



## TEXAS ECONOMIC DEVELOPMENT COUNCIL

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### CONTRIBUTING STAFF

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# FIVE YEAR STRATEGIC PLAN 2020-2024



## PURPOSE OF THE PLAN

The Plan includes has the following purposes over the five-year implementation period.

- Confirm the Mission of the TEDC
- Identify Goals to be pursued in the planning period
- Identify and prioritize Objectives for the Board and Staff to implement over the planning period
- Provide the TEDC membership with a clear understanding of the Goals and Objectives
- Provide an orientation and “on-boarding” tool for new Board Members

## RESEARCH UNDERTAKEN

Considerable effort goes into the preparation of the Plan including the solicitation of feedback not only from the Board Members but significantly from the TEDC membership as a whole. The following tasks were performed to solicit input for the development of the Plan.

- Conducting and compiling the comprehensive bi-annual Membership Survey distributed in January of 2019
- Discussion during the December 2019 Board retreat
- In-depth interviews and surveys with the elected Board Members including the Executive Committee

## COMPONENTS OF THE PLAN

This TEDC Five-Year Strategic Plan combines feedback and input from the Membership Survey, the Board of Directors, and TEDC Staff. The following is a quick highlight of the components included in this Plan.

### TEDC Overview

A high-level overview of major factors impacting or benefitting the operations of TEDC including the following:

- Activities since the last Strategic Plan
- Significant changes in TEDC operations.

### Mission and Goals

The Mission and Goals Summary is the basis for implementation of the Plan going forward. The Board reviews and either confirms or revises the Mission Statement, then works through the draft Goals to select those to be pursued in this Plan.

- Current Mission Statement provided for review
- Draft Goals were provided based on results of the SWOT Analysis and any direct Goals provided by either the Board or Member Survey
- Goals are fairly high-level aspirations which are then pursued based on one or several objectives

### Goals and Objectives

The Goals and Objectives Summary provides the meat of the Plan by including Objectives that are SMART (Specific, Measurable, Attainable, Relevant, and Timely). Objectives should be established as items than can be finished.

- Summarizes all Goals to be pursued
- Provides all Objectives to be pursued in order to meet the Goals

## Prioritized Objectives

Once the Goals and Objectives have been determined, it then becomes important to prioritize the Objectives so that emphasis can be placed on the highest priorities.

- Objectives are placed randomly in a forced-ranking form and provided to the Board for ranking
- Responses are then compiled and a weighted-ranking system calculates the score for each Objective
- The Objectives are then sorted based on their ranking score
- The ranking score is then included in the Goals and Objectives Summary

## SWOT Analysis

The SWOT Analysis is intended to concisely collect input on the Strengths, Weaknesses, Opportunities, and Threats relevant to TEDC.

- Solicit input from Board Members
- Incorporate input from Member Survey
- Combine redundant responses into a single representative response in the right category (left column of SWOT Summary)
- Determine the task or action that needs to take place to address the input (right column of SWOT)
- Carry the task or action item forward as a potential Objective in the Plan for evaluation by the Board

# TEDC Overview

## Mission Statement

As established by the TEDC Bylaws, the Mission Statement of the TEDC is to provide leadership for the economic development of Texas.

A primary objective is to support the economic growth of Texas and develop strategies that promote a positive business climate in our State.

## HISTORY

The TEDC is the nation’s largest and most influential statewide economic development association. The TEDC has more than 850 members (including more than 630 active professionals) and celebrated its 50th anniversary in 2011 with a year-long celebration that included several special events and a commemorative video (now posted on the TEDC web site). In 2013, the organization hosted its first-ever Women in Economic Development Conference, which attracted more than 100 participants. And, for several years the TEDC has co-sponsored the Texas Rural Challenge, a conference dedicated to rural economic development issues in our state.

## FINANCES

Despite the Great Recession, the TEDC has remained financially strong since the last strategic plan was published in 2014.



## COMMITTEES

TEDC has strong Committees that are the driving force implementing the organization’s Goals. The Executive Committee members Chair several of the Committees (by virtue of the TEDC’s by-laws) with remaining Chairs selected by the Chair of the Board.

## PROGRAMS

TEDC offers a diverse array of Programs meeting the needs of its membership. The Conferences held throughout the State provide opportunities to gain knowledge from a wide variety of professional speakers covering many aspects of the economic development spectrum.

## RESOURCES

Providing relevant Resources has become a strength of TEDC over the years. Structures are in place to allow Members to submit resources for the benefit of all Members. Staff continues to develop Resources benefitting all Members.

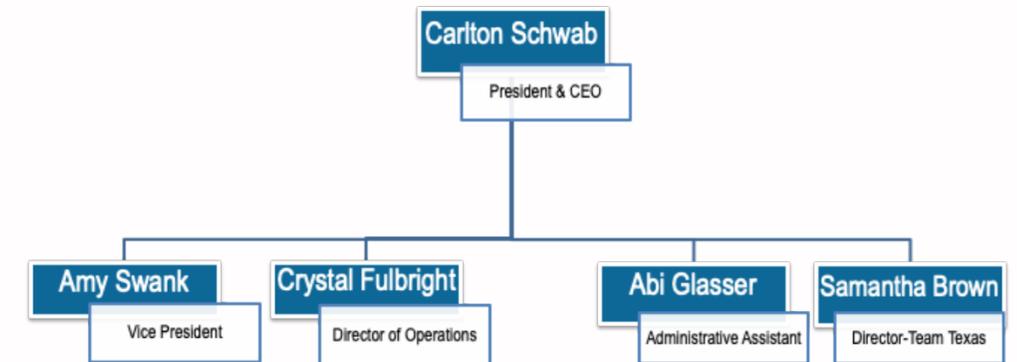
## OFFICES

At present, the organization’s offices are located at 1601 Rio Grande Street, Suite 455, Austin, Texas 78701.



