

BSAEDC 2005 STRATEGIC PLAN - FINAL.DOC FOR 2006-2008

BSAEDC Mission Statement

The Biddeford Saco Area Economic Development Corporation promotes sustainable, long-term economic prosperity for the Biddeford-Saco area. The corporation is a catalyst for cooperation, teamwork, and mutual success through the:

- 1) *Creation and retention of quality jobs for the people of Biddeford-Saco targeting the low to moderate income population; and*
- 2) *Development and promotion of policies, projects and programs that will accommodate and capture new investment in Biddeford-Saco.*

BSAEDC recognizes that the following Critical Issues threaten the ability of the agency to accomplish this mission and therefore will pursue the following Strategies to minimize the impact of these Critical Issues.

A. Limited capacity to provide economic development.

1. BSAEDC will increase financial resources to support lending and programmatic development.
2. BSAEDC will strengthen portfolio management.
3. BSAEDC will improve organizational capacity.

B. Lack of identity or brand.

1. BSAEDC will develop a Brand.
2. BSAEDC will expand agency visibility.

C. Assure business continuation of organization.

1. BSAEDC will retain quality staff.
2. BSAEDC will develop a Turnover Plan.
3. BSAEDC will enhance Board governance.
4. BSAEDC will enhance Loan Committee actions.
5. BSAEDC will increase committee structure and utilization.

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
A) Limited Capacity to Provide Economic Development	1) Increase financial resources to support lending and programmatic development	a) Attract new Funding Sources	i) \$ line of credit from bank attracted ii) \$ Equity Equivalent financing from banks attracted iii) Alternative funding sources explored iv) York County economic distress factors utilized to access additional resources v) SMRPC and new EDA District/RLF supported and sub-contracted
		b) Develop new programs and initiatives	i) Housing program demand evaluated ii) Counseling services expanded/offered iii) Workshops/seminars for business development/counseling hosted iv) Reports/studies on target businesses for downtown/Main Street issued/funded v) Other initiatives that enhance the cultural identity of Biddeford-Saco as directed by the Board supported vi) Collaboration with other communities and organizations that Enhance Ability to achieve mission vii) Links to countywide resources established
	2) Strengthen Portfolio Management	a) Maintain consistent policies and practices that maximize risk/reward	i) Consolidated banking with comprehensive financial services maintained ii) Funded Loan Loss Reserve of at least 2.5% maintained iii) Delinquency Rate of less than 10% maintained

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
A) Limited Capacity to Provide Economic Development, cont.		b) Process loans more efficiently	i) Credit underwriting and approval process streamlined ii) Abbreviated approval process for loans under \$10,000 created
	2) Strengthen Portfolio Management, cont.	c) Reduce need for new lending resources by increasing speed of principal repayment	i) Turn over 10% of asset base annually for relending
	3) Improve organizational capacity	a) Improve physical office space	i) Professional, accessible and secure location for confidential business activity provided
		b) Improve staff capacity and efficiency	i) Ergonomically correct office furniture and equipment provided
		c) Increase workflow efficiency	i) Up to date reliable Information Systems and Technology maintained

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
B) Lack of Identity or Brand	1) Develop Brand	a) Develop name or d/b/a and logo	i) Marketing Plan for new "Brand" created ii) New agency brochures printed iii) Marketing materials with new brand printed iv) Web Site enhanced v) Number of Press Releases issued vi) Number of Annual Reports issued vii) Number of ED updates issued
	2) Expand Agency Visibility	a) Increase visibility in Biddeford-Saco Area	i) Number of bankers, accountants or attorneys networked with ii) Number of businesses networked with iii) ED Breakfast Forum hosted iv) Downtown businesses targeted
		a) Increase visibility in Biddeford-Saco Area, cont.	v) Workshops/seminars for business development/counseling hosted vi) Reports/studies on target businesses for downtowns/Main Streets issued/funded vii) Other initiatives that enhance the cultural identity of Biddeford-Saco as directed by the Board supported
		b) Increase visibility throughout York County	i) Number of bankers, accountants or attorneys networked with ii) Number of businesses networked with iii) ED summit/seminar co-hosted iv) Links to countywide resources established

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
B) Lack of Identity or Brand, cont.	2) Expand Agency Visibility, cont.	c) Increase visibility statewide and in Augusta	i) York County legislative delegation Communicate with ii) Legislative event developed with Chamber of Commerce iii) Economic development legislation and bonds supported iv) Funding for Workforce Development and the Community College and University Systems supported v) Collaboration with other communities and organizations that Enhance Ability to achieve mission
		d) Increase visibility in Boston	i) Number of banks and development organizations networked with ii) Businesses & financial institutions targeted
		e) Identify quality leads for loans	i) Linkages with other referral sources increased.

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
C) Assure Business Continuation of Organization	1) Staff Retention	a) Keep turnover rate low	i) Employee training increased and enhanced ii) Competitive wage and benefits package provided
	2) Develop Turnover Plan	a) Plan for Exit of Key Employee	i) Job responsibilities of all employees documented ii) Employees in key duties and responsibilities cross trained iii) Communication network to notify partners of any staffing changes established
		b) Develop Plan for replacing key employees	i) Procedures for naming interim employee replacement created ii) Procedures for advertising and replacing employees created
	3) Board of Directors	a) Improve Diversity	i) Needs and representation identified ii) Diversity of representation enhanced iii) Low to Moderate Income representation iv) Borrower representation
		b) Enhance operational, organizational and policy guidance	i) Committee updates reviewed ii) 90% attendance/participation at all board meetings achieved
	4) Loan Committee	a) Improve committee structure and capacity	i) Attributes required for members defined ii) Diversity of representation enhanced iii) Fixed meeting schedule established

