

# **Sauk County Development Corporation**

## **Task Force Report**

**February 15, 2016**

**The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.**

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## Overview and Summary

Beginning in the fall of 2014, the Sauk County Development Corporation's (SCDC) Board of Directors engaged in an eight-month process to develop a strategic plan for the organization. The plan was approved in April 2015, with the following organizational vision statement:

*Sauk County Development Corporation's collaborative, regional approach to economic development ensures that Sauk County continues to be a premier place to live, work and conduct business. Sauk County has a respected, reliable workforce with valuable, diverse skills, as well as a supportive, catalytic environment for entrepreneurs and business expansions.*

With the news in June 2015 that additional municipal partners would be pulling their financial support to SCDC due to concerns over return on investment, three SCDC Board members were appointed to work with the SCDC Facilitator to identify options for moving the organization forward into a more sustainable future.

On August 17, 2015, the Sauk County Development Corporation's Board of Directors approved a proposed plan. A key element of the proposed plan was the formation of a Task Force that would include six representatives from the private sector (representing a variety of sectors and communities from throughout Sauk County) and three members of SCDC's Board of Directors. The Task Force would be charged with creating a road map to guide SCDC's organizational transformation.

Over 120 days, the Task Force would:

- Identify strategic economic development partners and the roles they would serve,
- Determine SCDC's unique value proposition,
- Determine key deliverables and measurements to stakeholders,
- Select a business model,
- Determine the size and composition of SCDC's Board of Directors and the potential identity of those Board members, and
- Consider a new name for the organization.

Upon completion of its work in February 2016, the Task Force would present its recommendations to SCDC's Board of Directors.

The Task Force would also potentially join the SCDC Board of Directors in presenting the Task Force's recommendations to private and public sector stakeholders and other interested parties at a larger event. This larger event could provide an opportunity to recognize SCDC's legacy to Sauk County's economic vitality and present the direction for SCDC's future at the time of the organization's 40<sup>th</sup> anniversary.

The following nine individuals were appointed to the Task Force, facilitated by the SCDC Facilitator:

- Kari Apel; Apel Associates, Inc.; Prairie du Sac
- Nicole Marklein Bacher; Cross Jenks Mercer & Maffei; Baraboo
- Jim Bowers, SCDC Board of Directors; West Baraboo
- Ken Carlson; Sauk Prairie Healthcare; Prairie du Sac
- Derek Cowan; The Baraboo National Bank/Dental Associates of Baraboo; Baraboo
- Kyle Kraemer; Kraemer Brothers, Inc.; Plain
- Mayor Mike Palm, SCDC Board of Directors; Baraboo
- Eric Sauey; Seats, Inc.; Reedsburg
- Andrew Strathman; SCDC Board of Directors; Prairie du Sac
- Keri Olson, Sauk County Community & Public Relations Analyst/SCDC Facilitator

The SCDC Task Force held five meetings over the 120 days:

1. September 29, 2015 – Introductory Meeting
2. November 4, 2015 – Four-hour session facilitated by Brian Doudna, Executive Director of the Wisconsin Economic Development Association and featuring four guests invited by the Task Force: Mark Graupman, Foremost Farms, Baraboo; Dr. Anthony Kujawa, Retired School Superintendent, Baraboo; John Shogren, Cardinal Corporation, Spring Green; and Mark Whitfield, Noah's Ark Waterpark, Lake Delton.
3. December 16, 2015 – Review of Action Plan and Discussion of Next Steps
4. January 13, 2016 – Next Steps Refinement
5. February 3, 2016 – Further Next Steps Refinement and Development of Report to SCDC Board of Directors

The following recommendations, developed by the Task Force, incorporate research gathered from interviews conducted with Sauk County's other potential service providers/partners in economic development efforts.