## STAFFING

The number of TEDC Staff increased to five full-time employees in 2016. The Team Texas Director is also a part of the TEDC Staff and is included in the five full-time staff members.



## POLITICAL AND LEGISLATIVE INVOLVEMENT

On the political front, the TEDC has performed exceedingly well despite some challenges to traditional economic development program efforts at the State and local level, and a growing anti-incentive sentiment among certain Texas policymakers. TEDC has maintained a strong lobby effort and is now clearly the premier organization on the economic development sales tax, business incentives and almost all other economic development issues. The TEDC Political Action Committee (PAC) has a healthy fund-balance and TEDC’s President and CEO, Carlton Schwab, was appointed by Governor Perry in 2012 to serve on a prestigious statewide economic development panel (the Select Committee on Economic Development) where he served as the Chair of a task force focused on economic development incentives.

# SWOT ANALYSIS

## STRENGTHS

### What Are Our Strengths?

- Represents the desires of membership to the Legislature
- Organizes and executes quality conferences and events
- Provides education opportunities to Members and their communities
- Communicates with Membership effectively and timely
- Solid membership and financial management
- Provides excellent venues for professional networking
- Provides financial and staffing support for the Basic Economic Development Course
- Provides quality technical resources
- Maintains a professional and engaged Staff
- Provides great employment availability listings
- Provides timely and effective support to economic development organizations
- Provides access to vendors and service providers
- Provides opportunities for professional growth
- Team Texas provides economic development organizations with opportunities for state involvement

### How Do We Build Upon Them?

- Prepare a professional Legislative Agenda prior to legislative session
- Provide three (3) professional conferences each year
- Develop branding for economic development education / training programs
- Maintain and enhance membership communications
- Establish metrics for membership and financial management
- Provide two (2) networking receptions at each conference
- Continue funding and Staff support for Basic Economic Development Course
- Perform a deep-dive analysis on TEDC resources
- Discuss long-term retention needs with Staff
- Increase exposure and use of job listings service
- Reply to Resource Partner requests within 24 hours
- Continue opportunities for vendors/providers at Fall conference
- Implement Future Leaders Program
- Continue / strengthen support for Team Texas



# SWOT ANALYSIS

## WEAKNESSES

### What Are Our Weaknesses?

- Improve representation as the voice for economic development
- Limited emphasis on new leader cultivation
- Inadequate message development on benefits of economic development
- Do legislative / lobbying efforts need fine-tuned?
- Not enough emphasis on engaging local officials and managers
- Limited networking opportunities
- Conference sessions could be of higher value
- Not enough mentoring opportunities
- Limited member support for the PAC
- More attention to event scheduling conflicts
- Member recruitment could be more innovative / proactive
- Improve resource content and availability
- Limited emphasis on new member / young member engagement
- Limited Board-Staff engagement
- Limited emphasis on Business Retention & Expansion
- Resource Partner Program needs fine tuning / enforcement
- Limited effective use of Social Media networks
- Not enough women in leadership roles
- Inadequate use of senior members
- Sales Tax Training needs refreshing
- Not enough regional meetings
- No training emphasis on dealing with politics / politicians
- Committees are not well-attended by membership

### How Do We Reduce or Eliminate Them?

- Develop a “White Paper” on the functions and benefits of economic development
- Implement Future Leaders Program
- Develop a “White Paper” on the functions and benefits of ED
- Perform deep-dive analysis on our lobbying / legislative efforts
- Develop branding for ED education / training programs
- Identify opportunities for increased member networking
- Identify high-value content for conference sessions
- Perform a deep-dive analysis on the Mentorship Program
- Enhance materials supporting purposes and benefits of PAC
- Identify most important potential scheduling conflicts
- Formalize a one-year “New Member” onboarding program
- Perform a deep-dive analysis on TEDC resources
- Formalize a one-year “New Member” onboarding program
- Identify opportunities for enhanced Board-Staff engagement
- Enhance / increase BRE programs and training
- Perform deep-dive analysis on the Resource Partner Program
- Identify social media best practices for professional associations
- Continue Women in ED Conference bi-annually
- Establish a Senior Member Advisory Resource Team (SMART)
- Perform a deep-dive analysis on the Sales Tax Training program
- Hold regional meetings in alt years with Women’s Conference
- Evaluate need for a 4th regular conference
- Develop training / education module dealing with politics / politicians
- Find new ways to encourage attendance at committee meetings

# SWOT ANALYSIS

## OPPORTUNITIES

### What Are Our Opportunities?

- Developing our future leaders
- Strengthening the content and penetration of our message
- Enhance the brand/reputation of the TEDC
- Increasing the value of programs and events
- Increasing the benefits and impact of Team Texas
- Increasing our knowledge/support for workforce development
- Increasing the number of regional workshops
- Understanding and benefitting from emerging technologies
- Increased understanding of global economics
- Broadening our impact to include transportation issues
- Enhancing the depth, variety and availability of resources
- Enhancing membership benefits to rural membership
- Finding creative ways to fund EDO projects and programs
- Cooperate with local officials to maintain local control
- Educating non-practitioners on the functions and benefits of economic development
- Recruiting and engaging younger members
- Maintaining and increasing membership
- Providing relevant and timely value to members
- Maintaining strong leadership on the Board
- Developing and enhancing new/fresh ideas in economic development
- Maintaining/enhancing networking opportunities for members
- Maintaining and enhancing communications to membership
- Enhance TEDC's reputation as subject matter experts
- More engagement of our volunteers and Board Members

