

KANDIYOHI COUNTY AND CITY OF WILLMAR ECONOMIC DEVELOPMENT COMMISSION (EDC)  
BUSINESS RETENTION & EXPANSION/RECRUITMENT COMMITTEE  
**MINUTES**  
June 7, 2019  
EDC Board Room, Willmar

Present: Sam Bowen, Les Heitke, Ranae Rahn, Dean Steinwand and Kelly TerWisscha

Absent: Les Nelson

Excused: Jim Ellingson, Roger Imdieke and Dan Tempel

Staff: Aaron Backman, Executive Director

Secretarial: Diane Beck, Legal & Administrative Assistants, Inc. (LAA)

Chairperson Sam Bowen called the meeting to order at approximately 9:03 a.m.

#### **AGENDA**

IT WAS MOVED BY Dean Steinwand, SECONDED BY Kelly TerWisscha, to approve the Agenda as emailed. MOTION CARRIED.

#### **MINUTES**

IT WAS MOVED BY Kelly TerWisscha, SECONDED BY Ranae Rahn, to approve the Minutes of the May 3, 2019 meeting as emailed. MOTION CARRIED.

#### **REPORTS**

##### **CLUES Update—**

**Employer Workforce Needs.** Aaron Backman visited with Melanie Faust, new Vice President of Human Resources and Administration for Jennie-O Turkey store. She replaces Pat Solheid who retired the end of May. Faust is interested in learning more about the CLUES program and Jennie-O may be interested in becoming a partner as they have a need for employees with soldering skills. Backman shared other companies also are looking for employees with soldering skills. Backman inquired of Chair Bowen if soldering could be offered at Ridgewater College. Chair Bowen reported he has looked into the training as soldering skills are needed for companies that manufacture electrical components, i.e., Daktronics and Hutchinson Technical Institute (HTI). Chair Bowen reported Ridgewater College can provide the training, if a need is identified. Backman is interested in exploring the idea for CLUES and inquired about the contract process. Chair Bowen explained

the contract process and basically stated Ridgewater College can offer the training if CLUES provides the revenue. Chair Bowen will send Backman a copy of the CLUES Welding program contract.

**Next Steps for CLUES Program.** Backman recently spoke with Jennifer Mendoza, CLUES Navigator, and inquired if CLUES is funded at the state level as well as the CLUES program in Willmar. Mendoza reported she was informed she will be employed full time and if CLUES is not funded at the state level, CLUES will fund the training in Willmar.

**Collaboration for the new CDL Program.** Backman mentioned the article in the *West Central Tribune* regarding the need for CDL drivers. Jason Duinick of Duinick, Inc. and other area businesses teamed up with Ridgewater College, Willmar School District and Atwater-Cosmos-Grove City School to provide a class for 18-year olds that began in April and ended the end of May. Ten participated in the class, which was taught by Corky Rollins, a former truck driver who also taught an adult CDL program in St. Cloud for years. Backman asked Chair Bowen if the partners are interested in another training session; Chair Bowen shared a meeting is scheduled in the near future to discuss and share learnings from the session. He reported there was a lot to learn and some anxiety among students testing for the permit, which cut down on the behind-the-wheel training. Chair Bowen is working with St. Cloud Community and Technical College to partner with Ridgewater College to offer a CDL program and is working with Electrolux in St. Cloud regarding an adult CDL training class. Les Heitke inquired if Chair Bowen has contacted the Willmar Armory as they have a number of people who operate heavy equipment and trucks. Chair Bowen will look into Heitke's suggestion.

## **UNFINISHED BUSINESS**

**Workforce Development Objectives—Kandiyohi County/Community Video.** Backman reviewed the Workforce Development memo regarding two interviews held on May 9<sup>th</sup> with videographers interested in the task of creating a video to showcase the area (see attached). A third interview was also conducted. Torry Norling was chosen to produce the video at a cost of \$2,000. Norling has sent video and narrative drafts for review. Backman will schedule a meeting with Norling within the next two weeks and inquired if BRE/R Committee members are interested in attending. It was decided to hold the meeting at 8:30 a.m., Thursday, June 13<sup>th</sup>, at the EDC office with TerWisscha, Rahn and Heitke attending; other members may attend if their schedules allow. Backman shared that Melissa Knott, Chair of the EDC Marketing and Public Relations Committee, recently took numerous aerial photographs of businesses in Willmar and the surrounding area. Eric Rudningen of Oasis Aero, Inc., was the pilot. Backman and Knott reviewed and selected photographs that may be included in the video.

