



SHEBOYGAN COUNTY
ECONOMIC DEVELOPMENT
C O R P O R A T I O N

DO MORE.

STRATEGIC PLAN 2015 - 2017

Adopted: December 17, 2014

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BOARD OF DIRECTORS AND STAFF

Board Officers

David Aldag, Chair of the Board, Aldag / Honold Mechanical Inc.
Bob Werner, Vice Chair, Werner Homes
Todd Mueller, Secretary/Treasurer, Schenck SC

Executive Committee

David Aldag, Aldag / Honold Mechanical Inc.
James Amodeo, City of Sheboygan
Mel Blanke, Plymouth Industrial Dev't Corp.
Gary Dulmes, Past Chair, Dulmes Décor/Carpet One
Tom Liebl, Sheboygan Paper Box Company
Todd Mueller, Schenck SC
Adam Payne, Sheboygan County
John Rohde, Century 21 Rautmann/Schils
David Sachse, Landmark Consulting
Peter Thillman, Lakeshore Technical College
Roger Te Stroete, Sheboygan County
Bob Werner, Werner Homes
Mike Vandersteen, City of Sheboygan

Board Liaisons

Betsy Alles, Sheboygan County Chamber
Steve Harrison, Sheboygan County Chamber
Ken Lucht, Wisconsin & Southern Railroad

Staff

Dane Checolinski, Director
Sara Spicer, Attraction Marketing Specialist
Jim Schuessler, Business Development Specialist

Board of Directors

Andrew Bagnall, St. Nicholas Hospital
Paul Bartelt, The Vollrath Company
Michael Brotz, Plastics Engineering Co.
Steve Cassady, Kohler Co.
Dan Eck, Lakeland College
Pat Flynn, Nemak
Jim Gallimore, BMO Harris
David Gass, Rohde Dales LLP
Dave Graebner, Aurora - Sheboygan
Laura Gumm, Alliant Energy
Dan Hein, Town of Sheboygan
Tryg Jacobson, Jake's Cafe
Michael Klein, Bemis Mfg. Co.
Jason Krepline, Bank First National
Randy Meyer, City of Sheboygan Falls
Michael Moegenburg, AUCITY Insurance
Scott Moseley, Community Bank & Trust
Don Pohlman, City of Plymouth
Matt Quasius, Quasius Construction
Lola Roeh, The Osthoff Resort
Randy Romanoski, Sheboygan Chevrolet
Craig Roush, Rockline Industries
Jodi Schoerner, Masters Gallery Foods
Michael Suprick, Johnsonville Sausage
Jim Testwuide, H.C. Denison Company
Teresa Van Horn, Van Horn Chevrolet
Mike Vandersteen, City of Sheboygan
Gordy Veldboom, Oostburg Concrete & Construction

MISSION STATEMENT

The Sheboygan County Economic Development Corporation, a countywide private/public partnership, leads economic development efforts to improve the economic well-being and long-term prosperity of the businesses, residents, and communities of Sheboygan County.

VISION STATEMENT

To be the premier private/public partnership leading collaborative retention, expansion, and attraction efforts for business and employment development in Sheboygan County.

HISTORY

The offices of the SCEDC were initially open for business in January 2010, but the organization has significant historical connections within the county.

The Sheboygan Development Corporation (SDC) was formed in 1984, as local business leaders identified a need for a private-public partnership to help facilitate development within the City of Sheboygan and surrounding areas. The SDC was originally focused on development projects within the City of Sheboygan, and was involved in several high-profile projects, including the South Pier redevelopment project on the lakefront, development and implementation of the Harbor Centre Plan which resulted in construction of the Harbor Centre Marina, and support for creation of a Great Lakes Aerospace Science and Education Center (GLASEC).

In response to several major local corporate relocations in 2008 and 2009, which had an impact on employment throughout Sheboygan County, leaders from both the private and public sectors galvanized efforts to develop a comprehensive county-wide program to assist businesses and entrepreneurs and attract new investment, to improve the economic well-being of the residents and businesses of the county. In August 2009, the SDC Board of Directors amended its articles of incorporation and evolved into a new organization with a broader county-wide focus and representation, the Sheboygan County Economic Development Corporation.

WHAT WE DO STATEMENT

We work directly with local businesses and companies looking to invest in Sheboygan County. Our mission is to remove barriers to growth for these firms and help them make informed strategic decisions. We provide direct services in the areas of alternative business finance, location consulting, and workforce development. In addition to a full-time, professional staff, we draw on the vast experience and knowledge of local business executives and community leaders that make up our Board of Directors. We help our clients make expansion and investment decisions quickly, based on accurate, timely information.

