



Strategic Plan

2020-2021 *Outcomes*



Envision

the future!

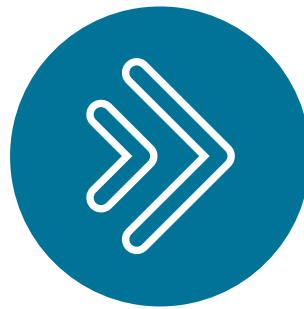
The future is bright. The stage is set for growth, development, and prosperity. Envision Greater Fond du Lac is positioned to do extraordinary things. Through community engagement and concentrated efforts, Envision Greater Fond du Lac will improve economic vibrancy, strengthen community identity, and invest in the next generation. Over the next 2 years, the strategic focus will be on:



Our
Economy



Our
Identity



Next
Generation



Program
Optimization

Strategic Plan

2020-2021





How we got *here.*

The path to effective strategic directives takes time. Envision Greater Fond du Lac began the journey in summer 2020, undertaking significant research, dialogue, and reflection. The path included a number of steps.

Planning

Assessment

Engagement

Development

Implementation

Strategic Plan

2020-2021





Our main *themes.*

This strategic plan is divided into four main themes. Each theme has a number of goals, objectives, and tactics. Tactics are assigned to team members, or groups of team members, who are responsible for completing items.

The strategic plan, although written with specific goals in mind, is a fluid document. As needs of member organizations and county members arise, items may be readjusted to complete tasks or new tactics may be added to meet community needs.

These themes on the following pages were designed and outlined through the collaborative efforts of Envision Greater Fond du Lac's Board of Directors, staff, and other stakeholders.

In addition to the strategic plan, Envision Greater Fond du Lac reviewed and enhanced the vision and mission; however, the organization remained committed to their set of core values.



Our *vision, mission and core values.*

Vision

To be the regional leader driving greater economic opportunities for all within our thriving and engaged communities.

Mission

We bring stakeholders together to pursue opportunities that improve economic vibrancy, strengthen community identity, and invest in the next generation.

Core Values

- Collaboration
- Courage
- Transparency
- Grit
- Steadfast Optimism
- Ownership

Strategic Plan

2020-2021



Our *Economy.*

Goal - Focus on development of small/mid-size businesses

Strategy Increase awareness and utilization of Envision Greater Fond du Lac resources for small and mid-size businesses.

How? We conducted 105 business retention and expansion visits throughout the County and provided business intelligence services to 23 unique businesses. We successfully tracked 1,515 broadband survey results to help Fond du Lac County map broadband access and coverage in order for municipalities to apply for and receive grants to hook up businesses and homes to fiber optic cable. We created a biweekly e-newsletter, "The Ally", for our members to stay up-to-date on what we're working on and business-related news. We successfully retained over 90% of our membership and exceeded our annual revenue goals by 34%.

Strategy Support start up businesses and create an entrepreneurship ecosystem by leveraging the IGNITE network.

How? We engaged with 83 entrepreneurs throughout 2021 with technical assistance and helped to launch 6 new businesses in Fond du Lac County (Ripon, Campbellsport, Waupun, Rosendale, and North Fond du Lac). Through special funding we received, Fond du Lac County Capital Resources launched a microloan program for underrepresented entrepreneurs for up to \$5,000. The first microloan was distributed in September 2021. The Fond du Lac County Aeronautical Park earned Gold Shovel certification and is ready for new businesses; we continue to market industrial parks throughout the county. We worked on 26 attraction projects and 13 expansion projects.



Our *Identity.*

Goal - Enhance Fond du Lac County's community identity and distinct sense of place

Strategy

Support the successful execution of the Lakeside Park Alternative Master Plan.

How?

Members of our team regularly attended City Council meetings; organized a public forum and partnered with the City to host two additional public forums; were members of the Alternative Master Plan team; created social media content and a website to inform the public; and created an economic output report on potential of the project.

Strategy

Better integrate new community members.

How?

