

Date: August 31, 2022

To: Shani Bradshaw, Executive Director  
Sanger Texas Development Corporation  
201 Bolivar Street, Sanger, TX 76266



Re: ***Development of an Action Plan for the Sanger Texas Development Corporation (B Board)***

I appreciate the opportunity to propose this Service Agreement (Agreement) for the Services defined herein. This Agreement shall be between EDP Best Practices, LLC (Consultant) and the Sanger Texas Development Corporation (STDC). Consultant and STDC are sometimes hereinafter referred to collectively as the “Parties” or individually as a “Party.” In general the Services (Services) shall be the development of an Action Plan (Plan) for the STDC.

1. **Base Services:** The following Base Services shall be performed by the Consultant in cooperation with the Coordinator from the STDC as defined below.

1.1. **Discovery:** Work with the Coordinator to identify the following.

- A. **Background Info:** Identify and summarize any background info that might be important to current or future STDC members (e.g. sales tax elections, authorizations, establishment, bylaws, responsibilities, revenues-expenditures-fund balance charts, budgets, activities completed / underway, community development resources currently available and staffing). This shall not include the inputting and graphing of raw financial data. Forms will be provided to STDC for this input.
- B. **Preliminary SWOT Analysis:** Prior to the first meeting, as homework, distribute forms to participants requesting input on Strengths, Weaknesses, Opportunities and Threats (SWOT) for the STDC and the City of Sanger. These are to be returned to the Consultant in a timely manner.
- C. **Preliminary Objectives:** Prior to the first meeting, as homework, distribute forms to participants requesting preliminary goals and objectives for the STDC. These are to be returned to the Consultant in a timely manner.
- D. **Mission Statement:** If the STDC desires to create or update their mission statement, Consultant shall provide them multiple examples of EDO mission statements and directions to prepare for a discussion on the mission statement at meeting one.

1.2. **Phase 1 Development:** Develop the Deliverables with the following characteristics and process.

- A. **Draft SWOT Analysis:** From the responses provided, Consultant shall create a combined anonymous Working List of SWOT feedback and a SWOT Summary for discussion at the first meeting.
- B. **Draft Objectives:** From the responses provided, Consultant shall create a combined anonymous Working List and a Goals and Objectives Summary for discussion at the first meeting.
- C. **Draft Action Plan:** Distribute the current Action Plan draft prior to meeting one.




- D. Meeting One (See Section 5.2): Shall include the items below. (Estimate 1.5 - 2 hrs.)
  - i. Discovery Information: Review and finalize the representation of the Discovery Information.
  - ii. Mission Statement: Facilitate the development of a Mission Statement for the STDC.
  - iii. SWOT Finalization: Using the Working List developed in the Discovery phase, facilitate final development of the SWOT Summary for both the STDC and the City.
  - iv. Goals & Objectives: Using the Working List developed in the Discovery phase, facilitate the identification and organization of the goals and objectives for the STDC.
  - v. Prioritization Directions: Discuss the prioritization of objectives process, including how to execute the objectives prioritization forms.
- 1.3. Phase 2 Development:
  - A. Prioritization: Prior to the second meeting, as homework, distribute forms to participants requesting prioritization of all objectives utilizing a confidential and proprietary forced-ranking system. This shall be provided to the Consultant in a timely manner for compilation.
  - B. MGO Progress Report Form: Incorporate the prioritized goals and objectives into a Progress Report Form allowing for timing expectations and responsibility assignments.
  - C. Draft Action Plan: Distribute the current Action Plan draft prior to meeting two.
  - D. Meeting Two (See Section 5.2): Shall include the items below. (Estimate 1.5 - 2 hrs.)
    - i. Prioritized Goals and Objectives: Review, discuss and finalize the goals and objectives as prioritized.
    - ii. MGO Progress Report: Review, discuss and finalize the MGO Progress Report.
    - iii. Final Plan Review: Review, discuss and finalize all aspects of the Action Plan.
- 1.4. Deliverables: Consultant shall provide the following.
  - A. Action Plan: Organize all information identified in the Discovery and Development phases into an easily understood pdf document.
  - B. STDC Activities Summary: An Excel document that allows the Staff / STDC to document their activities year-over-year.
  - C. Goals & Objectives Progress Report: A matrix in Word or Excel format that allows the Staff / STDC to track and report progress on the prioritized goals and objectives.
- 2. **STDC to Provide**: The STDC shall provide the following.
  - 2.1. Project Coordinator (Coordinator): Provide a staff liaison to work with Consultant to provide insights as to the desires of the STDC and facilitate communication.
  - 2.2. Discovery: The information noted above, in particular the background info, preferably in chart / graph formats for ease of understanding by the STDC.
  - 2.3. Development: Assistance in the development and review of the document, including coordination with any other STDC representatives.
  - 2.4. Meetings: Coordination of any desired meetings.
  - 2.5. Presentations / Memos: Any briefing memos and / or PPT presentations to the STDC or Council.