## **NEW BUSINESS**

**Preliminary 2020 BRE/R Committee Budget.** Backman distributed and reviewed the updated proposed 2020 EDC Budget (see attached) and reported the overall budget is fairly level between 2019 and 2020; he is asking for a 1% increase in the 2020 budget. This proposed budget will be presented to the EDC Joint Operations Board on June 13<sup>th</sup>. TerWisscha inquired which line item the video costs will be placed under. Backman said it may be placed in the BRE/R Marketing line item.

Backman noted the EDC's Highway 23 Coalition budget is declining due to the decision of the Coalition to reimburse EDC for administrative services and Backman's mileage for membership meetings. Heitke inquired about the process for grants and if they require a match. Backman reported it depends on the grant and how it is set up.

IT WAS MOVED BY Sam Bowen, SECONDED BY Ranae Rahn, to support the proposed 2020 BRE/R Committee budget as presented. MOTION CARRIED.

**Date for July BRE/R Meeting.** Due to the next BRE/R meeting falling on Friday, July 5, a discussion was held regarding meeting date change. Chair Bowen suggested a combined July/August meeting. The committee concurred to hold the next BRE/R Committee meeting at 9:00 a.m., Friday, July 19<sup>th</sup>, and forgo the August meeting.

**State of Manufacturing Event on June 18<sup>th</sup> at Ridgewater College.** Backman shared highlights of the event and encouraged committee members to attend. Chair Bowen indicated excellent manufacturing information will be presented.

**Miscellaneous.** Backman shared a groundbreaking ceremony will be held at 11:00 a.m. today for the new Child and Adolescent Behavioral Health Hospital (CABHS) located at 2301 Transportation Road in Willmar. A groundbreaking ceremony will be held for the Willmar Wye on July 9<sup>th</sup>; additional information will be available at a later date. Representatives from Washington, D.C., Burlington Northern Santa Fe Railroad, Minnesota Department of Transportation, Kandiyohi County, City of Willmar and others will be attending the ceremony. Backman shared Connie Schmoll attended a Site Selector's Consultant's Forum in Charlotte, North Carolina, this week where she attended many interesting presentations and networked with a member of nationally-known site selectors.

**ADJOURNMENT**—There being no further business, the meeting was adjourned at approximately 9:56 a.m.

**NEXT MEETING**—The next committee meeting is **9:00 a.m., Friday, July 19, 2019**, at the EDC Office, Willmar. Note: There will not be a BRE/R Committee meeting in August.

## **From EDC 2019 Strategic Planning**

**Workforce Development:** Develop and expand workforce availability and skills to support the growth and expansion of businesses.

**Potential Objectives:**

- Video highlighting businesses of Kandiyohi County and the workforce skills/needs; Host on EDC website and promote via social media

On May 9th, Connie, Kelly, Dan and Aaron interviewed videographers who were interested in our task of creating a video to showcase the area. They were told we would like both winter scenes with the fun activities here and summer scenes to prove we actually have an amazing summer season. Awe suggested the video show major attractions and industries, and provide a picture of living and working in the community. The final product should be just 2-2.5 minutes long. It will be used to attract businesses and talent to our area. We would like someone local to work with.

The EDC's Marketing Committee members made referrals and made first contacts with those we interviewed. The May 9<sup>th</sup> interviews were with Chris Bohnhoff of Repast Studios and Torry Norling of Willmar. Johnathon TerWisscha contacted me with a request to also be considered. Connie met with him a few days later.

After interview and discussion with each and a review of sample product, proposals were received from all three. Torry Norling was chosen to do the project with a bid of \$2000. Chris Bohnhoff sent a document showing pricing for different options. The total for our project would have been at a minimum, \$16,000. His location in the metro area rather than in this county was also a deciding factor. Johnathon submitted a bid of \$6,000. I offered Johnathon a smaller payment to work with Torrey to enhance his work for younger generation viewers, but Johnathan declined the offer.

