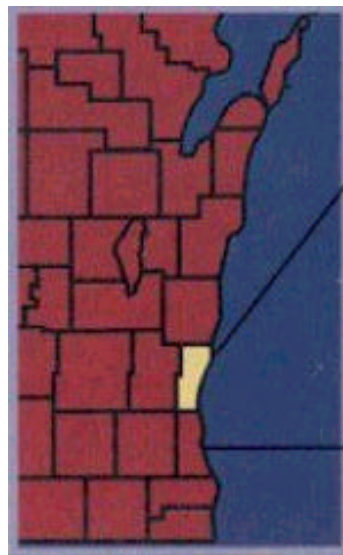


Ozaukee County Economic Development Corporation

Strategic Thinking Sessions
May 21 & 22, 2003



Ozaukee County

Belgium
Fredonia
Port Washington
Saukville
Grafton
Cedarburg
Thiensville
Mequon

Milwaukee County

By:
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University of Wisconsin-Extension, Ozaukee County
Community Development Educator

Ozaukee County Economic Development Corporation (OCEDC)
 Strategic Thinking Workshop
 May 21 & 22, 2003

Workshop Participants:

May 21, 2003	May 22, 2003
Fred Beyer	Fred Beyer
Kathleen Cady-Schilling	Kathleen Cady-Schilling
Dr. William Ellis	Dr. William Ellis
John Ernster	Roger Kirgues
Mark Grams	Jeff Larson
Rose Hass Leider	Jay Metzler
Roger Kirgues	Ed Ritger
Jeff Larson	Dianne Robertson
Jay Metzler	
Dianne Robertson	
Randy Tetzlaff	

Environmental Scan:

An “environmental scan” provides all workshop participants common background information in order to assist the organization in moving forward. The following information was covered during this scan:

1. A brief history, compiled by Yvonne Bishop and Paul Roback, of OCEDC was reviewed and additions and corrections were made. This was the organizations first attempt at developing a written history of the organization (Appendix A).
2. Organizational trends of economic development corporations across the state. This study was conducted by the Waukesha County Economic Development Corporation (Appendix B).
3. A “Community Organizational Assessment Tool” (COAT) was mailed out to board members prior to the workshop. Eleven Board members completed the COAT. The following summary of organizational strengths and opportunities were presented to the workshop participants. The completed COAT is included (Appendix C).

Strengths

- Have a purpose in by-laws
- Board members are committed and active
- Board members trust each other
- Leadership comes from the Board
- The organization has ongoing working relationships with partners with mutual interests

Opportunities

- Develop a strategic plan with short and long-term goals
- Develop a process to review organizational goals and objectives
- Clearly identify staff roles
- Determine if organization has staff and resources to fulfill its mission
- Develop an orientation session for new board members
- Utilize Board members talents and recognize their contributions
- Develop clear roles for individual board members
- Determine if there are enough fiscal resources to achieve the organizations goals

Purpose / Mission Statement:

Previously, OCEDC had a purpose outlined in the organizations by-laws, but did not have a mission statement. After a facilitated discussion, participants agreed that the purpose of the organization was still relevant and should be adopted as the organizations mission statement.

“Promoting, assisting, encouraging, developing and advancing the business, prosperity and economy of Ozaukee County, Wisconsin.”

Force Field Analysis:

Hindering and helping forces affect the ability of an organization to carry out its mission through action plans. Both should be addressed in action plans. Helping forces are assets on which to build positive actions, while hindering forces need to be proactively addressed. (Some of the forces identified are related to economic development in Ozaukee County and may not be an organizational force) The participants identified the following lists:

Forces

Helping Forces
Talent
Sources of capital
Diversity of local organizations (chambers & local EDC's)
Track record
Cooperative atmosphere between municipalities
Quality of life
Regional Economic Partnership
Southeastern Wisconsin Regional Economic Partnership
University of Wisconsin-Extension, Ozaukee County
Proximity & easy access to Milwaukee
Emergency Services
Transportation