- 2.6. Printing: STDC to handle printing, binding, or distribution of any documents.
3. **Confidentiality**: Both parties agree to the following confidentialities.
- 3.1. Content: The Consultant agrees to keep confidential any information related to the project that is deemed confidential by the STDC and communicated to the Consultant in writing.
- 3.2. Marketing Permission: STDC agrees to allow Consultant to reference the STDC as a client and to allow Consultant to use a high-level explanation of Services provided.
- 3.3. Payment Disclosure: STDC agrees not to disclose the amount of payment included in the Agreement unless required by law.
4. **Documents**: All documents generated as a result of the Services shall be the property of the STDC to use as needed (marketing, websites, etc.). However, the STDC agrees not to release an editable / original version of any of the documents except as required by law.
- 4.1. Proprietary Forms: Original forms generated by the Consultant are proprietary to Consultant and will not be provided to the STDC for their continued use unless noted in Section 1.4.
5. **Payment**: The fee for the Base Services and Board Meetings shall be as noted below. Payments shall be within 30 days of receipt of an invoice from Consultant.
- 5.1. Base Services (fixed fee): The fee for these Base Services (excluding meetings) shall be seven thousand five hundred dollars (\$7,500) billed monthly as a percentage of completion for each phase. Should the STDC elect not to continue with the project at any point, the Consultant shall be paid for services rendered to that point in time.
- A. Discovery: \$2,250
- B. Development: \$3,750
- C. Deliverables: \$1,000
- D. Delivery of Final Documents: \$500
- E. Additional Groups: The Base Services Fee above reflects the inclusion of the STDC Board, City Manager and Executive Director. The participation of other boards and / or City Council is welcomed and encouraged, but please add \$500 to the Base Fee for the time it takes to include additional participants in the SWOT, Objectives Development and prioritization exercises.
- 5.2. Board Meetings (variable fee): Meetings one and two with the participants shall be at an hourly rate of one hundred twenty dollars (\$120) per hour inclusive of set-up and meeting times. Driving time shall be billed at 50% of the hourly rate.
- 5.3. Reimbursables: The STDC shall reimburse the Consultant for any out-of-pocket costs (e.g. copies, lunch meetings) which must be approved prior to expenditures.
- 5.4. Additional Services: Any work not defined in the Services above is not included in this Agreement. The STDC and the Consultant may negotiate Additional Services if desirable to both parties. Any request for Additional Services must be authorized in writing by the Coordinator prior to the Consultant performing said services.