### How Do We Take Advantage Of Them?

- Implement Future Leaders Program
- Perform a deep-dive analysis on fine-tuning our message
- Develop branded marketing piece for TEDC
- Identify high-value content for conference sessions
- Continue/strengthen support for Team Texas
- Hold one session each conference on workforce development
- Hold regional meetings in alt years with Women's Conference
- Hold one session each conference on emerging technologies
- Hold one session each conf. on global economics / competition
- Hold at least one session each conference on transportation
- Perform a deep-dive analysis on TEDC resources
- Hold at least one session each conference on rural issues
- Hold one session each conference on funding programs
- Prepare a professional Legislative Agenda prior to legislative session
- Develop a "White Paper" on the functions and benefits of economic development
- Formalize a one-year "New Member" onboarding program
- Formalize a one-year "New Member" onboarding program
- Identify high-value content for conference sessions
- Formalize minimum requirements for BOD eligibility
- Provide two (2) networking receptions at each conference
- Maintain and enhance membership communications
- Identify Subject Matter Experts within Resource Partner program
- Identify ways to engage volunteers and Board Members

The SWOT comments are derived from the Membership Survey and Board Member interviews.

# SWOT ANALYSIS

## THREATS

### What Are Our Threats?

- City revenue caps increasing cannibalization of EDC sales tax
- Politics and their impact nationally, state-wide and locally
- Lack of support and willingness to learn by local leaders
- Negative sentiments towards benefits of Economic Development
- Changes in the Local, State, National and International Economy
- Pushback related to incentives
- Changes in workforce demographics
- Placement of people w/o economic development experience in Director positions
- The trend towards state control over local control
- City Managers interest in performing the ED functions
- Loss of talent and experience due to retirement
- Lack of support for the TEDC PAC
- The growing divide between true ED and retail
- Not engaging young members
- International competition for projects
- Decreasing State support for projects
- Reductions in A-B Taxes would reduce TEDC membership

### How Do We Overcome Or Minimize Them?

- Develop a “White Paper” on the functions and benefits of economic development
- Prepare a professional Legislative Agenda prior to legislative session
- Develop branding for economic development education/training programs
- Develop a “White Paper” on the functions and benefits of economic development
- Broaden News & Noteworthy to include economy issues
- Develop Incentives Use - Best Practices Summary
- Develop a “White Paper” on the functions and benefits of economic development
- Hold one session each conference on workforce development
- Develop a Skills Attainment ladder for various ED positions
- Prepare a professional Legislative Agenda prior to Leg. session
- Formalize a one-year “New Member” onboarding program
- Develop a “White Paper” on the functions and benefits of economic development
- Hold one session each conference on global economics/competition
- Establish metrics for membership and financial management
- Work with State EDT to maintain/enhance support for projects
- Prepare a professional Legislative Agenda prior to legislative session

# MISSION & GOALS

**As established by the TEDC Bylaws, the Mission Statement of the TEDC is to provide leadership for the economic development of Texas.**

## Goals

Goals as established by this Plan include the following. These Goals are achieved through the Objectives identified on the following pages.

### **1. Maintain Professional Management & Financial Stewardship**

The TEDC as an organization is fortunate to run on a small Staff due to their unique collection of skills and experience. This and other conservative approaches to management maintain a strong financial reserve for the down economies while still meeting the service needs of membership.

### **2. Provide relevant and engaging conferences**

The TEDC provides three (3) professional conferences per year and every other year also hosts a Women in Economic Development conference. The conferences provide professional development opportunities as well as extensive networking, a high priority to our membership. The State of Texas is a multi-cultural mix of people from all walks of life, some of the largest cities in the nation as well as communities struggling to meet basic needs. It is important that TEDC be attentive to the diverse needs of our membership and provide take-away value that members can implement in their communities.

### **3. Provide professional education and training programs**

The professional growth of our membership and those that are elected or appointed is of high importance. Diverse approaches to education and training are employed to serve the diversity of our membership.

# MISSION & GOALS

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## Goals

Goals as established by this Plan include the following. These Goals are achieved through the Objectives identified on the following pages.

### **4. Strengthen our position as the legislative voice for economic development**

TEDC has become the voice representing economic development in Texas. Legislative engagement is a high priority for our membership and as such the organization provides lobbying, bill-tracking, and personal representation on many legislative issues.

### **5. Maintain and support an engaged membership**

Representing over 850 members, the TEDC is the largest state association of economic development professionals in the nation. The membership is diverse not only in age and experience, but also types of agencies represented (urban vs rural). The TEDC Staff and Board continue to expand communications with membership. The extensive services on our website are always highly rated by members. More recently, the News and Noteworthy weekly briefings provides real-time updates on impacts to the profession. Additional efforts are being made to communicate via social media as the demographics of the membership changes.

### **6. Support partnerships that help fulfill our mission**

TEDC has established strong relationships with key organizations including the Texas Governor's Office of Economic Development & Tourism, Texas Workforce Commission, Texas Engineering and Extension Service (Basic Course) and the Council of Development Finance Agencies (CDFA) as examples.

### **7. Maintain and enhance member resources**

TEDC has developed a comprehensive collection of resources to help the ED professional in their day-to-day activities. This collection continues to increase in breadth and quality. It is very important to remain vigilant about the need for contemporary resources addressing current issues for the practitioner and their community.