Hindering Forces
Finances
Staff time
Lack of identity
Diversity of local organizations (chambers & local EDC's)
No burning issues/platform
National & State economy
Future lay-offs/closings
Strict local government controls towards development
Residents don't desire industrial development
Transportation
Lack of total municipal support
Lack of understanding business needs in Ozaukee- are market segments being served
Lack of understanding what local municipalities are doing
Taxes
DNR
County History- low unemployment / life is good
Lack of understanding how the County promotes itself to outside the county & state
National security

Stakeholder Analysis:

Organizations have a variety of stakeholders, such as individuals, groups and agencies, which deserve attention. It is important to consider stakeholders when identifying issues to be addressed and when creating action plans. Stakeholders are classified as either internal, directly related to the organization, or external, which affect or are affected by the organization. Participants brainstormed lists of internal and external stakeholders.

Internal Stakeholders	External Stakeholders
Board members / Municipal officials	Local chambers
Board members / Private sector	Local communities
Board Members / local EDC's	Employers / clientele
Staff	Ozaukee residents- property owners & youth
University of Wisconsin-Extension, Ozaukee County	State
School systems	Educational Systems
County	Employers
	Employees- non-county

Goal Identification & Prioritization:

Developing short and long-term goals for OCEDC was identified in the Community Organizational Assessment Tool (COAT). Goals were listed in a round robin manner using the Nominal Group Process. Similar goals that were directly related to each other were combined into groups. Participants then prioritized the grouped goals by voting for the three grouped goals that they thought were most important for OCEDC. Goal statements were then created for the four goals that received the most votes. These statements were used during action step development.

Identified Goals:

Identify clear, unique & value added purpose for our existence
Business retention
Develop Measurable written Goals & Objectives
Criteria for performance measurement tools for each goal & report them
Foster Intra-County & regional collaboration in economic development
Develop and maintain adequate funding & staffing
Survey needs of businesses
Share information through newsletters
Create an identity
Find a project
Attract CEO types to board
Coordinate efforts of local municipalities- understand their needs & assist their efforts
Business Attraction
Identify business sectors we serve
Hand off Workforce 2010 to County
Approve & update a long-range plan (10 years)
Better utilization of web site as a promotional tool
Provide (not do) economic analysis information
Provide positive media coverage of accomplishments
Garner wider support for OCEDC

Combining Goals:

- 1 Identify clear, unique & value added purpose for our existence
Develop Measurable written Goals & Objectives
Criteria for performance measurement tools for each goal & report them
Create an identity
Find a project
Approve & update a long-range plan (10 years)
Develop and maintain adequate funding & staffing
- 2 Business retention
Survey needs of businesses

- 3 Share information through newsletters
Business Attraction
Better utilization of web site as a promotional tool
Provide positive media coverage of accomplishments
- 4 Foster Intra-County & regional collaboration in economic development
Coordinate efforts of local municipalities- understand their needs & assist their efforts
- 5 Attract CEO types to board
Garner wider support for OCEDC
- 6 Hand off Workforce 2010 to County
- 7 Provide (not do) economic analysis information

Prioritize Goals:

- 1 10 votes
- 2 9 votes
- 3 7 votes
- 4 1 vote
- 5 5 votes
- 6 1 vote
- 7 0 votes

Goal Statements:

- 1 Develop and maintain adequate funding & staffing
- 2 Pro-actively respond to countywide issues affecting Business Retention within the County
- 3 Serve as the countywide voice for Business Recruitment using a variety communication tools.
- 4 Maintain and Expand an active Board Leadership that fully represents both government entities and the business community and that can serve as a support mechanism for the organization.

Action Plans:

Goal 1: Develop and Maintain Adequate Funding & Staffing

Fiscal Strategy for 2004 Budget Process:

- 1 Meet with local municipalities
 - Rotate meeting with 7 each year & send remainder information packets
 - At June Meeting, need to develop a committee to do this
- 2 Need a different way to present OCEDC finances

- 3 WF2010
 - WF2010 Board needs to attend County Budget meetings with OCEDC
 - Research separating WF2010 from OCEDC
 - Determine popularity of WF2010 with business community
 - Examine cost per participant
- 4 At June Meeting, need to establish a committee to look at our finances
 - Determine committed funds for 2003 & 2004
 - Determine realistic expenditures for 2004
 - Establish two budgets (ideal v. bare bones)
 - Dianne Robertson & Fred Beyer will sit on this committee- need others
 - Fundraising?