Throughout 2021, we rebranded the FDLWorks website, with input from our SHRM Chapter and real estate focus groups, to be used by community stakeholders engaged in activities to recruit employees to the area. The new website will be a dynamic tool to be used by employers to showcase the Greater Fond du Lac area to prospective new hires. Additionally, this website will allow any individual to see all that our community has to offer. We successfully launched the Fond du Lac County Worker Relocation Incentive Program, in collaboration with Fond du Lac County and Fond du Lac County Capital Resources, to address imminent workforce shortages. Additionally, we launched the Fond du Lac County Concierge Series for new employees in the area to learn more about their community and become engaged citizens; the first cohort will start in spring 2022. We joined the four higher educational institutions within the county to start a diversity, equity, and inclusion taskforce.



Next Generation.

Goal - Attract, retain, and invest in Fond du Lac's next generation

Strategy

Drive greater awareness for youth of opportunities within Fond du Lac County.

How?

Through our business retention and expansion visits, we learned there is a labor shortage across all talent areas. In order to retain graduating high school seniors, we will pilot the Fond du Lac ROCK (Retention, Opportunity, Community, Knowledge) program to match graduating seniors who currently do not have a plan after graduation with jobs in the county. We continue to offer Ag in the Classroom to thousands of students annually to educate elementary school students on the importance of the agriculture industry. We had 115 youth apprentices from across the county learn about various careers. Through Project G.R.I.L.L., 66 students learned in-depth about the important role manufacturing has in the county.

Strategy

Increase the number of young adults moving back to Fond du Lac County.

How?

We've identified an internship gap for college students in the county. We recognize the importance of internships as a viable way to introduce careers to college students; we welcomed 104 interns and co-ops through Summer Series for Interns & Co-ops to showcase what life and a career would look like in Fond du Lac County. Young Professionals of Fond du Lac (YPF) continues to be a 600+ member-volunteer-led group providing professional development and social interactions. Throughout 2020 and 2021, we held events on Hiring the Formerly Incarcerated. We connected 55 employers with services as a workforce solution. Our next series will focus on hiring those with different abilities. We continue to create innovative programming to provide creative workforce solutions.

Strategic Plan *Outcomes*

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Program *Optimization.*

Goal - Program Optimization

Strategy Align resources to optimize dollars and staff to support.

How? Many of the flagship programs and events will continue, such as Leadership Fond du Lac, Business Connections, and Safety Council. Others were determined to fit better elsewhere: we worked with Sophia Transformative Leadership Partners to transition Youth Leadership; and we created a new partnership with CESA 6 to strengthen the program and handle the day-to-day administration of students, while we continue to work with employers to match them with students. We transitioned the very popular Lemonade Day to UW Extension. We sunsetted the Hiring Expo and instead will pilot Fond du Lac ROCK to introduce careers to high school seniors. Coffee Connections will see a refresh in 2022 and new programming to offer networking opportunities to our members.



Our *Team.*

Having the right people in the right roles makes Envision Greater Fond du Lac a high-performing team. Taking the time to do an inventory of the skills and knowledge of each team member, allowed Envision Greater Fond du Lac to reposition some team members, as well as add new team members.

The team at Envision Greater Fond du Lac is driven by mission and guided by vision. The team works together to achieve goals and provide opportunities for members to thrive.

We invite you to meet our entire team on the following page.



Sadie Parafiniuk
President/CEO

Meet our *Team.*



James Cleveland
Vice President of
Economic Development



Joe Becker
Executive Director,
FDL County Capital Resources



Crystal Dekker
Asst. Director of
Membership/
Director of YPF



Rodney Derzon
Accounting Specialist



Aubriana Donahue
Administrative
Assistant



Bernadette Ericksen
Director of Business
Client Services



Debbie Froh
Senior Executive
Assistant



Raina Jeffery
Director of Small
Business and
Entrepreneurship



Lisa McArthur
Director of Economic &
Workforce Outreach



Tracy Qualmann
Director of Marketing
and Communication



Amy Ries
Director of
Agricultural Programs



Jackie Robinson
Agricultural Ambassador



Joe Venhuizen
Director of Membership
and Programs

Team as of January, 2022.