



Ozaukee County Economic Development Corporation Strategic Plan

Mission¹

The Ozaukee County Economic Development Corporation (OED) advances the business prosperity and economy of Ozaukee County in collaboration with community, regional and business partners.

Vision²

OED is the leading force as the first point of reference and one stop connector of resources that ensures a growing, vibrant and diversified Ozaukee County economy.

Goals³, Strategies⁴ and Objectives

Goal 1 -- Offer mission driven programs and services that meet targeted economic development needs of the Ozaukee community.

Strategies:

1. Represent Ozaukee County in regional development efforts.
2. Serve as liaison between educational entities, other service providers and end users in workforce initiatives.
3. Coordinate financial opportunities for businesses – RLF, Ind. Rev. Bonds, Technology tax credits, venture capital – utilizing a clearinghouse model.
4. Identify and articulate the economic development needs of Ozaukee community.
5. Identify and foster the development of the next generation of industry in Ozaukee community.

¹ **MISSION:** Broad description of what we do, with/for whom we do it, our distinctive competence, and *why* we do it.

² **VISION:** Image or description of the organization we aspire to become in the future. It answers the question “If we could create the OED of our dreams and have the impact that we most desire, what would this look like in 5 years?”

³ **GOALS:** Broad statements of what the organization hopes to achieve in the next 3 years (goals focus on outcomes or results and are qualitative in nature).

⁴ **STRATEGIES:** Under each goal are major approaches or methods for attaining the goal.

Objectives	Responsible Party	Partners	Time Frame	Measures
1. Represent Ozaukee County by attending key regional programs and efforts, increasing participation and engagement of our leadership in regional efforts, and in general effectively communicating Ozaukee County needs and priorities.⁵	ED and President; Milwaukee 7 representatives		Ongoing	<ul style="list-style-type: none"> • Record of OED participation • OED will be well known in the region • Regional identification of Ozaukee County needs and appropriate action taken.
2. Serve as an information clearinghouse for economic development-related programs and local public financing opportunities.	ED; Marketing Committee	UW Extension	Ongoing	<ul style="list-style-type: none"> • Number of inquiries for information and assistance made and fulfilled; website hits • Number of presentations to organizations and businesses • Number positive media mentions • Increased use of financial opportunities and incentives • Greater recognition as the first point of reference for both public and private entities
3. Work with partner organizations to increase the supply of trained, job-ready workers in areas of high need. <ol style="list-style-type: none"> a. Continue OED participation in the Workforce Initiative involving MATC, Workforce Development (WOW), K12 Education and private business. 	ED; yet to be established Workforce Committee	UW Extension; Workforce 2010	Ongoing; project specific deadlines developed as appropriate	<ul style="list-style-type: none"> • Record of OED participation • Workforce Initiative actions taken that advance OED mission and goals; project outcomes met • Increase in the number of trained, job-ready workers in areas of high need • Number of Internships • Current partnerships strengthened • New partnerships developed

⁵ (i.e. Milwaukee7 Council, Milwaukee7, Next Generation Manufacturing Council and Regional Economic Partnership, County board and local governments)

b. Continue OED participation in Workforce 2010 Initiative				where appropriate.
4. Adapt, create and maintain programs with selected partners that address targeted economic development needs. ⁶	ED	Selected partners (refer to footnote 6)	Ongoing; project specific deadlines developed as appropriate	<ul style="list-style-type: none"> • Number of programs adapted, created and maintained • Program outcomes achieved • Number of new business startups and expansions of existing businesses • Current partnerships strengthened • New partnerships developed where appropriate.
5. Conduct business retention visits to identify emerging/existing economic development needs and government relations issues. a. Delineate the target key constituents. Purchase and prioritize a detailed contact Database	ED; yet to be established Business Relations Committee	Chambers of Commerce, local EDs, local governments	Develop and prioritize database by March 2008 Ongoing	<ul style="list-style-type: none"> • Number of businesses (in Year 1, at least 100. In future years, a minimum number will be set annually)
6. Conduct community visits with local governmental officials to identify upcoming/existing community plans and needs.	ED; Executive Committee		Ongoing	<ul style="list-style-type: none"> • Number of community visits • Annually contact all 16 local communities • Increase in participation from investment partners
7. Identify next generation industries and develop an Ozaukee County strategy.	ED; Executive Committee	County, UW Extension	Strategy development 2009 Strategy implementation 2010	<ul style="list-style-type: none"> • Ozaukee County strategy developed and implemented • Increased employment and business opportunities

⁶ (County board and local governments, local chambers, local EDCs, workforce development, BID, MATC, etc.)

Goal 2 -- Increase awareness and support of OED and its programs and services among key constituencies.

Strategies:

1. Develop a communication plan:
2. Create a consistent set of messages
3. Create an internal marketing plan:
4. Develop a supporting "sales plan"
5. Enhance current partnerships and develop new alliances in accordance with OED program goals.

