

## **PURPOSE OF STRATEGIC PLANNING**

Strategic Planning is the process by which an organization envisions its future, and develops the necessary procedures and operations to achieve those future visions.

Toward this end the KADC held a Planning Workshop on January 14, 2008 with the assistance of TVA. This meeting was well attended by over 40 businesses, government and community leaders. The group was asked to list the major accomplishments in Attala County in the past 1-2 years. They also listed the forces that were moving us forward and what issues were holding the community back from making more progress. The most important discussion was centered on what we want to accomplish in the next 1-3 years. This is exactly what this plan will be focusing on, specifically those issues within the control of the KADC.

Successful economic development depends on the coordination of numerous issues, many of which are beyond the purview and control of local efforts. Other factors, such as providing needed economic development products, effectively promoting the community, and developing community understanding and support for a broad range of economic development initiatives, can be viewed as reasonable and achievable components of an overall strategy. Through this Strategic Plan it is expected to show measurable results in the overall improvement of the Attala County business environment.

The current and ever-changing national and state economic conditions faced by Attala County dictates that we develop a Strategic Plan that enables decision makers the flexibility to implement policy, programs and initiatives to maximize effective economic growth and quickly react to emerging opportunities and threats.

Due to the highly competitive nature of economic development, it is not enough to attract new businesses to Attala County. It is of greater importance to demonstrate to the business community both internally and externally that Attala County has the ability to sustain economic growth. It must also be demonstrated that the rural character and quality of life, which are instrumental in promoting Attala County to businesses and visitors, will be retained and enhanced.

Finally, in a successful strategic planning process, primary strategies and tasks are developed, articulated, detailed and performances measures are established in order to gauge progress and results. Periodic reviews and revisions to our plan will be necessary to accommodate changing conditions, new opportunities or threats and to improve the effectiveness of the strategies set forth in the plan.

## STRATEGIC PLANNING PROCESS

The strategic planning process in Attala County consisted of four general phases.

**Phase I.** This consisted of the planning workshop earlier this year. This process included a review of perceived opportunities and threats. This planning group was also asked to identify the most important issues facing Attala County in the near future. This exercise resulted in top priorities as each individual was asked to select the most urgent and necessary. The top selections are what this plan will focus on, as well as others receiving lesser priority. The top ten are as follows with no specific ranking order.

1. Continue to push for a four-lane highway access to the interstate.
2. More offerings from Holmes Community College to enhance training and education in Attala County.
3. Medical Community growth represented by more specialists, updated equipment and treatment availability, with updated or new facilities.
4. Location and development of a complete “Shovel Ready” industrial site.
5. Combined city-county efforts to improve the community and meet the needs of our citizens.
6. Locate a new major employer.
7. Plan for retention of existing industries.
8. Educate the community on potential opportunities.
9. Find a committed individual for the state legislative representation.
10. Accountability of the planning process.

The full summary of initial priorities set by the Planning Committee is attached as *Exhibit A*.

**Phase II.** This consisted of the KADC President preparing the plan draft for public and board review. The purpose is to receive other stakeholders input to validate, or re-direct some of the priorities.

**Phase III.** This consisted of revising the draft plan and reviewing the final version with the KADC Board, members of the KADC and providing copies to all governments in Attala County.

**Phase IV.** This includes the revising and finalizing the details of the Strategic Plan, assembling the report and readying it for public presentation.

## **THE KADC VALUES AND MISSION STATEMENT**

It is important to understand the values of an organization and its mission before explaining the strategies selected to achieve the mission. Each strategy will combine the priorities selected to achieve the mission. Each strategy will combine the priorities selected by the leadership of our community. How and why we have chosen these strategies and the tasks is fairly straight forward. The core values show how we will carry out these chosen responsibilities and the mission states why we are engaged in the selected tasks.

**Values: The five core values of the KADC are as follows:**

- 1. Openness and honesty.*
- 2. Respect for people as individuals.*
- 3. Being results oriented.*
- 4. Innovation and risk.*
- 5. Commitment to being the best.*

**Mission Statement:**

**The KADC will strive to create more and higher quality opportunities by building and expanding a sustainable economy to improve the quality of life for all citizens in Kosciusko and Attala County.**

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN FOR THE KOSCIUSKO-ATTALA DEVELOPMENT CORPORATION**

As a result of the efforts of the Planning Committee, the review phase, and the KADC Board and participation of additional stakeholders, the broad strategies, and tasks are presented as a coordinated plan. For each task the responsible party or parties are shown, funding needs are estimated where possible; time frames for completion are projected; and deliverables are described.