Goal 2: Pro-Actively Respond to Countywide Issues Affecting
Business Retention within the County

Proposed Action Steps:

- 1 Data collection & analysis
 - No cost
 - Compiled in 3-4 months
 - Kathleen Cady Schilling will see what is available at UWM and how much it will cost to have data analyzed & determine potential for class project
 - Paul Roback will contact SEWRPC & Brenda Hicks Sorenson, from Washington County
 - Look at 1997 economic census
- 2 Identify key sectors in Ozaukee County
 - Analyze which sectors should be promoted by November 1st
- 3 Target top sectors
- 4 Identify key CEO's in each sector
- 5 Identify a champion that will buy-in and promote
- 6 Establish a committee to determine future action steps (i.e. retentions survey and/or listening sessions) at December Board meeting
- 7 On-line data
- 8 Build infrastructure for follow-up

CEO Roundtable:

- 1 Set up a committee at June Board meeting
 - Jeff Larson & Dr. Ellis will sit on committee- looking for others
- 2 Subcommittee objectives
 - Determine what information should be collected at the roundtable
 - Who should be invited
 - Determine how large roundtable should be
 - Expected outcomes
 - How will information be used
 - Develop structure roundtable discussion & assign someone to capture data
- 3 Date of Roundtable- Fall

- 4 Roundtable question- What are the biggest issues facing your business in Ozaukee County?

Business Issues Survey:

- Find out business needs
- What businesses like / do not like about Ozaukee
- Why do businesses locate in Ozaukee
- Take results and develop programming and action steps

Goal 3: Serve as the Countywide Voice for Business Recruitment Using a Variety of Communication Tools.

New Business Development:

- Fast Trac
- Web Page
- Determine County's expectation for OCEDC

Goal 4: Maintain and Expand an Active Board Leadership that Fully Represents both Government Entities and the Business Community and that can Serve as a Support Mechanism for the Organization.

Due to the time constraints of the strategic thinking sessions, the group did not have time to address this goal. However, it was mentioned that future board members might be identified through the CEO round table discussions. Additional time should be used to explore this goal statement further.

Appendix A

Ozaukee County Economic Development Corporation: History

A group of concerned Ozaukee County leaders, including Rose Hass Leider, Mark Grams and John Stackman, met with Ralph Huiras, attorney and former Ozaukee County Board Chair, to discuss the economy of Ozaukee County. As a result of this meeting, ten public and private sector people met in July of 1989, at the urging of Ralph Huiras, to establish a 501 C6 non-profit corporation known as the Ozaukee County Economic Development Corporation (OCEDC). Ralph Huiras was elected the first president of the OCEDC Board.

The early years were spent in an assessment of what the corporation intended to be and what they hoped to accomplish. In 1991, the University of Wisconsin-Extension, Ozaukee County, assisted OCEDC in developing a structure for the organization and making the board more diverse with representatives from the business community and public sector.

In 1992, a survey was sent to employers in Ozaukee County in order to identify workforce needs. Representatives from the University of Wisconsin-Milwaukee, Wisconsin Electric Power Company and the IBM Corporation assisted OCEDC by facilitating a two-day strategic planning session to address the workforce shortage in Ozaukee County. 56 people participated in this planning session, which led to the creation of Workforce 2010.

In 1993, a Workforce 2010 Board, made up of employers, workers, educators, students, and parents, was created. Dr. Julie Backus wrote the first grant to start up the program in Ozaukee County. School-to-Work apprenticeship programs, with paid work experience, were offered in computer information technology, manufacturing, financial services, health, automotive and engineering. This program continues today with five of the County's high schools participating. Since 1994, there have been 123 WF2010 graduates. Also in 1993, Yvonne Bishop was hired by the corporation as an independent contractor to provide part-time public relation services.