The research helped determine what aspects of economic development are being addressed by other organizations in Sauk County and what gaps exist. The Task Force conducted 18 interviews, resulting in the following four areas being identified as the Sauk County Development Corporation's unique value proposition:

- 1) Business Retention and Expansion
- 2) Workforce Recruitment and Development
- 3) Housing
- 4) Business Attraction, Financing and Loans

These four areas became the framework for the proposed Action Plan. The four areas complement many of the organization's strategic directions, Executive Director's priority strategies and leadership (Board) capacity strategies, as outlined in SCDC's strategic plan.

The Task Force also addressed Board composition, utilizing the desired Board skill matrix developed as part of SCDC's strategic plan; investor structure, a proposed budget; a timeline for the organization's transition; change in office location; and a possible change to the organization's name.

While there was consensus for the Sauk County Development Corporation to retain its current name going forward, ultimately, the Task Force determined that it would be best for the new SCDC Board of Directors to consider any potential organizational name change.

While SCDC's strategic plan outlines the need for a funding structure transition to include private sector investment within three years and a transition to a more diverse Board that includes business and industry representatives within five years, the Task Force recommends that these priorities be moved to an immediate priority (to be completed in 2016), as they will be fundamental to the future success of the Sauk County Development Corporation.

The following recommendations are believed to help the Sauk County Development Corporation realize its vision, as articulated in the strategic plan and on Page 1 of this report's Overview and Summary.

## Sauk County Development Corporation Action Plan

### Business Retention and Expansion

- Mission:** The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.
- Objective:** Increase local business' competitive edge by evaluating and addressing some of their key concerns and needs.
- Customers:**
- **Private Sector Businesses** – (Headquarters, major employers, growing businesses of all sizes, agri-business, large hospitality/destinations, healthcare, manufacturing)
  - **Municipalities**
- Measurements:**
- *# of companies expanding or leveraging public programs to expand*
  - *# of employers contacted vs. number of face-to-face retention visits*
  - *% increase in growth of tax base tied to projects*
  - *# of follow-ups to assist with company questions*
  - *Customer satisfaction with business retention visitation program*
- Products:**
- *Publish a report on visitation program results – trends in the county*
  - *MOU with municipalities documenting program roles between partners*

#### Plan of Action

Task	Local Tools / Project Purpose	Staffing/Partner Plan
Business Retention Visitation Program	Identify companies across all sectors that have major impact on local economy. Coordinate face-to-face visitation program to enhance/build relationships with business leadership.	SCDC and municipalities with ED staff
Business Retention – Electronic Survey	For smaller firms, implement an electronic survey tool that identifies business red flags issues. Survey with red flag issues receives a face-to-face visit from economic development staff.	SCDC, volunteers with business relationships introduce survey to business
Follow-Up Satisfaction Survey	Survey to identify ways to improve visitation program and follow-up services	SCDC

## Sauk County Development Corporation Action Plan

### Workforce Recruitment and Development

- Mission:** The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.
- Objective:** Increase the base of workers to appropriately and adequately staff Sauk County businesses.
- Customers:**
- **Private Sector Businesses** – (Headquarters, major employers, growing businesses of all sizes, agri-business, large hospitality/destinations, manufacturing)
  - **Educational Institutions**
  - **Talent Receiving the SCDC Tool(s)**
- Measurements:**
- *# of talent contacted - # of talent recruited using tools*
  - *# of employers participating in the talent contacted*
  - *# of training dollars garnered to support workforce training efforts of local employers*
  - *# of businesses partnering with local schools and providing work-related experiences*
- Products:**
- *Talent recruitment tool(s) to assist employer recruitment efforts*
  - *Report of companies' skill challenges across sectors and resulting partnerships facilitated*