For the purpose of this Plan, four (4) strategic areas have been identified, and are presented in the following order:

- (1). Preferred Development Areas and Infrastructure.**
- (2). Communication and Public Awareness.**
- (3). Cooperation and Coordination.**
- (4). Responsibilities of the KADC.**

## **Strategy I: Preferred Development Areas and Infrastructure**

**Task #1: Locate and establish a “shovel ready” industrial site.**

**Responsible Parties:**

KADC (Lead)  
Joint City County KADC Committee  
Atmos  
Entergy  
Central Electric  
Kosciusko Water and Light

**Estimated Funding:**

\$0.00

**Completion Date:**

End of 2<sup>nd</sup>. Quarter, 2009

**Performance Measures/Deliverable(s):**

Formal acceptance of area and specific site(s)

**Task #2: Prepare a concept/master plan for development of identified site(s) including estimation for geotechnical, environmental and infrastructure development costs.**

**Responsible Parties:**

KADC Staff (Lead)  
Board of Supervisors  
Board of Alderman  
Engineers

**Estimated Funding:**

\$0.00 in house initiative

**Completion Date:**

End of the Fourth (4<sup>th</sup>) Quarter

**Performance Measures/Deliverables:**

Acceptable Master Plan with costs.

**Task #3: Complete the Master Plan for the reuse of the former Milwaukee Tool Plant.**

**Responsible Parties:**

KADC Staff (Lead)  
Stacy & Associates (Business Plan)  
Art Cook, Architect (cost of building reuse and draft reuse building plan).  
Holmes Community College  
WINS Job Center  
M & F Bank

**Estimated Funding:**

\$30,000 Grant

**Completion Date:**

First (1<sup>st</sup>) Quarter of 2009

**Performance Measures/Deliverables:**

Report on business plan, building reuse and labor market needs that will determine if the project is a **GO or a No Go**.

**Task #4: Establish a clear plan with priorities and costs for Kosciusko's Historical Main Street District.**

Improvements including crosswalks, signage, new sound system for music and announcements and assist City of Kosciusko with grants and funding for *Strand Theatre*.

**Responsible Parties:**

KADC Staff (Lead)  
Main Street Committee  
City of Kosciusko (Mayor)

**Estimated Funding:**

Funding for downtown to be determined.  
Funding for STRAND \$871,000

**Completion Date:**

End of the 2<sup>nd</sup> Quarter, 2009  
Strand Funding on-going

**Performance Measures/Deliverables:**

A cost proposal and priority for downtown. A strategy for grants and fundraising for the *Strand Theatre*.

**Task #5: Determine the improvements/renovations to be made at the Visitor Center and the future of the Kosciusko Heritage Foundation.**

**Responsible Parties:**

KADC (Lead)  
KHF Board  
City of Kosciusko  
Tourism Promotion Committee

**Funding:**

\$70,000 improvement needs identified.

**Completion Date:**

End of the 2<sup>nd</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Improvements funded and completed at center. Final decision on KHF's future.

## **STRATEGY II COMMUNICATIONS AND PUBLIC AWARENESS**

There is a communication gap between the KADC and the general public within Attala County. The KADC must take steps to improve communications and inform the general public.

### **Task #1: More fully articulate the mission of the KADC.**

The KADC should immediately make any necessary changes, clarifications, simplifications, additions or deletions to its mission statement and place it on the back of business cards and other appropriate places, including the Web Site, printed materials and meeting programs.

#### **Responsible Parties:**

KADC (Lead)

#### **Estimated Funding:**

\$500 (Printing and Postage)

#### **Completion Date:**

December 31, 2008

#### **Performance measures/Deliverables:**

General distribution of mission statement and strategic plan

### **Task #2: Widely distribute the Strategic Plan for economic development.**

This will reinforce the mission statement and strategies of the KADC, and further inform government and business interests and residents of the broad strategies and specific initiatives the KADC will be implementing in order to pursue its overall mission.

#### **Responsible Parties:**

KADC (Lead)

#### **Estimated Funding:**

\$500

#### **Completion Date:**

2<sup>nd</sup> Quarter of 2009

#### **Performance Measures/Deliverables:**

Distribute copies of Strategic Plan and place on web.