Torrey suggested and the team agreed, that a 30 second teaser video followed up with 2-3 minutes of more in depth video and perhaps some narrative and/or words would be ideal.

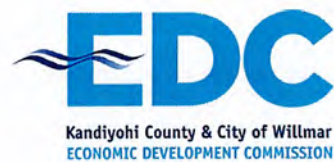
Torrey has since sent some video and narrative drafts for review. Team members are considering at this time.



	Proposed 2020	Rounded as of 5/31/2019	2019 Budget	2018 Actuals (rounded)	2017 Actuals (rounded)
Highway 23 Coalition					\$ 4,064
Conferences/Seminars/Trainings	\$ 200	\$ -	\$ 200	\$ 368	
General Administrative Services	\$ -	\$ -	\$ 2,000	\$ 3,505	
Marketing				\$ 56	
Meals/Meeting Refreshments	\$ 200	\$ 8	\$ 200	\$ 392	
Mileage/Travel	\$ 1,000	\$ 321	\$ 500	\$ 1,388	
Supplies		\$ (70)		\$ 65	
Other			\$ 100	\$ -	
<b>Total Highway 23 Coalition</b>	<b>\$ 1,400</b>	<b>\$ 259</b>	<b>\$ 3,000</b>	<b>\$ 5,774</b>	<b>\$ 4,064</b>
Marketing	\$ 500	\$ -	\$ 150	\$ -	\$ 4
Meals/Meeting Refreshments	\$ 200	\$ -	\$ 200	\$ 201	\$ 220
Mileage/Travel	\$ 1,000	\$ 583	\$ 1,000	\$ 436	\$ 694
Printing, copying & publishing	\$ 150	\$ -	\$ 150	\$ -	\$ 52
Professional Services					
General administrative services	\$ 1,500	\$ 690	\$ 1,200	\$ 1,860	\$ 1,693
Professional services - Other	\$ 100	\$ -	\$ 200	\$ -	\$ 50
Supplies (office or program)	\$ 200	\$ -	\$ 200	\$ -	
Workforce Development (Job Fair, CLUES, etc.)	\$ 2,500	\$ 1,403	\$ 2,500		
Grants	\$ 6,500		\$ 5,000		\$ 713
<b>Total BRE/R Committee Expenses</b>	<b>\$ 15,750</b>	<b>\$ 2,952</b>	<b>\$ 15,600</b>	<b>\$ 8,283</b>	<b>\$ 11,709</b>
<b>Finance</b>					
Marketing	\$ 100	\$ -	\$ 100	\$ -	
Meals/Meeting Refreshments	\$ 500	\$ -	\$ 500	\$ 518	\$ 345
Mileage/Travel	\$ 50	\$ 1	\$ 50	\$ 389	\$ 36
Professional services					
General administrative services	\$ 1,000	\$ 260	\$ 900	\$ 1,613	\$ 1,258
Legal services	\$ 400		\$ 400	\$ -	
SCORE (moved from Other Expenses)					
Telephone/Telecommunications (cell phone and email account)	\$ 850	\$ 308	\$ 750	\$ 968	\$ 728
Mileage/Travel	\$ 200				
Other				\$ 16	\$ -
<b>Total Finance Committee Expenses</b>	<b>\$ 3,100</b>	<b>\$ 569</b>	<b>\$ 2,700</b>	<b>\$ 3,504</b>	<b>\$ 2,367</b>
<b>Marketing and Public Relations</b>					
Meals/Meeting refreshments	\$ 800	\$ 271	\$ 800	\$ 837	\$ 718
Media	\$ 700	\$ 135	\$ 900	\$ 485	\$ 547
Mileage/Travel	\$ 100	\$ 15	\$ 100	\$ 48	\$ 102
Printing, copying & publishing					
Advertisements	\$ 800	\$ 4	\$ 800	\$ 2,923	\$ 3,297
Newsletters	\$ -		\$ -	\$ -	
<b>Total Printing services</b>	<b>\$ 800</b>	<b>\$ 4</b>	<b>\$ 800</b>	<b>\$ 2,923</b>	<b>\$ 3,297</b>
Professional Services					
General administrative services	\$ 1,800	\$ 484	\$ 1,800	\$ 1,786	\$ 1,698
REDstar Creative					
Design	\$ -			\$ 1,347	
General Project Management	\$ -			\$ 3,580	
Digital/Social Media	\$ 4,500	\$ 2,011	\$ 3,500	\$ 3,792	
Marketing Materials				\$ 3,376	
General Marketing	\$ 6,200	\$ 3,163	\$ 6,200		
West Central Angel Fund	\$ -	\$ -	\$ 100		
E-Newsletters	\$ 2,500		\$ 3,500	\$ 1,715	
Website	\$ 2,000		\$ 1,700	\$ 2,541	
Other	\$ 1,000	\$ 429	\$ 1,500	\$ -	
<b>Total REDstar Creative</b>	<b>\$ 16,200</b>	<b>\$ 5,602</b>	<b>\$ 16,500</b>	<b>\$ 16,350</b>	<b>\$ 10,741</b>
<b>Total Professional Services</b>	<b>\$ 18,000</b>	<b>\$ 6,086</b>	<b>\$ 18,300</b>	<b>\$ 18,136</b>	<b>\$ 12,439</b>
Special Projects		\$ 125	\$ 1,200	\$ 433	\$ 1,082
<b>Total Marketing and Public Relations Committee Expenses</b>	<b>\$ 20,400</b>	<b>\$ 6,636</b>	<b>\$22,100</b>	<b>\$ 22,861</b>	<b>\$ 18,185</b>