#### Plan of Action

Task	Local Tools / Project Purpose	Staffing/Partner Plan
Talent Acquisition Strategy – Permanent Talent	Identify companies across all sectors that have talent recruitment challenges by skill set through business visitation program. Identify their talent recruitment efforts. Coordinate development of tools to enhance ability to attract talent.	SCDC, HR Managers, Senior Leadership
Workforce Development	Identify and work to form employer coalitions and training programs to enhance required workforce skills by specific employers.	SCDC, Workforce Dev. Board of SCW, MadREP, Sauk-Col.-Marquette Mfg. Coal., Wis. Dept. of WFD, MATC, UW-B/SC
Explore enhancements of School to Work Efforts	Work with businesses to identify interest in working with and mentoring high school students	SCDC, MadREP, Local Schools (K-12)
Talent Acquisition Strategies – Seasonal Employment	Assist in talent acquisition strategies for the seasonal employment needs of key industry sectors in Sauk County	SCDC, WDVCB, Chambers, Business Owners

## Sauk County Development Corporation Action Plan

### Housing

**Mission:** The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.

**Objective:** Increase affordable, available housing for permanent and temporary (seasonal) Sauk County workers.

**Customers:**

- **Hospitality, Dairy Industry and Healthcare**
- **Housing Developers**
- **Potential Residents of Sauk County and its Communities**

**Measurements:**

- *# of Residential Units Constructed*
- *New Tax Base from Projects*
- *Private Investment (Total Dollars)*

**Products:**

- *Housing Market Analysis by Community – Document Need and Types of Units*
- *Marketing Materials Focused on Defined Sauk County Housing Opportunity*
- *Talent Recruitment and Cost of Living Comparisons – Quality of Place*

#### Plan of Action

Task	Local Tools / Project Purpose	Staffing/Partner Plan
Temporary Housing (J1)	Work with local communities and industries to address housing needs of seasonal employees, as well as their potential transportation needs.	SCDC, Municipal Leaders, Industry Leaders
Affordable Housing - Rental (Studio, 1 BR, 2 BR, 3BR)	Develop a market analysis and investment recruitment strategy that considers the housing needs of Sauk County and the types of units that residents seek, as well as which types could work in conjunction with Sauk County's placemaking efforts.	SCDC, Sauk County, Municipal Leaders, Sauk County Housing Authority, Industry Leaders

## Sauk County Development Corporation Action Plan

### Business Attraction, Financing and Loans

**Mission:** The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.

**Objective:** Increase Sauk County businesses' access to federal, state, county and local funding mechanisms.

**Customers:**

- **Businesses**

**Measurements:**

- *Loan Activity with Local Financial Programs*
- *Increase in Payroll Due to SCDC Projects Referred*
- *Tax Base Growth Correlated to Funding Provided*

**Products:**

- *Marketing Materials for Communities*
- *Marketing Materials for Financial Programs*

#### Plan of Action

Task	Local Tools / Project Purpose	Staffing/Partner Plan
Business Attraction	Assist municipalities that seek to have the SCDC manage their business attraction efforts. With municipalities that have their own staff, create an MOU to address lead management and or transfer of opportunities	SCDC, Municipalities,
Inventory and Marketing of Sauk County and Municipal Financial Programs	Develop an inventory of financial programs and development materials to support the efforts of organizations making lending decisions. For SCDC business retention efforts, seek to assist in advancing companies (SCDC should not be making local lending decisions, since it could be in conflict with its purpose of growing a company).	SCDC, Baraboo CDA, Reedsburg ICDC, Sauk County and Financial Institutions
Identify Local Financing Gaps	Work with communities, lenders and businesses in identifying gaps in financing that reduce the ability to start and grow businesses. If gap is identified, work with partners to develop program to fill this financing need.	SCDC, Sauk County, Municipal Leaders, Appropriate State and Federal Agencies