**Task #3: Regularly identify the KADC’s Mission Statement and Strategies.**

Upon completion of Task #1 under this strategy, and the completion of the Strategic Plan, identify both at all public meetings or presentations sponsored by or including the KADC.

**Responsible Parties:**

KADC (Lead)

**Estimated Funding:**

\$0.00

**Completion Date:**

On-going

**Performance Measures/Deliverables:**

Review upon completion of meeting/presentation.

**Task #4: Publish a quarterly newsletter that emphasizes the KADC’S mission statement and strategies; include articles that quantify the benefit of economic development and the responsible use of development incentives. Profiles of businesses that have been assisted by the KADC and how the assistance was delivered.**

**Responsible Parties:**

KADC (Staff)

**Estimated Funding:**

\$200 per issue, \$800 per year (can sell advertisement)

**Completion Date:**

End of 2<sup>nd</sup> Quarter, 2009 for first redone issue, quarterly thereafter.

**Performance Measures/Deliverables:**

Newsletter distribution every quarter

**Task #5: The KADC will develop a member survey that ask what is important to them and also determines the extent of monetary contributions, sponsorships and in-kind goods and services they collectively, routinely make to local organizations that play an important role in maintaining and enhancing the overall “quality of life” in Attala County. It will be used in the “buy at home” program.**

**Responsible Parties:**

KADC (Staff)

Two non-profits in Attala to be selected.

**Funding:**

Staff resources  
\$100 for direct mail

**Completion Date:**

End of 3<sup>rd</sup> Quarter, 2009, Publish findings by 1<sup>st</sup> quarter, 2010

**Performance Measures/Deliverables:**

Developed survey and published results.

**Task #6: Regularly invite “expert” speakers to the KADC meetings and plan meetings throughout the year and at various locations.**

The KADC should invite speakers that focus on the fundamental concept of economic development, or the specific economic and fiscal impacts of an existing or proposed economic development project. A few meetings should be listening sessions conducted by the KADC to gather information that could benefit our community. It is suggested to encourage 6 meetings (not including the annual meeting) throughout the year. It is further suggested that various locations in Attala County be selected, including our smaller communities.

**Responsible Parties:**

KADC (Staff)

**Estimated Funding:**

\$500 for speaker costs

**Completion Date:**

Determine comprehensive list and schedule speakers for KADC meetings for the year by the end of 2<sup>nd</sup> Quarter, 2009.

**Performance Measures/Deliverables:**

Publication and wide distribution of annual speakers list and locations of meetings.

## **STRATEGY III: COOPERATION AND COORDINATION**

There appears to be a critical need for greater levels of cooperation and coordination within and outside of Attala County at all levels. There are specific initiatives where cooperation among geographic areas, local governments and business and civic interests within the County, as well as building important external relationships, is vital to successful economic development. If Attala County is to move its economy forward, and attract the investment and development projects that it desires; foster the creation of higher value employment opportunities; and expand the tax base in a sustainable fashion, then more meaningful relationships must be established and nurtured.

### **Task #1: Plan trip to Washington D.C.**

This trip will allow us to meet with the Mississippi Congressmen and Senators in the House and Senate. Projects important to Attala County such as widening of Highway 35, a new Emergency Operation Center and the Job Development Center should continue to be communicated. Other priorities such as a new multi purpose building, hospital improvements and new industrial sites have to be articulated to the Mississippi delegation with a rationale for funding.

#### **Responsible Parties:**

KADC (Lead)  
Board of Supervisors  
City of Kosciusko

#### **Estimated Funding:**

\$3000 cost of trip to Washington D.C. including reception with Winston and Choctaw Counties.

#### **Completion Date:**

By the end of February, 2009.

#### **Performance Measures/Deliverables:**

Reaction from delegation and projects approved.

**Task #2: Establish ongoing relationships and continuous contact with local, regional and national commercial/industrial real estate brokers and site search consultants, augmenting the efforts of the KADC.**

**Responsible Parties:**

KADC (Staff)

**Estimated Funding:**

\$2500 for special events including SEDC site location meeting (s) and meeting(s) with local regional and national real estate brokers.

**Completion Date:**

Develop an initial annual program by the end of 2<sup>nd</sup> Quarter, 2009.

**Performance Measures/Deliverables:**

Implementing the annual program and determining contacts and projects obtained.

