



2009 Plan of Work and Measures of Achievement

Our Mission: To foster economic growth and development for the purpose of enhancing the quality of life in the Liberty Missouri area.

Our Goal - Achieve measurable improvements in the four 2009 operational priority areas:

Priority Area One: Business retention and expansion

- A. Respond to the needs of the business community
- B. Improve the overall area business environment
- C. Assist businesses as needed in order to retain them and help them grow

Priority Area Two: Business attraction

- A. Attract new businesses
- B. Market the Liberty area in order to attract new business including a hotel/conference center

Priority Area Three: Strengthening the organization

- A. Raise \$200,000 in operating funds
- B. Identify needed operational improvements
- C. Demonstrate organizational impact - achievements

Priority Area Four: Improve communications

- A. Identify audiences
- B. Develop messages for the audiences
- C. Implement message timing & delivery

I. Priority Area One: Business retention and expansion

I- A. Respond to the needs of the business community

1. Use the Synchronist software for existing business visits to identify business opportunities and threats.
2. Continue to work at the committee level to consider, prioritize and suggest action to address issues identified for Partnership involvement.
3. Use the resolution process with appropriate organizations to review issues needing attention resulting from the visits.
4. Respond to the issues identified in the business visits
5. Participate in the local and state policy development and legislative process on issues that impact the business community
6. Report on the business visits
 - a. Complete annual report including detailed characteristics of the participants and key findings will be provided to investors and visit participants
 - b. Complete monthly reports for the Regional Business Retention Council.

I- B. Improve the overall area business environment

1. Address issues that may arise outside of the business visits
2. Bring to the board issues which need action/comment from the Partnership
3. Partner with the Chamber for retail-specific tools/business visits
4. Coordinate and host an annual event to recognize local business success

I-C. Assist individual businesses

1. Identify and address needs of individual businesses
2. Make connections and contacts as needed for individual businesses

Measurements of achievement for the Priority Area I: Business retention and expansion

- # of business visits completed and reported in the Business Retention & Expansion Report including a special section on retail businesses
- sales tax revenue generated from a healthy retail sector increase
- # of issues identified, addressed and/or forwarded appropriately and/or resolved by the Partnership
- Cities' regulations identified by the committee are revised
- Cities' regulations keep the cost of doing business in the Liberty area competitive in the metro area
- all contracts relating to business retention are fulfilled
- # of unsolicited business contacts with the Partnership
- # of assists noted in Synchronists
- annual event held and well-attended (minimum 100 people)

II. Priority Area Two: Business attraction

Attract new businesses

II-A. Have all the economic development tools and processes in place in order to maximize the opportunity for attracting new businesses

1. Maintain a database of available sites and buildings in the Liberty area through the LocationOne Information System provided by KCP&L
2. Identify target industry sectors – one focus area must be light industrial
3. Identify and purchase a program which identifies high growth, light industrial companies to recruit to the Liberty area
4. Arrange meetings with the aforementioned high growth companies, using a team of investors, local business leaders and elected officials
5. Promote the targeted light industrial development sites including but not limited to Heartland Meadows and other sites owned by Hallmark, the Ford-owned property south of South Liberty Parkway and the Liberty Industrial Park
6. Analyze, communicate and lead the needed infrastructure improvements
7. Identify and recruit developers for the above noted target sites
8. Manage and coordinate site location projects that consider the Liberty area through the Kansas City Area Development Council (KCADC), through the Missouri Department of Economic Development and through the Clay County Economic Development Council
9. Respond to inquiries via telephone, email, walk-ins and appointments with information about the Liberty area, tours and site location research
10. Participate in the local and state policy development and the legislative process on issues that impact the business community

II-B. Develop and implement a business attraction marketing plan in order to promote the Liberty area in order to attract new businesses attention and prospects