## **Board Composition**

- The Board should be comprised of 18-22 members.
- The Board should include three representatives from the public sector: Sauk County Administrative Coordinator, one representative from a municipality and one representative from a school district, rotating representatives for the latter two positions from among the municipalities and school districts each three-year term. Representatives of higher-learning institutions may also be considered. The three public sector positions would be advisory, non-voting members. Seeing as SCDC's current Bylaws indicate that the organization is a non-stock, nonprofit development corporation, such a Board structure would be less likely to create confusion as to SCDC functioning as a quasi-governmental organization.
- All Board positions should be based on the merits of the individual, not based on title.
- All Board positions should be filled by invitation by the SCDC Board, not by appointment from a public entity.
- Board members should be encouraged to represent organizational investors.
- The task of identifying, selecting and recruiting new Board members should be given to the existing SCDC Board of Directors.
- The SCDC Board Skill Matrix (see Appendix B) should be utilized for the recruitment of private sector Board members. A separate skill matrix should be developed for recruiting public sector Board members.

## **Investor/Partner Structure**

- 2016 Goal: Secure a minimum of \$30,000 (preferably a minimum of \$50,000) in private sector sponsorships.
- Initial sponsorships may be secured at higher levels than the Partnership Levels noted below and could be recognized as Founding or Visionary Levels.
- 2017 Goal: Secure \$150,000 through a combination of private and public sector sponsorships from Sauk County and eight municipalities, with the majority of the funds coming from the private sector.
- Honorary partners, including local economic development commissions, chambers of commerce/visitor & convention bureau, and regional and state economic development organizations should be considered.
- Future additional funding streams could include fees for services to both private and public entities, grants and an increase in the number of investors and at higher levels.
- Partnership Levels:
  - Diamond (\$10,000 and above)
  - Platinum (\$5,000)
  - Gold (\$2,500)
  - Silver (\$1,000)
  - Bronze (\$500)

## **Annual Budget Range**

- 2016 Operating Budget: \$150,000 based on recent SCDC budgets.
- The budget would cover hiring an Executive Director, preferably as soon as the third-quarter 2016 (including the cost of a nationwide search, candidate travel expenses and moving expenses for the new Executive Director); securing new office space; purchasing needed technology; developing a new website and other operating costs.
- The budget would also cover utilizing an interim staff person and/or the service of an appropriate economic development agency to provide services until an Executive Director is hired. Such an interim arrangement would allow SCDC to provide economic development services and help get the new model up and running.
- A reasonable starting Executive Director salary is considered \$80,000+ plus benefits. Such a salary range would permit SCDC to hire a more established Executive Director with five years of experience. A higher salary range would permit SCDC to hire someone with advanced experience who could have “game changer” qualifications and qualities.
- Given the size of Sauk County, the annual budget should be increased to \$250,000, based on the organization’s ability to achieve goals and realize results-based growth.

## **Executive Director**

- The Executive Director should be hired by the new Board of Directors, preferably as soon as during the third quarter of 2016.
- The new Board of Directors should review the proposed Executive Director position description, as developed as part of SCDC’s strategic plan.
- Executive Director candidates chosen for interviews should be asked to come with a 100-day plan as to how he/she would address the four areas of the Action Plan (Business Retention and Expansion, Workforce Recruitment and Development, Housing, and Business Attraction, Financing and Loans).

## Office Space

- In a letter dated January 29, 2016, the Sauk County Development Corporation became aware that the memorandum of understanding between Sauk County and SCDC will expire on July 31, 2016. Therefore, SCDC will need to move out of its present space in the Sauk County Conservation, Planning & Zoning Department and secure other office support at that time.
- The Sauk County Development Corporation's office space should be moved outside of the county government building and outside of the adherence to open meeting laws.
- Moving the SCDC office from its current county government building location will require ensuring that there is enough funding budgeted for the lease of office space, the purchase of technology and the development of a new website, all of which are currently provided by Sauk County.