In 1995, the Ozaukee County Transportation Management Association was formed to address the need of transporting qualified workers from Milwaukee to available jobs in Ozaukee County. In 1997 over 95,000 trips were made at no cost to Ozaukee County taxpayers. That group was turned over to the county and is now known as the Ozaukee County Transit Services. That same year an OCEDC quarterly newsletter, called the Ozaukee Outlook, was created and mailed to 994 Ozaukee County Businesses.

In 1999, the corporation helped develop the public/private on-line recruiting partnership with Forward Wisconsin called GreatJobsWI.com. The program was marketed to out-of-state alumni from Wisconsin's state universities, private colleges and technical colleges. Ozaukee County had 65 active employers and 85 job postings when the program was taken over by Forward Wisconsin in the fall of that year.

In 1999, Therese Pandl led OCEDC through a brainstorming session that helped rejuvenate the organization. During this period, John Ernster became the president of the OCEDC Board and OCEDC made Yvonne Bishop its first Executive Administrator.

OCEDC continues economic development activities in the new millennium. In August of 2000, OCEDC facilitated a Talk Back Program of Ozaukee County Businesses in order to address the concerns of business within the County. In 2001, Therese Pandl took over as president of the OCEDC Board. In 2002, OCEDC partnered with the Regional Economic Partnership and was awarded \$10 million dollars in tax credits for high technology companies in Southeastern Wisconsin. In 2003, OCEDC partnered with the Small Business Development Center at the University of Wisconsin- Whitewater to offer a nationally recognized entrepreneurial training program. Fourteen business plans were completed as a result of this program.

The OCEDC Board is currently made up of 21 members representing the Ozaukee County Board, business leaders and public officials from each municipality in the county.

Compiled by:

Yvonne Bishop, Executive Administrator- Ozaukee County Economic Development Corporation

Paul Roback, Community Development Educator- UW-Extension, Ozaukee County

Updated: May 2003

Appendix B:

EDC Peer Summary

Prepared for Ozaukee County Economic Development Corporation

Function of EDC's:

- Connector to bring people & ideas together
- Visionaries for the business community
- Focused on tomorrow
- Serve as a central information clearinghouse
- Bring the voice of business to the table
- Use strong strategic planning process to tap ideas of community leaders
- Conduct formal surveys to assess business needs & trends

Funding:

- Some are 100% publicly funded, 30-60% privately funded or 80-90% privately funded
- Trend of moving away from direct municipal support
- Membership ranges up to 450 members (Kenosha County)
- Membership rate range from \$25 - \$20,000 (Racine County)
- EDC's prove their value to area employers with the services they provide

Fundraising:

- Many EDC's strongly feel that the Board should fundraise, not staff
- Staff should concentrate on programming
- Must have a good organizational track record & a good plan in hand before you can approach a business for funding
- Businesses will fund what they deem is valuable

Board:

- Movement away from elected officials dominating boards
- Board is broad based
- Top executives are recruited
- Staff needs to utilize the time of Board members wisely, 2 to 4 hours per month

Measuring Success:

- Annual reports
- Program utilization- how well employers are using programs
- Track long-term results
- Publicize successes

Source: Prepared by Sturiale & Company for the Waukesha County EDC

Adapted by: Paul Roback, Community Development Educator

UW-Extension, Ozaukee County

May, 2003

Appendix C:

ORGANIZATIONAL ASSESSMENT TOOL Ozaukee County Economic Development Corporation

This assessment tool can help guide a group discussion about how a board of directors, organization, or committee is functioning.

Respond to the question by checking either "yes," "no," or "don't know" to indicate whether or not you agree with the question. There are no right or wrong answers; it is your personal perception of the organization.