6. Approval of this Agreement represented by:

**Consultant: EDP Best Practices, LLC**

Signed:  \_\_\_\_\_  
Name: Greg Last  
Title: Chief Executive Officer  
Date: August 31, 2022  
PH: (817) 992-6156  
EM: [glast@EDPBestPractices.com](mailto:glast@EDPBestPractices.com)  
Address: 4609 Shadycreek Lane  
Colleyville, TX 76034

**STDC: Sanger Texas Development Corporation**

Signed: \_\_\_\_\_  
Name: Shani Bradshaw  
Title: Executive Director  
Date: \_\_\_\_\_  
PH: (940) 458-2059  
EM: [sbradshaw@sangertexas.org](mailto:sbradshaw@sangertexas.org)  
Address: 201 Bolivar Street  
Sanger, TX 76266

Attached: One-page Service Profile for Action Plan Development for informational purposes only.

For Greg Last Bio or additional information see [www.EDPBestPractices.com](http://www.EDPBestPractices.com).



# Action Plan Development

Work with Staff and Board Members to identify and evaluate programs and projects, establish and prioritize goals and objectives and summarize all information into a formal Action Plan.

## Problem Identification

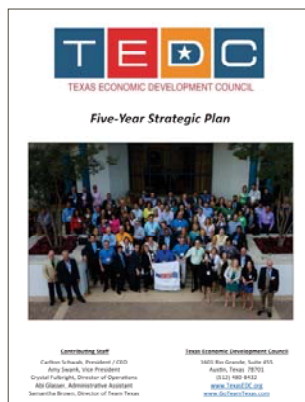
- The economic development efforts of the Agency have been stagnate or need a clear direction to be more productive
- Changes in Staff, management or Board may be an opportunity to fine tune the Agency's work efforts
- The Agency is trying to implement too many programs for the budget / resources / staff available

## Service Goals

- Research and understand the current status of programs, policies and projects
- Evaluate the benefits and challenges of each of these
- Prioritize Goals and Objectives for the near term

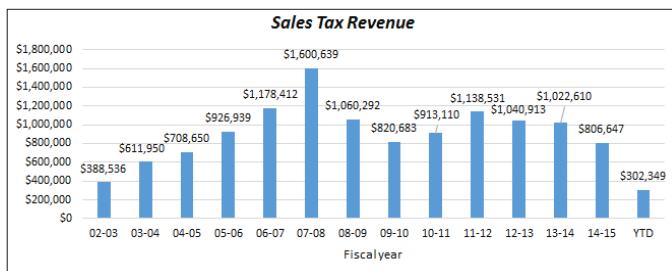
## Deliverables

- An Action Plan summarizing all information noted above
- Original documents for documenting EDO activities, and a matrix for monitoring and reporting progress on Objectives



## Discovery Phase

- Identify organizational aspects of the Board / Agency, budget constraints, existing programs and staffing, etc.



## SWOT Analysis

- Facilitate a SWOT analysis on the community and Board activities as a basis for developing Goals and Objectives

STRENGTHS	
What are our strengths?	How do we build upon them?
<ul style="list-style-type: none"> <li>Desire to make a difference</li> <li>Good relationship with City Council</li> <li>Leveraging success by using consultant</li> <li>Diversified / knowledgeable BOD</li> <li>Reserve funds available</li> <li>Staff dedicated to ED</li> </ul>	<ul style="list-style-type: none"> <li>Adopt an Action Plan and implement objectives</li> <li>Provide an annual report to City Council</li> <li>Utilize Consultant(s) to increase productivity</li> <li>Identify training needed / desired by Board and Staff</li> <li>Adopt target reserve fund level to maintain</li> <li>Identify training needed / desired by Board and Staff</li> </ul>
WEAKNESSES	
What are our weaknesses?	How do we reduce or eliminate them?
<ul style="list-style-type: none"> <li>Lack of clear plan for direction</li> <li>Website content</li> <li>Limited training for Board / Staff</li> <li>No support programs for existing businesses</li> <li>Failure to implement plans</li> </ul>	<ul style="list-style-type: none"> <li>Adopt an Action Plan and implement objectives</li> <li>Develop a comprehensive and professional Website</li> <li>Identify training needed / desired by Board and Staff</li> <li>Implement a comprehensive BRE program</li> <li>Adopt an Action Plan and implement objectives</li> </ul>