SCEDC ORGANIZATIONAL STRUCTURE

The SCEDC is governed by a Board of Directors made up of local business and community leaders. The Board meets 4-6 times per year and is responsible for determining policies, approving an annual budget, informing other members of the organization about area business development issues, and delegating functions and duties to officers and employees of the organization. Board members can serve 3-years terms, for a maximum of 3 terms.

The Executive Committee has the authority to exercise all powers of the Board of Directors, given that all policies are in the general direction of the Board. This Committee meets monthly and closely works with staff to accomplish the mission of the organization. The Director is the Chief Operating Officer of the organization.

The SCEDC also has several other committees:

Board Development Committee – Responsible for recommending the appointment of Board Members.

Personnel & Compensation Committee – Advises the Executive Director and Executive Committee on personnel and compensation policies.

Active Ad-Hoc Committees

Business Retention & Expansion (BRE) Committee – Advises and works with staff to encourage existing companies to expand in Sheboygan County.

Attraction Marketing Committee – Advises and works with staff to attract new investment to Sheboygan County.

GOALS

Goals are the targets for an organization's success. The goals are broad statements on how the organization's mission and vision will be achieved.

The Sheboygan County Economic Development Corporations Goals are to:

- Continue to assist and ensure businesses expand in Sheboygan County
- Continue to attract new businesses and investment to Sheboygan County
- Continue to develop the Economic Development "Tool Box" to create and maintain a competitive advantage of doing business in Sheboygan County
- Continue to work with and provide guidance to communities who wish to develop
- Address the local labor shortage
- Grow and strengthen the organization to increase the speed and effectiveness of our mission

OUTCOMES & ACTION STEPS

Action steps describe the actions an organization will take to achieve its goals and implement its strategic plan. The action steps are tied to goals and state specifically what acted upon. Outcomes are the desired, assessable results of the action steps.

Goal | Continue to assist and ensure businesses expand in Sheboygan County

Expected Outcomes *Directly assist primary employers to add an additional 600 employees*
Directly assist primary employers to maintain 2,000 employees
Directly Secure \$90,000,000 in new planned investment
Contact all “at risk” businesses every year

Action: Maintain the SCEDC as “the resource” for economic development expertise in the County

- Upgrade the SCEDC website listing the common programs and resources available to businesses to responsive design
- Reach out to all businesses in Sheboygan County to educate them on SCEDC services.
- Participate in all area Chambers of Commerce to represent the County-wide view for Economic Development co-operation
- Identify and meet with area and regional networks and organizations that share a congruent goal of business development and ensure an alliance is created and maintained
- Get regular local press coverage on the actions and capabilities of the SCEDC
- Create a series of testimonials to better communicate the services and accomplishments of the SCEDC

Action: Maintain a focused business development program offering information regarding resources, including direct consultative services

- Forge an alliance with SCORE and/or the Small Business Development Center (SBDC) to provide free entrepreneurial and business plan services
- Do an annual “clean sweep” of the SCEDC website ensuring the information is accurate.
- Build and maintain a database to push relevant information to key people within firms (ie. send information about an area business closing to HR Directors)
- Distill business resources into guides to quickly educate business owners on the resources available to them

Action: Participate in a business retention program focused on the most at-risk firms and primary employers.

(at-risk firms are primary employers that exhibit characteristics such as ownership structure or location that makes them more likely to close a facility in Sheboygan County. It does not mean that closure is eminent).

- Meet face-to-face with all at-risk firms at least once per year to identify and solve potential challenges to expanding or maintain operations in Sheboygan County
- Engage primary businesses that are considering expanding or contracting
- Coordinate an annual survey effort to get broad-based information on local trends and potential issues

Action: Partner in the development and promotion of education seminars and symposiums

- Support the creation of a county-wide annual discussion on workforce development
- Encourage area business organizations to talk about topics impactful to county-wide economic development
- Speak at area business organizations to encourage use of available resources by local businesses

Goal | Continue to attract new businesses and investment to Sheboygan County

Expected Outcomes *Assist developers in constructing 300 multi-family units in Sheboygan County
Secure 5 additional developments believed to be lacking in the area
Give tours to 100 different commercial brokers, developers or investors from outside our area*

Action: Coordinate outreach efforts to site selectors, real-estate developers, and targeted industry sectors.