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CRITICAL ISSUE	STRATEGY	GOALS	PERFORMANCE MEASURES
C) Assure Business Continuation of Organization, cont.	5) Enhance committee structure	a) Advisory Committee b) Marketing Committee c) Strategic Planning Committee d) Nominating Committee	i) Needs and representation established ii) Responsibilities and goals updated iii) Diversity of members expanded iv) Strategic Plan reviewed and adjusted

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Financial Projections

Code	Description	FYE 6/30/2004	FYE 6/30/2005	FYE 6/30/2006	FYE 6/30/2007	FYE 6/30/2008
REVENUES		Actual	Budget	Projected	Projected	Projected
400	CONTRIBUTION CITY OF BIDDEFORD	\$11,204	\$11,204	\$11,204	\$11,204	\$11,204
401	CONTRIBUTION CITY OF SACO	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
402	CONTRIBUTION CHAMBER OF COMM	\$2,800	\$2,800	\$2,800	\$2,800	\$2,800
410	DONATIONS	\$13,500	\$15,000	\$15,000	\$15,000	\$15,000
415	MISCELLANEOUS INCOME	\$3,070	\$3,700	\$3,700	\$3,700	\$3,700
420	BANK INTEREST	\$399	\$480	\$480	\$480	\$480
421	LOAN FEE INCOME	\$21,499	\$9,600	\$16,000	\$16,000	\$15,000
422	ADMINISTRATIVE INCOME	\$125,411	\$143,000	\$193,000	\$203,000	\$208,000
439	OTHER FEE INCOME	\$150	\$0	\$0	\$0	\$0
423	LOCAL CONTRIBUTIONS - TRANSFER	\$0	\$10,000	\$0	\$12,000	\$13,000
TOTAL REVENUES		\$187,033	\$204,784	\$251,184	\$273,184	\$278,184
EXPENDITURES						
500	SALARIES AND WAGES	\$93,738	\$117,139	\$134,934	\$157,281	\$165,145
505	FRINGE BENEFITS	\$19,330	\$0	\$0	\$0	\$0
506	FRINGE - FICA	\$0	\$9,371	\$10,795	\$8,283	\$8,946
507	FRINGE - UNEMPLOYMENT	\$0	\$1,000	\$1,030	\$1,061	\$1,093
508	FRINGE - WORKER'S COMP	\$0	\$925	\$953	\$2,073	\$2,136
509	FRINGE - HEALTH	\$0	\$8,900	\$10,324	\$11,976	\$13,892
510	FRINGE - GROUP LIFE INSURANCE	\$0	\$360	\$396	\$436	\$479
511	FRINGE - LONG-TERM DISABILITY	\$0	\$840	\$924	\$1,016	\$1,118
512	FRINGE - SIMPLE IRA	\$0	\$3,514	\$4,048	\$4,718	\$4,954
520	ADVERTISING	\$603	\$3,600	\$5,000	\$5,000	\$5,000
521	DUES & MEMBERSHIP	\$605	\$860	\$1,000	\$1,030	\$1,061
522	SUBSCRIPTIONS & PUBLICATIONS	\$849	\$600	\$600	\$618	\$637
525	INSURANCE D&O BONDING	\$746	\$750	\$4,057	\$5,524	\$5,690
526	LEGAL & ACCOUNTING	\$6,640	\$6,350	\$6,541	\$6,737	\$6,939
527	OUTSIDE SERVICE	\$4,214	\$5,220	\$5,377	\$5,538	\$5,704
528	CONTRACT EXPENSE	\$4,214	\$6,700	\$10,000	\$10,300	\$10,609
530	OFFICE/SUPPLIES EXPENSE	\$1,029	\$2,000	\$2,060	\$2,122	\$2,185
531	PRINTING	\$3,604	\$7,000	\$7,000	\$7,210	\$7,426
532	TELEPHONE	\$2,709	\$3,000	\$3,090	\$3,183	\$3,278
533	POSTAGE EXPENSE	\$4,037	\$5,970	\$6,000	\$6,180	\$6,365
534	FREIGHT & DELIVERY	\$36	\$0	\$0	\$0	\$0
535	TRAVEL & ENTERTAINMENT	\$5,866	\$5,000	\$5,150	\$5,305	\$5,464
536	STAFF DEVELOPMENT	\$1,773	\$3,700	\$3,811	\$3,925	\$4,043
538	BANK SERVICE CHARGE	\$74	\$60	\$62	\$64	\$66
539	FINANCE CHARGE	\$11	\$0	\$0	\$0	\$0
550	RENT EXPENSE	\$6,555	\$7,110	\$7,323	\$10,000	\$10,300
555	EQUIPMENT EXPENSED	\$1,281	\$2,400	\$5,000	\$6,000	\$3,000
556	REPAIRS & MAINTENANCE	\$0	\$240	\$1,247	\$1,284	\$1,323
570	DONATIONS & CONTRIBUTIONS	\$150	\$0	\$0	\$0	\$0
571	MISCELLANEOUS EXPENSE	\$3,808	\$2,150	\$1,215	\$1,251	\$1,289
591	TAXES OTHER	\$28	\$0	\$0	\$0	\$0
	DEPRECIATION EXPENSE	\$0	\$0	\$0	\$0	\$0
	Local Contribution - Carryforward	\$0	\$0	\$13,000	\$5,000	\$0
TOTAL EXPENDITURES		\$161,900	\$204,759	\$250,936	\$273,115	\$278,141
Revenues less Expenditures		\$25,133	\$25	\$248	\$69	\$43
Beginning Cash Balance		\$37,936	\$63,069	\$63,094	\$63,342	\$63,411
Ending Cash Balance		\$63,069	\$63,094	\$63,342	\$63,411	\$63,454