Objectives	Responsible Party	Partners	Time Frame	Measures
1. Develop and implement the identity and PR plan <ol style="list-style-type: none"> a. Logo b. Website c. Marketing Campaign d. Establish a speaker's bureau to deliver presentations per year to partners e. Assign realistic implementation plan roles to staff, board and partners 	ED; Marketing Committee	Henke and Associates; Chambers of Commerce; local units of government	Plan developed by December 2007 Implementation 2008 and ongoing	<ul style="list-style-type: none"> • Greater recognition as the first point of reference for both public and private entities • Increased business support in the form of testimonials, etc. • Number of positive media mentions • Increase in the number of businesses actively using our programs and services • At least 4 presentations per year to partners including annual presentation to County Board • Level of staff board and partner engagement in PR and marketing activities
2. Create the communication kit <ol style="list-style-type: none"> a. The OED story b. The contents of our message 	ED; Marketing Committee	Henke and Associates	Developed by April 2008	<ul style="list-style-type: none"> • Kit developed • Business Relations Committee trained in use of kit • Kit in use • Clearer understanding among stakeholders of who OED is and what it does
3. Identify and engage new investors and other funding	ED; Executive Committee		Identify new sources in 2008;	<ul style="list-style-type: none"> • Increased funding from new investors and other private

sources.			incorporate new revenue sources on 2009 budget; Annually thereafter	sources
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Goal 3 -- Assure long term sustainability of OED as a viable economic development organization.

Strategies:

1. Develop performance outcome measurements, meet the outcomes and report the success to internal and external stakeholders in order to enhance public and private fundraising.
2. Develop program of time, leadership, talents and money investment for corporate buy-in.
3. Enhance relationships with all partners (M7, Chambers, Workforce Development Centers, MATC, Concordia, WF2010...).
4. Enhance board effectiveness.
5. Create additional opportunities for internal and external stakeholder participation and investment.

Objectives	Responsible Party	Partners	Time Frame	Measures
1. Develop and implement a board and committee/workgroup program <ol style="list-style-type: none"> a. Define and clarify board duties and responsibilities b. Terms of service c. Diversify board composition (geographic and public/private sector representation) d. Improve orientation and training for board members e. Development of committee structure 	ED; Bylaws Workgroup; Executive Committee	UW Extension	Program developed June 2008; Board review/approval by Fall 2008; Implementation ongoing	<ul style="list-style-type: none"> • Increased diversity of board leadership (geographic and public/private sector representation) • Increased board and committee participation • Staff and board leadership succession plans in place • Deliverables: bylaw revisions; board book developed; training program developed
2. Develop a comprehensive policy and procedure manual.	ED; Bylaws Workgroup	UW Extension	December 2008	<ul style="list-style-type: none"> • Manual produced and approved by BOD
3. Develop new performance	ED; Executive		April 2008	<ul style="list-style-type: none"> • New performance measures

<p>measurements based on strategic plan and previous outcome measurements</p> <p>a. Reformat outcome reports and utilize testimonials to enhance marketing to public and private stakeholders.</p>	Committee; Strategic Planning Committee		Introduce framework	determined and utilized
<p>4. Establish an annual event to highlight OED successes to solicit corporate buy-in.</p>	ED; Annual Event Workgroup	Chambers; Milwaukee 7; WOW Workforce Development	Implement 1 st program Spring 2008 and annually thereafter	<ul style="list-style-type: none"> • Event held • 60-80 attendees • Positive press • Satisfaction as measured by post event evaluation • Participation from prospective partners
<p>5. Maintain and expand revenue generation over next three years with the following revenue streams:</p> <p>a. County allocation</p> <p>b. Current investors (municipal and private sector)</p> <p>c. New investors</p> <p>d. Private foundation grants</p> <p>e. Other sources</p>	ED; Executive Committee and Finance Committee yet to be established	Investor partners	Identify new sources in 2008; incorporate new revenue sources on 2009 budget; Annually thereafter	<ul style="list-style-type: none"> • Revenue targets achieved annually

Proposed OED Committee Structure

Committee	Members
1. Executive Committee	Roger Kirgues, Jeff Larson, Paul Westrick, Dianne Robertson, Eric Hurd and David Borst
2. Finance Committee	Eric Hurd, Jeff Larson
3. Marketing Committee	Todd Luft, Roger Kirgues, Eric Hurd and Paul Westrick
4. Business Relations/Workforce Committee	Carol Schneider, Dawn Wagner, Lee Szymborski, Michael Townsend, Gus Wirth
5. Board Development Committee	Randy Tetzlaff
6. Governance Committee	David Borst, Bruce McInay and Tom Myers
7. Annual Event Work Group	Roger Kirgues, Norm Doll, Dawn Wagner, Todd Luft
8. Strategic Planning Work Group	Eric Hurd, Randy Tetzlaff and Roger Kirgues, Lee Szymborski