<u>QUESTIONS</u>	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
Mission, Purpose, and Goals			
1. Is there			
a. a clearly written, updated mission statement?	6	4	1
b. an annual process for setting/renewing goals?.....	4	6	1
c. a strategic plan?.....	2	7	2
2. Are the goals of the organization			
a. written, agreed upon, and clear to all?.....	3	5	3
b. written in achievable language?.....	2	6	3
3. Does the Board agree on what it should accomplish short term(1 to 2 years)?.....	5	4	2
4. Does the Board/Steering Committee agree on what it should accomplish long term(3 to 10 years)?.....	1	8	2
Organizational Structure			
5. Do committees			
a. have a clear statement of purpose?	7	3	1
b. have clear written goals and objectives?.....	4	5	2
c. function?	6	2	3
d. have specific roles and responsibilities that all members of the organization understand?.....	4	5	2
6. Are the committee structure and membership reviewed annually for their relevancy?.....	3	6	2
7. Are the organization's bylaws up to date?.....	8	1	2
8. Is there a mechanism requiring short- and long-term planning for the board and its committees?	1	6	4
9. Do terms of office provide for stable yet renewing leadership?.....	11		

<u>QUESTIONS</u>	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
10. Does the Board			
a. have a clear understanding of UW-Extension involvement with the organization?.....	6	3	2
b. have a clear understanding of the responsibilities of the Executive Administrator?.....	5	3	3
11. Does the organization have the staff and resources to fulfill its mission?	3	1	7

Board Participation and Relationships

12. Does the Board currently have			
a. committed and active members?.....	8	3	
b. enough people to carry out its purposes and goals?.....	9	2	1
c. diverse community interests and perspectives?.....	7		4
d. Board members with the right mix of skills to lead/direct?.....	8	2	2
e. a system for recruiting members for specific needs?.....	3	5	2
f. an orientation session for new members?.....	4	6	
g. a drop-out or non-attendance problem?	1	7	3
13. Do Board members			
a. trust each other?.....	8		3
b. get along well with each other?.....	11		
c. avoid conflicts of interest?.....	8		3
d. act as a team by working together?.....	8	1	2
e. enjoy the organization's meetings and activities?.....	8		3
14. Are Board members'			
a. talents being fully utilized?	1	6	4
b. individual contributions recognized?.....	7	1	3
c. collective efforts acknowledged?.....	8	1	2
d. able to help the Board and its committees examine and improve its processes?.....	5	1	5

Membership Participation and Relationships

15. Does the organization currently have			
a. committed and active members?.....	7	1	2
b. enough people to carry out its purposes and goals?.....	6	2	2
c. sufficient skills and diverse community interests and perspectives?.....	7	1	2
d. a system for recruiting members for specific needs?.....	4	4	2
e. an orientation session for new members?.....	3	7	

<u>QUESTIONS</u>		<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
	f. a drop-out problem?.....	2	6	2
16.	Are general members'			
	a. talents being fully utilized?	1	5	4
	b. individual contributions recognized?.....	4	2	4
	c. collective efforts acknowledged?.....	6	1	3
Leadership Effectiveness				
17.	Are Board decisions usually made by (choose only one)			
	a. the Board?	7		1
	b. the officers?.....	3	2	
	c. the committees?	2	2	
	d. specific individuals?.....		3	1
	e. the membership?	1	3	
	f. combination of the above?.....	3	1	1
	g. don't know			1
18.	Does the leadership of the Board and its committees effectively			
	a. encourage different points of view in discussion?.....	10		
	b. minimize personality differences?.....	9		1
	c. deal with power struggles and hidden agendas?.....	7	1	2
	d. provide and participate in educational/leadership development opportunities for you?.....	3	3	3
	e. encourage teamwork?.....	7	2	1
	f. instill enthusiasm for work to be accomplished?.....	6	2	2
	g. identify and celebrate milestones?.....	4	2	2
19.	Has the Board			
	a. clearly identified the roles and responsibilities of individual Board members?.....	2	6	2
	b. clearly identified the roles and responsibilities of the entire Board?.....	2	3	5
	c. established a process for obtaining staff input for Board decision making?.....	6	2	2
20.	Do Board and committee meetings			
	a. have agendas announced in advance?.....	10		
	b. follow those agendas?.....	10		
	c. proceed efficiently and effectively?.....	10		
	d. have timely minutes prepared and distributed?.....	10		
21.	Does the leadership ensure that action goes forward in an orderly manner by seeing to it that			
	a. decisions are actually made?.....	9		1

