further develop a database of available sites for retail	October 2017	December 2017
3. Review and adjust (if necessary) current retail zoning regulations	September 2017	December 2017
4. Research the benefits, expenses, and requirements to attend ICSC (International Council of Shopping Centers)	October 2017	December 2017
5. Update our marketing materials for retail developers	November 2017	February 2018
6. Review our retail leakage report and assess retail needs and targets	October 2017	January 2018

### How will Goal #6 be Measured?

- # of vacant building owners that we successfully contacted
- Did we research and/or attend ICSC? (November 8-10, 2017 in Dallas)
- # of contacts and meetings with retail developers
- Did we meet with retail consultant to run a study on our community's retail needs?

## GOAL 7: BUSINESS RETENTION & EXPANSION

*To build and cultivate relationships with existing businesses that keep them growing and expanding in Lampasas.*

Strategies	Start Date	Completion Date
1. Create a new Business Retention & Expansion Program that includes topics to be discussed during industry visits	January 2018	April 2018
2. Make a list of the Top 12 businesses to visit in 2018; ask board members to sign up for the ones they are most interested in helping with	January 2018	February 2018
3. Create business visit questionnaire	February 2018	February 2018
4. Meet with local partners to fully understand all their programs, services, and resources to accurately share with existing industry leaders. Partners might include SBDC, Workforce Solutions, SCORE, area post-secondary educational facilities, etc.	August 2017	September 2017
5. Get Business Retention & Expansion Training on how to conduct interviews. Topics should include: roles and responsibilities, interview tips, confidentiality, a pre-meeting review of topics to be discussed, identifying red flags, tips on asking questions, how to record and report results	March 2018	April 2018
6. Create Excel spreadsheet to later catalog data from visits	March 2018	March 2018
7. Execute the visits and record the data collected	April 2018	August 2018
8. Share non-confidential information with rest of the board and determine plan of action for each follow up item	July 2018	August 2018
9. Market the BRE Program through various channels such as website, social media, traditional media (newspaper, radio,) write an op-ed for newspaper, showcase testimonials from happy business owners, etc.	April 2018	Ongoing
10. Host an industry appreciation event (breakfast, lunch, dinner, party, gala, etc.)	August or September 2018	Annually

### How will Goal #7 be Measured?

- Did we create the BRE Program?
- How many existing businesses did we visit and help?
- Did we market the BRE program so that others now know what it is?
- Did we create and host a successful event?