**Task #3: Maintain the County's strong working relationship with Holmes Community College.**

This will help promote a continued workforce training for the County's industries, and provide political and reasonable financial support for the College's efforts to establish a Workforce Development Center for Kosciusko-Attala County.

**Responsible Parties:**

Board of Supervisors

City of Kosciusko

KADC (Lead)

Holmes Community College

WIN'S Job Center

**Estimated Funding:**

\$2.5 million

**Completion Date:**

Planning 1<sup>st</sup> Quarter, 2009

Funding by end of 4<sup>th</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Planning documents and grant awards

**Task #4: Strengthening the regional economic development alliances.**

The KADC should strengthen the regional economic development alliance with the East Central Mississippi Economic Council, particularly with respect to target industry studies, market plans and the development of non-traditional economic development strategies like alternative energy and energy technology.

**Responsible Parties:**

KADC  
ECMEC

**Estimated Funding:**

\$250.00 annual due

**Completion Date:**

To be determined on a project-by-project basis.

**Performance Measures/Deliverables:**

Plans completed and target markets selected including research on specific targets.

## **STRATEGY IV: RESPONSIBILITIES OF THE KADC**

This strategy outlines the overall responsibilities and specific duties, not already identified in other strategies, for the KADC.

### **Task #1: Continue to work toward the improvement of the medical services and facilities in Attala County by being an advocate for improved service and facilities.**

This includes the patient and hospital needs assessment and assisting the medical clinic find suitable space.

#### **Responsible Parties:**

Hospital Board and Staff (Lead on Patient's and Hospital Needs Assessment)  
KADC Board and Staff  
Board of Supervisors  
Kosciusko Medical Clinic (Lead on Medical Clinic Space)  
City of Kosciusko, Mayor, and Board of Aldermen

#### **Estimated Funding:**

\$54,000 Hospital Study (\$6,750 KADC)  
\$5.0 million Kosciusko Medical Clinic

#### **Completion Date:**

Hospital Study, 2<sup>nd</sup> Quarter, 2009  
Kosciusko Medical Clinic, 2010

#### **Performance Measures/Deliverables:**

Hospital Study delivered and funding path for medical clinic

### **Task #2: Expand the scope of KADC to include retail commercial and small business development.**

The KADC targets manufacturing, warehousing, and distribution. Due to the changing national economy the KADC will expand its responsibilities to accelerate the growth of retail and service uses, and aggressively assist emerging and existing local entrepreneurs with developing small retail and service businesses to retain and grow this new emerging wealth created in Attala County.

#### **Responsible Parties:**

KADC (Lead)  
Lenders  
SBDC

**Estimated Funding:**

Funding obtained for strategy from TVA's Consumer Connection Program.  
Membership in the International Council of Shopping Centers \$250.00

**Completion Date:**

End of 2<sup>nd</sup> Quarter, 2009; then ongoing

**Performance Measures/Deliverables:**

New business start ups, business growth of tax revenue. Sales tax and marketing plan for retail service recruitment.

**Task #3: Marketing Plan**

Develop a marketing plan that includes promotion of specific economic development products, i.e.; land, buildings and leasable space. This should include coordination with marketing funds from MDA, TVA and Entergy. This marketing will involve the KADC web-site and printable materials produced in electronic format. This marketing effort will also involve tangible give-a-way's and branding of the KADC's name and logo.

**Responsible Parties:**

KADC  
TVA  
MDA  
Entergy

**Estimated Funding:**

To be determined by funding requests.

**Completion Date:**

End of 4<sup>th</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Grants funded and marketing products secured and developed.

**Tasks #4: KADC shall evaluate the current office space in terms of location, ease of access, adequacy, and quality of the existing space, cost and overall impressions on the community itself, business prospects, and potential investors. The determination of the current location's adequacy versus an alternative location should be considered and decided upon.**

**Responsible Parties:**

KADC Board & Staff

**Estimated Funding:**

Not to exceed \$20,500 per year as currently budgeted.