<u>QUESTIONS</u>	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
b. all members understand that decision?.....	7	2	1
c. someone takes responsibility?.....	8	1	1
d. those persons clearly understand their assignment and specific tasks?..	8		2
e. visible results occur?	8		2
f. results are reported to the group?	8		2

Fiscal Resources

22. Are the organization's resources			
a. sufficient to achieve its goals?.....	2	4	4
b. being used effectively?.....	5	2	3
23. Is the organization driven primarily by its (choose only one)			
a. budget?	6	1	
b. goals/strategic plan?.....	2	2	
c. environmental (outside) factors?.....	3	1	
d. combination of above?.....	4	1	
e. don't know	2		2

Community Networking and Coalition Building

24. Does the organization relate to other community/governmental units			
a. through ongoing, working relationships?.....	8	1	1
b. by seeking out new relationships and building coalitions of mutual interest?	6	3	2
c. by having input into public policy?.....	7	3	1
d. by marketing itself to relevant organizations?.....	5	2	4
e. through appropriate media use?	7	2	2

Adapted by Paul Roback & Dan Wilson from Professor Robert D. Bright, Community Development Specialist, UW-Extension, Family Living Programs. Revised April, 2003.

Appendix D

Ozaukee County Economic Development Corporation STRATEGIC THINKING WORKSHOP

Workshop Evaluation (10 Responses)

Wednesday, May 21, 2003

Please take a few minutes to complete an evaluation of the Strategic Thinking process. Be brief and frank. Include your negative and positive comments. Your name is not required. Your evaluation is appreciated.

1. How helpful was the organizational assessment tool in identifying strengths and opportunities related to how the OCEDC is functioning?

Not Helpful Very Helpful

1 2 3 4 5

Score: 4.5

Comments:

- **A good way to obtain objective information**
- **We should have spent more time discussing this**

2. Updating our mission statement was useful.

Strongly Disagree Strongly Agree

1 2 3 4 5

Score: 3.8

Comments:

- **Group was difficult to convince "shortening" the statement**
- **We spent too much time on this topic, plus I think we got a little off base**

3. Noting hindering/helping forces and stakeholders was helpful.

Strongly Disagree Strongly Agree

1 2 3 4 5

Score: 4.3

Comments:

- **Will this contribute to our end result at all?**

4. The Nominal Group process of identifying and prioritizing goals increased our ability to identify issues and set priorities.

Strongly Disagree

Strongly Agree

1

2

3

4

5

Score: 4.5

Comments:

- **Jay's suggestion to condense goals was helpful**
- **It focused the group on the important issues**

5. Overall, how would you rate my facilitation of the strategic thinking process?

Poor

Excellent

1

2

3

4

5

Score: 4.55

Comments:

- **Exceeded my expectations, well organized**
- **Too bad we could not complete in one day**

6. Additional Remarks:

- **All went well and on time!**
- **Paul kept the group focused on the issues**

Thank you. Please return to the Ozaukee County Community Development Educator

Ozaukee County Economic Development Corporation
STRATEGIC THINKING WORKSHOP
 Workshop Evaluation (8 Responses)
 Thursday, May 22, 2003

Please take a few minutes to complete an evaluation of the Strategic Thinking process. Be brief and frank. Include your negative and positive comments. Your name is not required. Your evaluation is appreciated.

1. Creating action plans increased our ability to focus goals into future actions?

Strongly Disagree

Strongly Agree

1

2

3

4

5

Score: 4.1

Comments:

- **I am not convinced that we are on a strong practical course**

2. Will you implement the action plans you identified?

7 Yes

0 No

1 Not Available

Comments:

3. Do you feel a follow-up meeting(s) is(are) necessary to further clarify or develop your action plans?

7 Yes

0 No

Comments:

- **After first year of goal steps**
- **Will need to use regular board meetings**

4. Overall, how would you rate my facilitation of the strategic thinking process?

Poor

Excellent

1

2

3

4

5

Score: 4.4

Comments:

- **Good job on difficult process**

5. Additional remarks:

- **Well-done Paul. Stayed on course and on time.**

Thank you. Please return to the Ozaukee County Community Development Educator