# GOALS & OBJECTIVES

- 1. MAINTAIN PROFESSIONAL MANAGEMENT & FINANCIAL STEWARDSHIP**
- 2. PROVIDE RELEVANT AND ENGAGING CONFERENCES**
- 3. PROVIDE PROFESSIONAL EDUCATION AND TRAINING PROGRAMS**
- 4. STRENGTHEN OUR POSITION AS THE LEGISLATIVE VOICE FOR ECONOMIC DEVELOPMENT**
- 5. MAINTAIN AND SUPPORT AND ENGAGED MEMBERSHIP**
- 6. SUPPORT PARTNERSHIPS THAT HELP FULFILL OUR MISSION**
- 7. MAINTAIN AND ENHANCE MEMBER RESOURCES**

## Goal

### **1. MAINTAIN PROFESSIONAL MANAGEMENT & FINANCIAL STEWARDSHIP**

## Objective

- **Establish metrics for membership and financial management**
  - Identify trends/benchmarks for membership and finances to use as a baseline for fiscal year operations
- **Discuss long term retention needs with staff**
  - Executive Committee to discuss with staff any programs or initiatives needed to keep our existing staff in place
- **Identify opportunities for enhanced Board-Staff engagement**
  - BOD and staff to brainstorm for additional opportunities to engage for the benefit of the organization



## GOALS & OBJECTIVES

### Goal 2. PROVIDE RELEVANT AND ENGAGING CONFERENCES

#### Objective

- **Identify high-value content for conference sessions**
  - Prepare a prioritized list of high-value content to pursue for conference sessions, may entail member/BOD survey
- **Continue to host three (3) professional conferences each year**
  - Provide three full-services conferences each year
- **Hold one session each conference on workforce development**
  - Identify a quality session on workforce development for each conference
- **Hold one session each conference on rural issues**
  - Identify a quality session on rural issues each conference
- **Find more ways to encourage attendance at committee meetings**
  - Determine new ways to increase attendance at committee meetings
- **Hold one session each conference on state funding programs**  
Identify a quality session on the availability of state funding programs for each conference
- **Continue opportunities for vendors/providers at Annual Conference**
  - Provide for space and opportunity to have vendors and service providers attend and support the annual conference

### Goal 2. PROVIDE RELEVANT AND ENGAGING CONFERENCES (CON'TD)

#### Objective

- **Hold at least one session each conference on transportation**
  - Identify a quality session on transportation issues at each conference
- **Hold one session each conference on emerging technologies**
  - Identify a quality session on emerging technologies for each conference
- **Hold one session each conference on global economies and competition**
  - Identify a quality session on global economies for each conference
- **Evaluate benefits of continuing Women in Economic Development Conference**
  - Evaluate continuing the Women in ED Conference against other programs competing for funding, staff time, program strength, targeted audience v. participants, etc.
- **Hold regional meetings on ad-hoc basis when requested and supported by local champions**
  - Hold regional meetings on ad-hoc basis when requested by a region with enough champions to pull it together

## GOALS & OBJECTIVES

### Goal 3. PROVIDE PROFESSIONAL EDUCATION AND TRAINING PROGRAMS

#### Objective

- **Continue funding and staff support for Basic Course (BEDC)**
  - Continue to fund and support the Basic Economic Development Course
- **Implement Future Leaders Program**
  - Implement the Future Leaders Training Program, evaluate for improvements, continue to enhance
- **Enhance/Increase BRE Programs and Training**
  - Provide more emphasis on BRE programs and training opportunities through resources and conferences
- **Develop training module/education module dealing with politics/politicians**
  - Evaluate the merits and opportunities to create a training session dealing with politics and politicians
- **Develop branding for Economic Development Education/Training Programs**
  - Prepare a branded package representing all the education and training programs offered by TEDC (similar to IEDC)
- **Perform a deep dive analysis of the ED Sales Tax Training Program**
  - Perform a deep-dive analysis of the ED Sales Tax Workshop (SWOT, currency, speakers, presentations, etc)

### Goal 4. STRENGTHEN OUR POSITION AS THE LEGISLATIVE VOICE FOR ECONOMIC DEVELOPMENT

#### Objective

- **Perform a deep-dive analysis on our lobbying/legislative efforts**
  - Perform a deep-dive analysis on our lobby/legislative efforts (lobbyist, agenda, PAC, disbursements, etc.)
- **Prepare a professional Legislative Agenda prior to legislative session**
  - Prepare a legislative agenda summarizing all TEDC's priorities prior to the legislative session
- **Develop a white-paper on the functions and benefits of ED**
  - Develop a clear/concise summary of the functions and benefits of ED to a jurisdiction
- **Enhance materials supporting purposes and benefits of the PAC**
  - Review and enhance all materials describing the PAC and the benefits derived from its programs
- **Perform a deep-dive analysis on fine-tuning our message**
  - Perform a deep-dive analysis on the clarity, breadth and delivery of our message (message, targets, means, etc.)
- **Develop marketing branding piece for TEDC**
  - Develop or enhance the marketing piece(s) representing TEDC as an organization representing ED professionals



# GOALS & OBJECTIVES

## Goal 5. MAINTAIN AND SUPPORT AN ENGAGED MEMBERSHIP

### Objective

- **Maintain and enhance membership communications**
  - Continue existing communication systems and evaluate for enhancements
- **Formalize a one-year "New-Member" onboarding program**
  - Develop a one-year new member onboarding program to ensure engagement of new members
- **Identify social media best practices for professionals associations**
  - Identify, benchmark associations and their social media programs for potential adoption
- **Continue to hold two (2) networking receptions at conferences**
  - Continue to hold two (2) networking receptions at conferences
- **Identify opportunities for increased member networking**
  - Evaluate current networking opportunities and identify any potential opportunities for increased networking
- **Identify ways to engage Volunteers and Board Members**
  - Evaluate current involvement and identify ways to better engage volunteers and board members
- **Perform a deep-dive analysis of the Mentorship Program**
  - Perform a deep-dive analysis of the Mentorship Program (awareness, usage, evaluations, enhancements, etc.)