**Completion Date:**

Determine office location and space needs by the end of the 1<sup>st</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Decision by KADC Board of Directors

**Task #5: Undertake a comprehensive review of the Leadership Attala Program and make necessary revisions to improve the program.**

**Responsible Parties:**

Leadership Attala Alumnus  
KADC Staff

**Estimated Funding:**

Funds provided by sponsor and participates

**Completion Date:**

Complete no later than 2<sup>nd</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Complete newly designed Leadership Attala Program

**Task #6: Improve and develop economic development resources and plans, including the Central Mississippi Fair, Natchez Trace Festival and the creation of a detailed target industry study, with assistance from TVA, MDA and Business Visitation Program.**

This initiative will be undertaken to review the status of and suggest changes and improvements to the KADC's two largest economic development efforts; The Central Mississippi Fair and the Natchez Trace Festival. For example: the fair is in need of better facilities due to space and structure limitations. The festival will explore ways to attract more visitors and improve the family orientated event. The target marketing effort will be undertaken in conjunction with the East Central Mississippi Economic Council and TVA. The Business Visitation Program will be coordinated with MDA and the existing industry e-Synchronist Partnership Mississippi Program.

**Responsible Parties:**

KADC  
ECMEC  
TVA  
Fair Committee  
Festival Committee  
MDA  
Entergy

**Estimated Funding:**

To be determined.

**Completion Date:**

Completed by 3<sup>rd</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Improved events, a target marketing plan, and improved contact with existing business and industry.

**Task #7: Provide Continue Education to Staff related to economic development to enhance the KADC's marketing and development programs.**

This initiative will allow the staff to continue to receive valuable training and development of skills enabling all the staff to perform their tasks at a higher level of efficiency and skill.

**Responsible Parties:**

KADC Board and Staff

**Estimated Funding:**

\$2000.00 for travel and meeting cost

**Completion Date:**

Completed by end of 4<sup>th</sup> Quarter, 2009

**Performance Measures/Deliverables:**

Meetings attended and new training and ideas incorporated in the KADC's economic development program.

## CONCLUSION

The recommendations of the Planning Committee convened by the KADC are broad in scope and dependent upon action from both the public and private sectors of our community. They are based on viewpoints brought together in discussion by a diverse group of citizens representing all aspects of Attala County's citizenry and special interests. The Planning Committee firmly believes that the implementation and accountability of the planning session are extremely important. In fact this issue made the top ten (10) priorities identified by the participants.

The Planning Committee believes, as does the KADC, that implementation of this plan will produce fiscal benefits to Attala County that are both measurable and visible. Benchmarks will be established to measure the progress of the economy and the number and type of new or expanded business growth.

Three themes were identified during the planning process and are incorporated throughout this report. One is the immediate threat to the rural resources and support services that are the very infrastructure of a rural economy. The second is the current window of opportunity to develop Attala County in a manner that takes advantage of its strengths and opportunities and turns its threats and weaknesses into challenges that can be overcome by an aggressive strategy of action. A final theme is the recognition that growth brings challenges and rewards. The Planning Committee and the KADC recognized that the challenges must be faced and overcome in a manner consistent with the desires of the community and its need to grow.

This report is our call to action for residents, corporate citizens, and public officials. If we all take some responsibility for what can be done to implement this plan, the message will go out to our community, region and state, that Attala County has a unique combination of businesses, residences, and quality of life that complement each other. This combination will be recognized and serve as a catalyst to propel the community to achieving its objectives.

Some of the recommendations can be enacted immediately; some are simply a new emphasis of current projects and capabilities; while other recommendations are more long term. Some require the formation of a public/private partnership, and many require the direct investment of public money. The plan must be viewed in its entirety and will become a reality only if citizens, organizations, businesses and government leaders work cooperatively toward the plan's goal.

Many of the recommendations can be acted on only by the Board of Supervisors and the City of Kosciusko Board of Aldermen. Among these are recommendations relating to the Strand Theatre, the Milwaukee Tool facility, and a new industrial site to name a few. However, most of these recommendations fall to the KADC and its staff to implement and many do not require any funding

other than time. The KADC and staff stand ready to work with all our local governments and staff to achieve these desired outcomes.

Nothing less than the development of our community to meet our stated mission is acceptable to all the participants in this process. The Planning Committee suggested (and it will be part of this process) to quantify and benchmark the progress in realizing these tasks. To that end, a semi-annual report will be prepared that will be circulated to the Board of Supervisors, our cities, the KADC Board and available to the community. This report will be reviewed by the KADC Board and will receive recommendations regarding the continued implementation of any strategy or task, including any changes of focus.

Opportunities will bring change, and change brings opportunity, so this plan will continue to be under continuous review. Effective strategic planning is proactive, not reactive; it is creative and innovative, not argumentative. And most important it is not a matter of arm twisting, but building a consensus and trusting relationships.