## Timeline for the Transition Plan

- February 2016 – A report of the SCDC Task Force's recommendations is presented to SCDC Board of Directors
- March 2016 – SCDC Board takes action on SCDC Task Force's recommendations
- April 2016 – Interim services of a staff person and/or economic development firm are secured
- April - May 2016 – Task Force recommendations (as approved by the current SCDC Board) are presented to SCDC stakeholders
- April - May 2016 – SCDC Board recruits new Board members and investors
- April - July 2016 – Transition begins with select group of current SCDC Board members overlapping for three (3) months with the new Board of Directors
- July – October 2016 – Private and public sector investors are secured for 2017
- September - November 2016 – Executive Director search/hire is completed

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# **Appendix A**

## **SCDC Strategic Plan Executive Summary**

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2015

# Sauk County Development Corporation's Strategic Plan



The mission of the Sauk County Development Corporation is to promote and retain the diverse economic vitality of Sauk County and its individual communities.

Facilitated by:

Jennifer Erickson

Sauk County UW Extension

March 2015



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# SAUK COUNTY DEVELOPMENT CORPORATION'S STRATEGIC PLAN AND PROCESS

## ACKNOWLEDGMENTS

Sauk County Development Corporation's strategic plan incorporated input and feedback from many stakeholders and contributors throughout the Sauk County region.

### **Sauk County Development Corporation's Board of Directors:**

Roger Friede, Chair

John Alt

Jim Bowers

Wendy Crary

Marty Krueger

Mike Palm

Eric Peterson

Gordon Priegl

Ray Ring

Eugene Robkin

Andrew Strathman

William Wenzel

Tara Zitzner

Gina Templin, Administrative Support

## Strategic Planning Process

### **Process Overview**

Sauk County Development Corporation's (SCDC) strategic planning process was designed to build consensus on a compelling vision for the future of the organization, clear strategic directions, and strategies to achieve the vision. This process consisted of eight planning meetings and a number of opportunities for public participation. SCDC's planning process also included an overview of Sauk County's demographics and economic drivers presented by Greg Wise and Matt Kures, from the University of Wisconsin-Extension Center for Community and Economic Development. Both presentations are available at: <http://sauk.uwex.edu/2015/03/02/sauk-county-development-corporation-scdc-strategic-planning/>.

As part of the process SCDC identified their key stakeholders as their sponsoring communities, business leaders and entrepreneurs throughout Sauk County, and with input from the key stakeholders SCDC identified their Strengths, Weaknesses, Opportunities and Challenges (SWOC) as they relate to economic development. SCDC also hosted a stakeholder engagement event designed to solicit feedback from the public on initial opportunities the board had identified, the potential metrics to measure SCDC's progress, and the skillset required for the future Executive Director. After incorporating the feedback from the stakeholder engagement event SCDC developed the vision for the organization. They also developed strategic directions and strategies designed to guide the future Executive Director's work priorities and strengthen the internal leadership capacity of the organization.

# Vision, Strategic Directions and Priority Strategies

## **Vision for the Future of the Organization**

*Sauk County Development Corporation's collaborative, regional approach to economic development ensures that Sauk County continues to be a premier place to live, work, and conduct business. Sauk County has a respected, reliable workforce with valuable, diverse skills as well as a supportive, catalytic environment for entrepreneurs and business expansions.*

## SCDC's Executive Director's Work Priorities

### **Strategic Directions**

- Bolster partnerships and networks that support economic development in the Sauk County region;
- Work to retain and grow existing businesses throughout Sauk County;
- Support and nurture entrepreneurs and business start-ups;
- Facilitate the attraction and retention of a quality, skilled workforce;
- Serve as a catalyst to further develop and strengthen the quality "livable communities" throughout Sauk County where skilled workers will want to live; and
- Advocate for local and regional policies that are conducive to business development.