## Goal 6. SUPPORT PARTNERSHIPS THAT HELP FULFILL OUR MISSION

### Objective

- **Continue/strengthen support for Team Texas**
  - Continue to support the needs and functions of Team Texas



## Goal 7. MAINTAIN AND ENHANCE MEMBER RESOURCES

### Objective

- **Develop Incentives Use Best Practices Summary (include in white-paper on functions and benefits of ED)**
  - Develop a way to represent best practices for use of incentives (case studies, different purposes, etc.)
- **Perform a deep-dive analysis on TEDC resources**
  - Perform a deep-dive analysis on existing TEDC resources (breadth, missing, marketing, shelf-life, etc.)

## PRIORITIZED OBJECTIVES

- 1 Continue funding and staff support for Basic Course (BEDC)**  
Continue to fund and support the Basic Economic Development Course
- 2 Identify high-value content for conference sessions**  
Prepare a prioritized list of high-value content to pursue for conference sessions, may entail member/BOD survey
- 3 Perform a deep-dive analysis on our lobbying/legislative efforts**  
Perform a deep-dive analysis on our lobby/legislative efforts (lobbyist, agenda, PAC, disbursements, etc.)
- 4 Prepare a professional Legislative Agenda prior to legislative session**  
Prepare a legislative agenda summarizing all TEDC's priorities prior to the legislative session
- 5 Develop a white-paper on the functions and benefits of economic development**  
Develop a clear/concise summary of the functions and benefits of ED to a jurisdiction
- 6 Continue to host three (3) professional conferences each year**  
Provide three full-services conferences each year,
- 7 Implement Future Leaders Program**  
Implement the Future Leaders Training Program, evaluate for improvements, continue to enhance
- 8 Hold one session each conference on workforce development**  
Identify a quality session on workforce development for each conference
- 9 Develop Incentives Use Best Practices Summary (include in white-paper on functions and benefits of economic development)**  
Develop a way to represent best practices for use of incentives (case studies, different purposes, etc.)
- 10 Continue/strengthen support for Team Texas**  
Continue to support the needs and functions of Team Texas
- 11 Enhance/Increase Business Retention & Expansion Programs and Training**  
Provide more emphasis on BR&E programs and training opportunities through resources and conferences
- 12 Enhance materials supporting purposes and benefits of the TEDC's Political Action Committee (PAC)**  
Review and enhance all materials describing the PAC and the benefits derived from its programs
- 13 Maintain and enhance membership communications**  
Continue existing communication systems and evaluate for enhancements
- 14 Develop training module/education module dealing with politics/politicians**  
Evaluate the merits and opportunities to create a training session dealing with politics and politicians
- 15 Hold one session each conference on rural issues**  
Identify a quality session on rural issues each conference
- 16 Formalize a one-year "New-Member" onboarding program**  
Develop a one-year new member onboarding program to ensure engagement of new members
- 17 Find more ways to encourage attendance at committee meetings**  
Determine new ways to increase attendance at committee meetings
- 18 Identify social media best practices for professionals associations**  
Identify, benchmark associations and their social media programs for potential adoption
- 19 Perform a deep-dive analysis on fine-tuning our message**  
Perform a deep-dive analysis on the clarity, breadth and delivery of our message (message, targets, means, etc.)

## PRIORITIZED OBJECTIVES

- 20 Establish metrics for membership and financial management**  
Identify trends/benchmarks for membership and finances to use as a baseline for fiscal year operations
- 21 Develop marketing branding piece for TEDC**  
Develop or enhance the marketing piece(s) representing TEDC as an organization representing ED professionals
- 22 Hold one session each conference on state funding programs**  
Identify a quality session on the availability of state funding programs for each conference
- 23 Continue opportunities for vendors at the Annual Conference**  
Provide for space and opportunity to have vendors and service providers attend and support the annual conference
- 24 Develop branding for Economic Development Education/Training Programs**  
Prepare a branded package representing all the education and training programs offered by TEDC (similar to IEDC)
- 25 Perform a deep dive analysis of the ED Sales Tax Training Program**  
Perform a deep-dive analysis of the ED Sales Tax Workshop (SWOT, currency, speakers, presentations, etc.)
- 26 Perform a deep-dive analysis on TEDC resources**  
Perform a deep-dive analysis on existing TEDC resources (breadth, missing, marketing, shelf-life, etc.)
- 27 Hold at least one session each conference on transportation**  
Identify a quality session on transportation issues at each conference
- 28 Hold one session each conference on emerging technologies**  
Identify a quality session on emerging technologies for each conference
- 29 Hold one session each conference on global economies and competition**  
Identify a quality session on global economies for each conference
- 30 Evaluate benefits of continuing Women in Economic Development Conference**  
Evaluate continuing the Women in ED Conference against other programs competing for funding, staff time, program strength, targeted audience v. participants, etc.
- 31 Discuss long term retention needs with staff**  
Executive Committee to discuss with staff any programs or initiatives needed to keep our existing staff in place
- 32 Continue to hold two (2) networking receptions at conferences and identify increased member networking**  
Continue to hold two (2) networking receptions at conferences
- 33 Identify ways to engage Volunteers and Board Members**  
Evaluate current involvement and identify ways to better engage volunteers and board members
- 34 Perform a deep-dive analysis of the Mentorship Program**  
Perform a deep-dive analysis of the Mentorship Program (awareness, usage, evaluations, enhancements, etc.)
- 35 Hold regional meetings on ad-hoc basis when requested and supported by local champions**  
Hold regional meetings on ad-hoc basis when requested by a region with enough champions to pull it together
- 36 Identify opportunities for enhanced Board-Staff engagement**  
BOD and staff to brainstorm for additional opportunities to engage for the benefit of the organization