## Goals & Objectives

- Develop primary Goals and supporting Objectives

1. Goal: Enhance administration, management and reporting efforts - (ADM)	
Objectives:	Description:
A <b>Adopt an Action Plan setting near-term direction</b>	A plan of action for the near term (1-3 yrs) for the Board and Staff to advance prioritized objectives.
B <b>Develop a Performance Dashboard tracking system for reporting</b>	An Excel document that allows recording of desired data which then feeds a single-page dashboard for reporting the EDO's activities.
2. Goal: Retain and support existing businesses - (BRE) - Business Retention & Expansion	
Objectives:	Description:
A <b>Take training on Business Retention &amp; Expansion</b>	An overview of BRE programs that can be implemented to support / grow existing businesses.
B <b>Develop a Business List including all businesses</b>	Develop a comprehensive list (Excel or Access) that summarizes all the business information collected.
C <b>Implement a Business Visitation program</b>	Interview forms and processes allowing a small group to visit with business leaders at their location for the purpose of identifying issues important to the business.

## Prioritization

- Board members to confidentially prioritize the objectives

Rank	Score	Priority of Objective	Goal	Objective	Description
		Highest ----- Lowest			
1	5.00	5	M&P	Develop a Marketing & Promotion Plan	A Plan to identify marketing resources, targets, and budgeting to implement a marketing program
2	4.60	3 2	RED	Develop a Sites & Buildings Summary	A Summary showing the location of available sites or buildings and a matrix of data and contacts for each Program to identify and engage builders / brokers / developers active in the near term area
3	4.40	2 3	PART	Develop a program to engage builders / brokers / developers	Adopt an Action Plan and implement objectives
4	4.40	3 1 1	PLAN	Implement a comprehensive BRE program	A Customer Relationship Management system for communicating with prospects and stakeholders
5	4.20	1 4	ADM	Develop a comprehensive CRM database	Identify and fund infrastructure that will advance development or support business growth
5	4.20	3 2	INF	Identify and fund infrastructure that supports business growth	Implement a BRE program that includes various programs to support and grow existing businesses
7	4.00	2 1 2	BRE	Develop maps adequate to market location, local and regional assets	Develop maps adequate to market our location, highways, airports, amenities and other assets
7	4.00	2 2 1	RES	Utilize Consultant(s) to increase productivity	Engage Consultant(s) to help complete objectives in a professional and timely manner
9	3.80	4 1	ADM		

## Implementation / Tracking

- Provide a form for easy progress tracking and reporting on the prioritized objectives

Objectives:	When	Resp.	%	Notes	Goal
<b>1 Approve the Action Plan</b>	June	MDD	DONE	• Objectives in process	ADM
a • Approved June 5, 2018	June			•	
<b>2 Cont. Façade Matching Grant Program</b>		MDD	50%	• Ongoing program	BRE
a • Budget for adequate funds	Jul	MK		• \$ budgeted for FY 18-19	
b • Provide a notice / ad in local paper-?	June	JH		• Develop graphic	
<b>3 Develop a BRE Program</b>			10%	•	BRE
a • Take BRE training	July	EDT		• Objective #8	
b • Business info collection form	Aug	MK	50%	• Need to tailor	
c • Business list	Aug	MK	25%	• Excel to start with	
d • Visitation form / questions / process	Sept			•	
<b>4 Take training on MDD regulations and authorizations</b>	Aug	MDD		• Legal training on limitations	EDU
a • Discuss with attorney	June	MK		•	
<b>5 Develop a Sites &amp; Buildings Summary</b>	July	EDT		•	DEV
a • Review MK work to date	July	MK	50%	• Significant collection of properties	
b • Develop report format / map / table	July	EDT	10%	•	
c • Identify sites	Aug	MK		• MK and EDT to tour City	
d • Enter data / verify with brokers/owners	Aug	EDT		•	