1. Market the Liberty area through national, regional and local advertising
2. Market the Liberty area by meeting with national site location consultants
3. Market the Liberty area by participating in appropriate tradeshows
4. Market the Liberty area by meeting with targeted companies
5. Market the Liberty area by hosting and coordinating familiarization tours
6. Cooperate with Historic Downtown Liberty Inc. to market downtown Liberty
7. Market the Liberty area through updated print materials and the website
8. Market the Liberty area to attract a hotel/conference center

Measurements of achievement of Priority Area II. - Business Attraction

- # of hits to the sites & buildings database which has up-to-date listings
- Targeted list of companies developed, contacted and met
- # of responses to KCADC, MODED, CCEDC initiated projects & inquiries
- # of ads placed, tradeshow attended, events hosted, material packets distributed **AND** viable leads produced
- # of website hits
- # of projects/businesses which chose the Liberty area
- sales tax revenue generated from new retail entities increase
- increase in assessed valuation
- The economic impact of successful projects is greater than the Partnership's annual budget thus indicating a positive return on investment

III. Priority Area Three: Strengthening the organization

III- A. Raise funds to operate the Partnership in 2009

1. A fundraising taskforce will outline a strategic fundraising plan for 2009 and beyond to be implemented by board members and the executive director
2. Develop and distribute an organizational marketing piece which includes achievements, benefits of membership and the value in supporting Partnership efforts
3. minimize the use of the line of credit
4. Fundraise a minimum of \$200,000 for the 2009 budget

III- B. Have an effective and efficient economic development organization that follows its outlined strategies

1. Identify and address needed operational improvements
2. Identify committees and taskforces needed as outlined in the strategies
3. Improve committee meeting attendance
 - a. Assure every committee has a chair person
 - b. increase board member and investor volunteerism on committees and taskforces
 - c. Consider alternate meeting methods i.e. conference calls
4. institute a leadership development program to identify new leaders in the community

III- D. Demonstrate organizational impact, achievements

1. Continue use of the 'scorecard' which is used to measure achievements

2. The organizational improvement committee will regularly measure progress and report it to the board
3. Host 4 breakfasts (including the awards breakfast) with development topics plus include the Partnership “story” at all events

Measurements of achievement for the Priority Area III: Strengthening the organization

- Board members are engaged in fundraising and goals are met
- The membership base is increased
- Organization’s structures, processes and involvement are improved
- The scorecard is used regularly for reporting

IV. Priority Area Four: Improve Communications

IV- A. Identify our specific target audiences

1. Audiences could be internal i.e. investors, external i.e. prospects and general public.

IV- B. Identify the communications objectives & develop messages for each audience

1. Involve board members as the “voice” of the Partnership and for the Partnership
2. Know what the objectives for communication are for each audience
3. Develop the message for each audience based on the objectives
4. Develop a comprehensive communications plan for audiences
 - a. Utilize a range of public relations efforts which could include quarterly progress reports, articles written by staff, Investor E-News, response to reporters’ calls
 - b. Develop a ‘cheat sheet’ for board members to use to tell the Partnership story

IV-C. Develop and implement a schedule and vehicle for message(s) delivery

1. Research the use of a public relations writer, depending on cost – contract for services
2. Timing of communication with each audience could vary and must be identified
3. Methods of delivering the messages to each audience could vary and should be identified
4. Be involved with organizations and agencies as needed including but not limited to the Liberty Area Chamber, Clay Economic Development Council, Historic Downtown Liberty, Northland Regional Chamber of Commerce, Society of Industrial & Office Realtors, KC CREW(network of commercial real estate women), Missouri Economic Development Council (state-wide professional organization), International Economic Development Council (national professional organization), East Clay Rotary Club

Measurements of achievement for the Priority Area IV: Improve communications

- ALL audiences are aware of the Partnership and its efforts
- Board members understand their role in economic development
- Communication plan is completed and implemented
 - Measures could include # of communications with investors, # of attendees at Partnership sponsored events, meetings, # of articles written and published, # of presentations made, # of quotes in the press, completed and distributed quarterly progress reports, completed and distributed newsletters, involvement in other organizations has impacted Partnership efforts