## TEDC COMMITTEES

### Open to All:

- Communications
- Conference
- Economic Development Sales Tax
- Education
- Forward Planning
- Legislative
- Membership
- PAC
- Workforce Development

### Per Bylaws/By Appointment:

- Budget
- CEDA
- Compensation
- Executive
- Investment
- Nominating

### Communications Committee [Open]

- Chair: Appointed by the Chair of the Board
- Committee Members: Open to membership
- Duties: (1) Assist in promotion of scheduled TEDC events; (2) Enhance social networking activities; (3) Coordinate the publication of topics designated to encourage discussion among members and non-members using social media tools; and (4) Facilitate messages and communication from all TEDC committees

### Conference Committee [Open]

- Chair: The Vice-Chair / Programs
- Committee Members: Open to membership
- Duties: (1) Work with TEDC staff to assist with the planning and execution of the TEDC conferences with special emphasis on the Annual Conference; (2) Work with the TEDC staff to identify timely conference topics; (3) Work with TEDC staff to identify and recruit credible presenters to speak on relevant topics; and (4) Help secure financial sponsorships

### Economic Development Sales Tax Committee [Open]

- Chair: Appointed by the Chair of the Board
- Committee Members: Open to membership
- Duties: Monitor legislation that may impact the economic development sales tax and make recommendations to the Board

### Education Committee [Open]

- Chair: Appointed by the Chair of the Board
- Committee Members: Open to membership
- Duties: (1) Identify education topics of interest to TEDC members; (2) Identify topics, moderators and panel members for Peer Group Roundtable sessions; (3) Monitor certification issues and report to the Board as needed; (4) Monitor continuing education opportunities and report to the Board as needed; and (5) Provide recommendations regarding the Basic Economic Development Course

### Forward Planning Committee [Open]

Chair: Chair-Elect

- Committee Members: Open to membership
- Duties: (1) Provide strategic planning for the organization; (2) Provide guidance in the location of future events; (3) Provide recommendations to improve the value of TEDC membership; and (4) Identify future trends in economic development and make recommendations to the Board regarding the need for conference sessions, education workshops, speakers, and other resources that will serve to better prepare TEDC members for future professional success

### Legislative Committee [Open]

Chair: Appointed by the Chair of the Board

- Committee Members: Open to membership
- Duties: (1) Provide a forum to discuss legislative issues affecting economic development in Texas; (2) Work with TEDC staff to develop a bi-annual Legislative Agenda for approval by the TEDC board; and (3) Work with TEDC staff to publish a bi-annual Legislative Summary Report for distribution to the TEDC membership

### Membership Committee [Open]

Chair: The Vice-Chair / Membership

- Committee Members: Open to membership
- Duties: (1) Individually and through TEDC programs, actively solicit and recommend new members for approval by the Board; (2) Serve as membership ambassadors by contacting new members on behalf of the TEDC; (4) Assist in the implementation and coordination of the Mentorship Program, and (4) Oversee the TEDC membership and compensation survey projects

### PAC Committee [Open]

Chair: Appointed by the Chair of the Board

- Committee Members: Open to membership
- Duties: (1) Work with TEDC staff to develop programs to raise funds for the PAC and assist with those programs; (2) Individually and as a committee, recruit new PAC members; (3) Assist TEDC staff with the Annual PAC Auction; and (4) Work with TEDC staff and the TEDC legislative consultant to identify members of the Texas Legislature deserving of PAC contributions

## TEDC COMMITTEES

### Open to All:

- Communications
- Conference
- Economic Development Sales Tax
- Education
- Forward Planning
- Legislative
- Membership
- PAC
- Workforce Development

### Per Bylaws/By Appointment:

- Budget
- CEDA
- Compensation
- Executive
- Investment
- Nominating

### Workforce Development Committee [Open]

Chair: Appointed by the Chair of the Board

- ☐ Committee Members: Open to membership
- ☐ Duties: (1) Work closely with the Texas Workforce Commission and regional workforce boards to ensure that TEDC members are well informed of relevant workforce development issues; (2) Work with TEDC staff to manage the Workforce Excellence Award program; (3) Review the award nominations and score the entries related to the Workforce Excellence Award program; (4) Suggest topics related to workforce development for TEDC conferences

### Budget Committee [Per Bylaws / By Appointment]

Chair: Treasurer of the Board

- ☐ Committee Members: Chair of the Board, President/CEO (ex-officio, without vote), Board Chair-Elect, Chair of the Membership Committee and two (2) at large board members appointed by the Board Chair
- ☐ Duties: Review and approve the annual budget of the association and submit recommendations to the Executive Committee that the annual budget be approved by the board at the Annual Conference; oversee the annual Audit of the association and present the results to the board at the first meeting following completion of the Audit

### CEDA Committee (Community Economic Development Award) [By Appointment by Committee Chair]

Chair: Appointed by the Chair of the Board

- ☐ Committee Members: Fifteen (15) members comprised of TEDC members representing a geographic distribution of the state and regional/utility members
- ☐ Duties: To review and score the CEDA award nominations for the year

### Compensation Committee [Per Bylaws]

Chair: Chair of the Board

- ☐ Committee Members: Chair-Elect and Immediate Past Board Chair
- ☐ Duties: Set objectives and perform the annual performance review of the President/CEO; meet prior to the annual board retreat to recommend to the Executive Committee any changes or additions to the compensation and benefits package of the President/CEO; provide oversight on general compensation and benefit plan matters.