### **Priority Strategies**

#### **Executive Director's Immediate Priorities (implemented within the first year):**

- a. Partner with Columbia County and Workforce Development Board of South Central Wisconsin to strengthen the existing manufacturers' coalition designed to foster communication and networking among manufacturers and address shared challenges.
- b. Conduct Business, Retention and Expansion (BR&E) surveys designed to develop a greater understanding of the business community's challenges and concerns. The surveys should focus on businesses that meet the following criteria: employ less than 100 employees; demonstrate growth potential; and pay wages that exceed the median for Sauk County. The surveys should be conducted in partnership with local governments and used to further define SCDC's work priorities.
- c. Strengthen the relationships between employers and educators in an effort to help them better understand their respective challenges and identify opportunities where they can partner.
- d. Partner with the Workforce Development Board of South Central Wisconsin to identify and implement workforce training programs and potential funding sources.
- e. Cultivate and strengthen REGIONAL relationships.
- f. Refresh and update SCDC's website located at [www.scdc.com](http://www.scdc.com).

**Executive Director’s Short Term Priorities (implemented within three years):**

- a. Develop and implement an aggressive marketing campaign that showcases Sauk County’s exceptional quality of life and the benefits of doing business in the region in an effort to attract talented entrepreneurs and skilled workers. The messaging should focus on Sauk County’s recreational opportunities and proximity to Madison.
- b. Work with businesses to map supply chains in order to connect existing businesses with local suppliers and improve cross-marketing efforts.

**Executive Director’s Long Term Priorities (implemented within five years):**

- a. Conduct pre-venture counseling with prospective startups to offer guidance on business fundamentals including business plans, financing, patents and local regulations.
- b. Identify and coordinate private and public sector financing opportunities for promising start ups.
- c. Partner with the Small Businesses Development Center to revive the “Business Fundamentals” class.
- d. Develop a business resource team to coach and troubleshoot issues with existing businesses and promising start ups.
- e. Gather information on what visitors and residents value about Sauk County. The findings should be shared with local communities and school districts.
- f. Partner with local chambers of commerce to coordinate dates and marketing for community-wide events.
- g. Partner with local administrators and planners to identify and implement downtown revitalization best practices.
- h. Promote workforce diversity (generational, cultural, gender, etc.) and inclusion efforts.
- i. Identify and address the potential implications of increasing automation (<http://www.globalfuturist.com/>).

Strengthening SCDC’S Organizational Leadership Capacity

**Strategic Directions**

- SCDC has an effective and engaged board of directors; and
- SCDC is a valued, sought-out community and economic development resource built on strong partnerships with key stakeholders (businesses, communities and county).

## **Priority Strategies**

### **Immediate Priorities (implemented within the first year):**

#### SCDC Board Responsibilities:

- a. Develop a position description for SCDC board members detailing expectations, term limits, time commitments, and potential benefits. - Completed
- b. Develop a desired skill matrix for future SCDC board members that include ex-officio members (i.e. representative from UW-Baraboo/Sauk County and Ho Chunk). - Completed
- c. Develop benchmarks to measure SCDC's progress on work priorities and impacts over time.
- d. Regularly report on SCDC's progress to the respective communities/organizations. This includes sharing SCDC's strategic plan.
- e. Ensure stakeholders' expectations of SCDC are aligned with what can be accomplished.
- f. Clarify the roles and responsibilities of the chambers and SCDC.

#### SCDC Executive Director's Responsibilities:

- a. Rotate SCDC's board meeting locations to local businesses and include time to meet with business leaders.
- b. Create opportunities for the SCDC Board to hear from local business leaders regularly on the issues facing their industry.
- c. Better utilize the annual "Business of the Year Dinner" to connect with and learn from local businesses. The focus of the event should be on the businesses, not SCDC.
- d. Increase awareness of SCDC's priorities, services and accomplishments throughout the Sauk County region. This could include reestablishing SCDC's Annual Report, reconstructing SCDC's website, and better utilizing social media (i.e. Facebook and Twitter) to communicate with key stakeholders.
- e. Better leverage SCDC's regional approach to economic development in Sauk County.

### **Short Term Priorities (implemented within three years):**

- a. Develop a detailed plan to transition SCDC to a funding structure that includes private sector funds and appointed board members (see long term priorities).