- Identify needs of the business community that can be satisfied by outside investment (ie. multifamily housing) and verify need with data
- Attend ICSC, CARW and similar tradeshow and events
- Partner with communities to provide annual familiarization tours of area assets and opportunities
- Present Sheboygan County in a world-class manor
- Focus on amenities desired by area workers and employers

Action: Back up outreach efforts by promoting needs and success in the County in regional media and professional publications

- Send business expansion news-releases to state-wide media outlets
- Clarify need of the local business communities to local media and professional publications

Action: Maintain a state-of-the-art website with quality information to various target groups

- Place information that meets IEDC data standards on the SCEDC website

Goal | Continue to develop the Economic Development “Tool Box” to create and maintain a competitive advantage of doing business in Sheboygan County

Expected Outcomes *Develop a consolidated loan fund to “de federalize” participating Revolving Loan Funds
Ensure the SCEDC has the most comprehensive list of available commercial property*

Action: Administer the Sheboygan County Revolving Loan Fund

- Educate all banks annually on the availability of funding
- Maintain a webpage on the program and basic literature
- Stay up to date on CDBG rule changes
- Use up all funds in order to replenish amounts with a fresh allocation from Wisconsin Department of Administration

Action: Create a 105(a)15 organization to consolidate and “de federalize” all County-wide Revolving Loan Funds

- Establish a new non-profit under the direction of RLF entities, with its work administered by the SCEDC
- When loan funds are paid-back, leverage other programs to enhance the size of the available loan pool
- Leverage additional funds that are attractive for early-stage entrepreneurs

Action: Maintain the LOIS comprehensive database of commercial property throughout the County

- Maintain data feeds from Metro MLS and Xceligent

Goal | Continue to work with and provide guidance to communities who wish to develop

Expected Outcomes *Ensure no company chooses to leave the area, citing the lack of community support as a reason.*

Action: Maintain relationships with local government, chambers, special districts, and other appropriate organizations

- Meet monthly with all community investors
- Disseminate “anonymous” information and feedback to communities in order to encourage short-comings
- Update and educate government boards on the actions of the SCEDC

Action: Provide communities that invest in the SCEDC with tools to promote their communities

- Create and update corridors maps highlighting available properties, key landmarks and traffic counts
- Provide communities with a local edition of the LOIS commercial database system to embed on the communities website
- Provide communities with updated demographic and consumer spending information

Action: Provide communities that invest in the SCEDC with direct marketing services for publically owned property with commercial potential.

- List government-owned property on commercial databases accessed by the SCEDC
- Provide a professional-grade listing to the communities to use
- Encourage communities to implement a brokerage commission policy

Goal | Address the local labor shortage

Expected Outcomes To support growth by providing adequate workers

Current workers needed: 1,000

Expected workers by the end of 2017: 3,000

Action: Ensure employer needs are being addressed by Education (K-16)

- Work with area chambers and Inspire Sheboygan County to ensure the selfish training needs of companies are being addressed.
- Bring business decision makers to the table to support expansions in technical education
- Meet with area educators at least once per year
- Champion the message to elected and appointed state/federal positions for the need of better addressing the local skills gap

Action: Champion the message that there is plenty of economic opportunity for workers in Sheboygan County

- Promote expansions and opportunities to state-wide media outlets

- Educate local businesses on growth of the area to encourage relocation.

Action: Promote and market the area to potential employees

- Build a replicable system to get individuals to relocate to Sheboygan County to fill in-demand jobs at all levels (entry-level, skilled and professional)

Action: Add value to local companies trying to address their workforce shortage

- Map out company seasonality and connect firms that have complementary seasons
- Partner with Human Resource departments to provide information on selling the community as a place to live.

Goal | Grow and strengthen the organization to increase the speed and effectiveness of our mission

Expected Outcomes *Provide for at least 4 FTE professional, efficient staff*

Secure over 130 private investors

Generate an additional 10% private investment per year

Create a way to raise an additional \$30,000 per year in sponsorship opportunities advantageous to our investors

Action: Diversify and increase revenues

- Provide an investment prospectus with a 3-year shelf life to educate current and potential sponsors to the actions and strategy of the SCEDC
- Create and promote additional event and mailer sponsorship opportunities

Action: Nourish staff professionalism and office technology

- Develop all staff by providing for professional certification training in EDFP or CeCD or equivalents
- Encourage staff to attend professional association seminars for WEDA or IEDC
- Maintain computer, phone and tablet technology and programs

Action: Increase office capacity to advance mission

- Utilize SCEDC committees to increase effectiveness and targeting of work
- Participate and partner in regional economic development organizations to enhance the capacity of the SCEDC