### Investment Committee [Per Bylaws / By Appointment]

Chair: Chair of the Board

- ☐ Committee Members: Chair of the Budget Committee (Board Treasurer), President/CEO (ex-officio without vote), and one (1) at large board member appointed by the Chair and approved by the Board.
- ☐ Duties: Review investment policy of the association prior to the first board meeting of the year; report and recommend to the Executive Committee and the Board any changes thereto to the investment policy; review the recommendations of the President/CEO and the association's investment adviser.

### Executive Committee [Per Bylaws / By Appointment]

Chair: Chair of the Board

- ☐ Committee Members: Current officers (Chair-Elect, Conference Committee Chair, Membership Committee Chair and Treasurer) Immediate Past Board Chair, and three (3) at-large board members appointed by the Chair of the Board (no company or organization may be represented by more than one person), and the President/CEO (ex-officio without vote). The at-large committee members are to be approved by the Board.
- ☐ Duties: Governing authority of the association

### Nominating Committee [Per Bylaws / By Appointment]

Chair: Immediate past Board Chair

- ☐ Committee Members: Seven (7) members in total, the immediate past Board Chair, the Board Chair-Elect, and Five (5) members appointed by the Board Chair representing a geographic distribution of the state. The committee appointments shall be approved by the Executive Committee.
- ☐ Duties: To review board nominations for the year, conduct a meeting to discuss potential board nominees, and submit their recommendations to the TEDC board at the Annual Meeting

# TEDC PROGRAMS

TEDC continues to expand its programs for the benefit of the membership. Following are examples of programs currently in place or eminent. These are often developed as a result of the Member Survey, from Board Members, or Staff identification of a challenge / opportunity.

## NETWORKING, EDUCATION & TRAINING PROGRAMS

### Conferences

- Winter: Held during non-legislative years
- Legislative: Held in Austin during legislative session years
- Mid-Year: Full-conference program
- Annual: Largest conference of the year including exhibitors, award luncheon, Board elections, budget approved, and work plan progress.
- Women in Economic Development Conference: Held periodically. Focuses on women in Economic Development

### Suggest a Speaker

- A form available on the website to allow people to recommend speakers
- Unfortunately not utilized very often
- Also have included the “suggest a speaker form” in conference attendee packets on occasion

### Supper Club

- Held periodically at conferences
- Allows for people to sign up at the registration table for various dining venues and enjoy an evening with other members they may or may not know

### Economic Developer “Expert Lounge

- Introduced at the 2018 Annual Conference
- Plan to host again at the 2019 Annual Conference
- 3 hours set aside on the program for attendees to visit the expert lounge to seek advice, assistance, etc. from colleagues
- Gives attendees an opportunity to get one-on-one ad-hoc mentoring on any topic



### Basic Economic Development Course [BEDC]

- Continuing education certification course for economic development
  - Hosted two to three times each year (only state ED organization authorized to host multiple BEDCs)
  - Accredited by the International Economic Development Council (IEDC)
- Partner with Texas A&M Extension Service (TEEX) as education and curriculum partner

### Economic Development Sales Tax Workshops

- Host five or six workshops each year
- Only organization authorized to provide this required training for Type A & Type B EDCs
- Offer Open Meetings and Public Information Act Training with workshop
- Presenters include representatives from the Texas Comptroller's Office, Texas Attorney General's Office and other legal counsel



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## NETWORKING, EDUCATION & TRAINING PROGRAMS

### Webinars

- ☐ Held periodically to address unique educational opportunities identified frequently by the Member Survey
- ☐ Typically 1.5 hours in duration
- ☐ Have increased in popularity since program began in 2011. Archived webinar recordings are available. Typically host 8-9 webinars per year



### Regional Workshops

- ☐ The first Regional Workshop in Lindale on May 15th with approximately 60 attendees
- ☐ A one day workshop held around the state where the TEDC typically does not host a conference
- ☐ Designed to foster relationships with non-TEDC members and reach a broader audience about the role and benefits of economic development

### Leadership Program “FLT - Future Leaders Training”

- ☐ New program to be launched in Fall 2019
- ☐ First leadership seminar at 2019 Annual Conference
- ☐ Designed to provide leadership training and groom future leaders for TEDC, as well as to get members more involved in the organization/committees



### Podcasts - Conversations with Carlton

- ☐ 11 posted to date
- ☐ Creates historical records for TEDC
- ☐ Allows members the opportunity to understand the development and evolution of the TEDC

CONVERSATIONS  
WITH CARLTON  
a podcast



# TEDC PROGRAMS

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## MEMBERSHIP ENHANCEMENT PROGRAMS

### **New-Member Orientation**

- Held during the Annual Conference.
- Introduces new members to TEDC Leadership
- Identifies available programs and resources
- New members that attend conferences are matched up with long-time members to serve as their conference ambassador. Membership Ambassadors welcome new members that join each month.