### **Long Term Priorities (implemented within five years):**

- a. Transition to a more diverse board that recruits and appoints new members that represent business and industry with specific skill sets and expertise. The members should not only serve as representatives for individual communities.
- b. Develop and implement term limits for SCDC Board members.
- c. Diversify SCDC's funding structure to include private sector investments.
- d. Grow SCDC's knowledge and expertise in emerging community and economic development trends and best practices.

# **Appendix B**

## **SCDC Board Member Skill Matrix**

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Industry/Profession	Title/Position Held	Knowledge Years
Finance, Insurance, Banking -Retail or corporate finance -Insurance Broker, Agent, Company Representative -Banking, Commercial and Personal Lending	-Executive -Sales, Business Development, Marketing -Human Resources -Owner	5-10 years within area of expertise and profession Involved in other Community Groups History as leader in their Field and Community
Housing/Real Estate -Property Management -Development -Real Estate Agent	-Sales, Business Development -Project Manager, Developer -Property Manager, Lead -Estimator	5-10 years within area of expertise and profession Involved in other Community Groups History as leader in their Field and Community
Education -Technical/Vocational -Higher Ed/University -Public K-12	-Administrator -Program/department Head -Teacher -Professor	3 or more years in their position Other Prior experience within the field Community involvement outside of Profession
Construction -Commercial -Residential -Other Trades Connected	-Owner, Executive -Project Manager, Superintendent -Contract specialist -Trades Specialist/Designer/Architect/Planner	5-10 years within area of expertise and profession Involved in other Community Groups History as leader in their Field and Community
Hospitality -Hotels or Resorts -Restaurants -Tourism, Guides, etc. -Retail	-General Manager, Executive -Owner/operator -Sales & Marketing	3 or more years in their position Other Prior experience within the field Community involvement outside of Profession Track record of success in business
Manufacturing -Large -Small/2nd Stage -Biotechnology -Transportation/Logistics -IT Sector	-Executive, owner -Plant Supervisor -Sales or Marketing -Development/industry specialist -Human Resources -Operational Expertise	3 or more years in current role Other Prior experience within industry or similar Community involvement outside of Profession knowledge of key industry factors that relate to SCDC's mission
Health Care -Clinical -Institutional -Miscellaneous	-Clinical exec or manager -Physician, Dentist, Chiropractor, Etc. -Hospital Administrator, Long Term Care Admin -Director of Services	3 or more years in current role Other Prior experience within industry or similar Community involvement outside of Profession knowledge of key industry factors that relate to SCDC's mission
Utilities -Power -Telecommunications - Misc...	-Executive/Officer -Director of new Business, Sales, Marketing -Technician or Technical knowledge	5-10 years within area of expertise and profession Involved in other Community Groups History as leader in their Field and Community

<p>Governmental Representati -Municipal or County Board -Public admins. or officers -Misc. Public Influencer</p>	<p>-Elected Official: Hopefully with attributes similar to other qualifying positions -Village, County, Township Admins or other -Works as a Planner with government bodies</p>	<p>0 or more years experience, if elected official 5 or more years as an administrator or contract employee, contractor</p>
<p>Professional Services -Attorneys -Marketing -Research/Analysis -CPA/Bookkeeping -IT Consulting</p>	<p>-Partners, legal expertise on local issues, development -Executives, Department Managers -Tax Law and issues -IT industry needs, considerations, expertise</p>	<p>3 or more years within current position 5 or more years within Profession/Field Leader and contributor to local community Other significant prior or current experience</p>
<p>Agriculture -Traditional Farming -CSA, farm-to-table -Local Production Facilities -Cheese -Dairy product facilities -Other Agribusiness/servic w/ Ag. focus/Equipment</p>	<p>-Executive, owner -Plant Supervisor -Sales or Marketing -Development/industry specialist -Human Resources -Operational Expertise</p>	<p>3 or more years in current role Other Prior experience within industry or similar Community involvement outside of Profession knowledge of key industry factors that relate to SCDC's mission</p>