

## **2009 CANDO Strategic Plan (01-14-09)**

CANDO's corporate mission is "to encourage new and existing business growth, with the least amount of disturbance to the area's Quality of Life." Increasingly, CANDO's is shifting its attention to *individuals* – as opposed to *businesses* – to create successful growth. This shift is especially appropriate during periods of strong growth, during which many businesses try to grow or to relocate here but cannot do so because of a worker shortage. Additionally, when the nation's economy begins to turn around we will witness an extraordinary workforce shortage as the baby boomers begin to retire. Demographic changes, along with technological advances, will empower individual workers as never before. Accordingly, in order to sustain our growth beyond the current market (and even into the post-carbon era), CANDO will work to create a community of choice for skilled and professional workers.

As the economic development agency for the City of Douglas and Converse County, CANDO envisions accomplishing that mission with three distinct yet connected strategies:

- 1. *Plan and Support Infrastructure for Growth*** – Converse County is growing. While the area has some capacity to grow, it will be critical that the community become focused on planning for long-term growth demands. Our area must have adequate roads, water, sewer, telecommunications, transportation, developable land, an effective land use plan, and skilled workers to accommodate economic growth.
- 2. *Develop New Business*** – Our economy can be strengthened and grown by selectively developing new businesses and industries that diversify and sustain our economy. Now that the Douglas Business Park infrastructure is complete, one of our top priorities will be to attract new businesses to construct facilities there.
- 3. *Grow Existing Business*** – Our priority has been to grow the businesses that are already here, thereby adding to the jobs and prosperity that currently define our community's economy. However, with the workforce and housing shortages in the area, existing businesses are not in a position to grow. Accordingly, CANDO will instead work to address the foundational problem hindering growth: development of new housing and recruitment/development of new workers.

CANDO will implement these three strategies by developing and performing specific efforts and programs that are designed to accomplish one or more of these strategies. Within each program, CANDO will efficiently allocate its resources (i.e., time and money) to effectively complete specific goals and outcomes. CANDO's resources for 2009 include the following *full-time staff members*:

- Executive Director – Joe Coyne
- Business Development Director – Cindy Porter
- Education & Outreach Manager – Linda Wolfe
- Office Manager – Robin Azzam

CANDO maintains a consulting contract with Werner Solutions, through which we will receive the services of our former Business Development Director, Ed Werner. Additionally, CANDO will rely heavily on the leadership and time volunteered by its 12-member **Board of Directors**. Finally, CANDO's resources for 2009 also include **budgeted revenues** of about \$717,503 and **budgeted expenses** of about \$559,478. It is important to realize that circumstances change and opportunities will present themselves during the year, potentially resulting in a shift of resources during the year.

CANDO resources will be utilized in a variety of programs, each one of which accomplishes one or more of CANDO's three basic strategies, along with CANDO's general operations:

- Business Park
- Douglas Alliance of Youth (DAY)
- Growth Planning
- LEAN
- Manufacturing-Works
- High Performance School Facilities
- Targeted Assistance for Needy Families
- Training
- Youth Camps

### **Business Park**

One of CANDO's top priorities this year will be to sell at least two more lots in the Douglas Business Park. We will continue to recruit business developers to construct new facilities there, and we will respond to development leads. The sale (and subsequent development) of lots will be the key indicator of success. Another key goal will be to move closer to a point where Eastern Wyoming College (EWC) can build a new college campus in the business park.

#### **Business Park Budget Summary**

Revenue: \$240,000

Expenses: \$121,237

Staff: 0.93 FTE total time allocations

### **CANDO General**

Responding to local workforce and business concerns will remain a primary CANDO function. Some specific goals within this program are to enhance our relationship with EWC (and to help EWC expand); assisting public schools with growth concerns; improving recreational opportunities; support of youth, senior citizens and other potential workers; community planning; and economic forecasting and analysis. Additionally, efforts will be made to generally address the workforce shortage, housing, and quality of life issues in the community. CANDO will also enhance its communications/public relations effort to make sure that the community is aware of our efforts. Finally, CANDO will explore (with the City of Douglas) creation of a Main Street Program. The CANDO General program with the most flexibility for CANDO to accomplish its mission, and that flexibility may become critical as the year unfolds. This general program also has much more money and staff committed to it.

#### **CANDO General Budget Summary**

Revenue: \$191,945

Expenses: \$151,636

Staff: 0.96 FTE total time allocations

### **Douglas Alliance of Youth**

CANDO will continue to diversify the kinds of students and activities represented in D.A.Y., while developing youth as community leaders by involving them in local government and state legislative issues.

#### D.A.Y. Budget Summary

Revenue: \$5,000

Expenses: \$9,570

Staff: 0.09 FTE total time allocations

### **Growth Planning (CCTNT)**

Planning for growth, and supporting other agencies and governmental entities as they prepare for growth will become a primary CANDO function. CANDO will serve as the local coordinator for the Converse County Together Now & Tomorrow planning effort.

#### Growth Planning Budget Summary

Revenue: \$20,000

Expenses: \$19,360

Staff: 0.20 FTE total time allocations

### **LEAN**

CANDO staff has begun mastering the LEAN management principles and training methods used by Manufacturing-Works to help small manufacturers become more efficient and competitive. The USDA has preliminarily agreed to fund CANDO to train many other manufacturers in our area.

#### LEAN Summary

Revenue: \$23,410

Expenses: \$28,191

Staff: 0.33 FTE total time allocations

### **Manufacturing-Works**

CANDO provides business expertise to area manufacturers, working closely with the engineers employed by the Manufacturing-Works program. A secondary, but important, goal for us is to create greater revenues for Manufacturing-Works. CANDO will begin seeking funding for its M-W training programs (such as LEAN) and for its consulting services (such as through USDA).

#### Manufacturing-Work Budget Summary

Revenue: \$72,343

Expenses: \$51,117

Staff: 0.64 FTE total time allocations

### **School Facilities**

This program continues to encourage the School Facilities Commission and many local school districts to incorporate energy efficiency into the design and construction of school buildings. This program will continue to help improve CANDO's image as a competent energy efficiency and energy development advocate, while enhancing schools' abilities to better serve students.

#### **School Facilities Budget Summary**

Revenue: \$106,798

Expenses: \$101,707

Staff: 0.29 FTE total time allocations

### **TANF**

The TANF Community Planning Initiative continues to positively impact low and moderate-income families in Converse County. CANDO will continue to be the administrator of this program, which is expected to be renewed beyond its current September 2009 term. The key goal is to grow and further develop our local workforce.

#### **TANF Budget Summary**

Revenue: \$49,757

Expenses: \$53,916

Staff: 0.32 FTE total time allocations

### **Training**

CANDO will continue to selectively offer computer training, including Microsoft Office applications, youth activities, etc. Efforts will also continue to strengthen CANDO's working relationship with Eastern Wyoming College. The primary goal is to enhance our workforce.

#### **Training Budget Summary**

Revenue: \$6,000

Expenses: \$11,829

Staff: 0.15 FTE total time allocations

### **Youth Camps**

CANDO staff continues to seek alternatives to make the youth entrepreneurship more successful, insofar as the number of students attending determines success. Our goal is to instill entrepreneurship values into each camp curriculum: Baby Sitting (with CPR/First Aid training), Pre-employment Camps, and the Lego Robotics Camp. Other camps may be developed during the year, depending on resources and student interest.

#### **Youth Camps Budget Summary**

Revenue: \$2,250

Expenses: \$10,916

Staff: 0.08 FTE total time allocations