### **Mentorship Program**

- Matches “new to the ED profession” with “seasoned ED professional” for one year for a one-on-one mentoring relationship
- Number in the program varies each year, but typically 20 matches at a time



### **Member Community/Resource Partner**

- Allows members to post a question or request for information/advice
- Resource Partners (group of 16) receive the inquiry and respond to the member directly with any assistance or information
- Activity picking up lately
- Plan to automate this feature on the new TEDC website



### **How to Get Involved**

- Lists several ways that members and non-members can get more involved in the organization -- posted on website
- Handout included in conference attendee packets

# TEDC PROGRAMS

**TEDC award programs recognize organizations and individual members throughout the State of Texas. These awards are designed to highlight exceptional efforts and professionalism in the economic development industry.**

## AWARD PROGRAMS

### **CEDA - Community Economic Development Awards**

- The CEDA Award recognizes exceptional contributions of Texas communities in the following efforts: Business Retention, Business Expansion, Business Recruitment or Community Involvement
- Applicants are grouped according to population and evaluated among other similarly-sized communities
- Evaluation criteria includes: Innovativeness, Transferability, Community Commitment and Leverage, Measured Objectives and Secondary Benefits
- Added five (5) criteria awards to program in 2019
- Awarded at Annual Conference each year



### **Workforce Excellence Award**

- The Workforce Excellence Award is to recognize the exceptional contributions of Texas communities who have implemented successful workforce initiatives
- Evaluation criteria similar as CEDA
- Applicants are group according to population and evaluated among other similarly-sized communities
- Also includes a regional category award category
- Awarded at the Mid-Year Conference each year



### **Economic Excellence Recognition**

- A program to recognize the efforts of Economic Development Organizations to professionalize their operations
- Various thresholds are identified for Board and Staff to achieve
- Self-reported subject to a threshold
- Recognized at the Winter / Legislative conference each year
- Very high participation in recent years



# TEDC PROGRAMS

**TEDC award programs recognize organizations and individual members throughout the State of Texas. These awards are designed to highlight exceptional efforts and professionalism in the economic development industry.**

## LEGISLATIVE PROGRAMS

### Legislative Agenda & Reporting

- Formal Legislative Agenda adopted by the Board presents TEDC positions on important legislative issues
- Legislative / Lobby consultant and Staff provide membership with periodic reporting on the status of bills important to the ED profession
- Publishes bill tracking and legislative updates weekly through the legislative session; publishes Economic Development Sales Tax Primer and Wrap-up report at the end of the legislative session

### Political Action Committee (PAC) Events/Auction

- Typically held with each conference, these events are networking events as well as fund-raisers for the PAC



## UNIQUE COLLABORATIONS

### Team Texas

Founded in 1986, Team Texas is the member-based state business attraction program through Texas Economic Development Council, the professional association for Texas economic developers. Our mission is to create opportunities for job creation, increased investment, and economic diversification as a team of future-focused and collaborative Texas communities and partners. Membership in Team Texas is restricted to TEDC members.

A full-time Director was hired in 2016. The marketing program was greatly expanded over the past few years with many more events and opportunities for members to attend and participate.

Team Texas is governed by a 9-member Advisory Council.



# TEDC RESOURCES

TEDC has compiled and made available a significant collection of resources to assist it's members with their education and operations. Typically these are only accessible by current Members. Following are highlights of the various TEDC resources tht are available via the TEDC's website.

## Resource Library

- ☐ A comprehensive resource providing links to documents and websites on a extensive list of relevant topics
- ☐ Major topics include the following:
  - ☐ Administration
  - ☐ Data & Technology
  - ☐ Existing Business & Community Development
  - ☐ Finance Funding & Incentives
  - ☐ Marketing & Promotions
  - ☐ Rural Development
  - ☐ Workforce & Talent Attraction



## Job Listing

- ☐ The source for employment opportunities in the Economic Development profession
- ☐ A free service to listing agencies
- ☐ Available to current Members

## News and Noteworthy

- ☐ An email distributed every Friday
- ☐ Includes summary notes on articles of interest to the ED profession as well as links to sources
- ☐ Provides a venue for EDO's to get out their successes

## Member News

- ☐ Members can post their press release and announcements

## Past Conference Presentations

- ☐ Links to past conference presentations
- ☐ Also available are agendas for past conferences

## ED Resources & Partners

- ☐ State resources and allied agencies
- ☐ Federal resources and allied agencies
- ☐ Additional resources and allied agencies
- ☐ Links to programs and resources for rural communities

# TEDC RESOURCES

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## PUBLICATIONS & SURVEYS

### Compensation and Benefits Survey

- Executed every two years
- Distributed to all members
- Includes comprehensive questions related to salaries, benefits, jurisdiction variables, etc.

### Membership Survey

- Executed every two years
- Distributed to all members
- Includes comprehensive questions related to EDO operations, tenure, experience, jurisdictions, etc.
- A program to recognize the efforts of Economic Development Organizations to professionalize their operations
- Various thresholds are identified for Board and Staff to achieve
- Self-reported subject to a threshold
- Recognized at the Winter / Legislative conferences
- Very high participation in recent years

### Legislative Publications

- Legislative Agenda published at beginning of legislative session
- Bill Tracks and Legislative Updates published weekly
- Legislative Wrap-up Report published at end of legislative session
- ED Sales Tax Primer published at end of legislative session

### Other Publications

- Market for Prosperity (published by Perryman Group) - recently updated as of October 2019
- Catalyst for Growth (published by Perryman Group) - economic impact of the Economic Development Sales Tax