# EDC Action Planning Worksheet

## BUSINESS SUPPORT



<b>Priority Area</b>	Business Support
<b>Priority Summary</b>	Supporting existing businesses through access to information and awareness of the EDC's services.
<b>Project Coordinator:</b> (A person of interest/ champion to help EDC Staff)	Dan Tempel, Boker/Owner, Glacial Ridge Realty
<b>Phone/Email:</b>	320-403-5404

<b>Strategic Priority</b> (Stated as a goal with measurable results, not just effort)	EDC works to build relationships with area business, with a key intent to inform them of available resources through the EDC, better understand their challenges/needs, and help them share their successes.	
<b>Mission Connection</b> (How this goal aligns with the mission of the EDC)	EDC catalyzes economic growth by supporting area businesses so that they can prosper, innovate and be competitive.	
<b>Objectives</b> How might we address this goal? (i.e. What actions/milestones might be pursued?)  What resources may be needed?  <b>S – Specific</b> <b>M – Measurable</b> <b>A – Attainable</b> <b>R – Relevant</b> <b>T – Timebound</b>	<b>Potential Objectives</b>	<b>Resources Needed</b>
	1. Engage in focused one-on-one visits with existing businesses to inform of resources and streamline complications/challenges they may have	TBD
	2. Develop a business support group of “like-minded businesses” and/or “emerging entrepreneurs”; consider the 1 Million Cup model; specific mention of support for businesses started within past 5 years and those in the retail sector	TBD
	3. Invite bankers/accountants to a gathering to learn of EDC resources and share business needs	TBD
	4. Develop a “community” marketing campaign to distribute EDC offerings broadly in the area	Center of influencers; marketing plan
<b>Expected Outcomes:</b>  <b>The impact we seek:</b> <b>What will be different as a result of our efforts?</b>	Businesses owners are able to streamline operations or resolve barriers they may have and learn from each other’s successes and challenges. Our communities know and understand how the EDC can help businesses.	



**Who are the people who may be interested in supporting/working together on this goal?**

NAME	Skills/Resources	Email	Phone
Jesse Gislason	Business support	<a href="mailto:jessegislason@gmail.com">jessegislason@gmail.com</a>	320.295.6938
Melissa Knott	Marketing	<a href="mailto:mknott@christiansoncpa.com">mknott@christiansoncpa.com</a>	320.212.9505
Fernando Alvarado		<a href="mailto:falvarado@willmarmn.gov">falvarado@willmarmn.gov</a>	320.235.2577

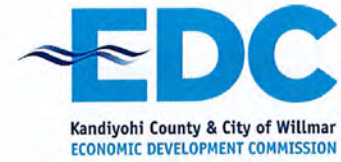
**As you move further along, identify the key strengths, challenges, opportunities and threats for achieving this goal...**

<b>Strengths</b> <ul style="list-style-type: none"> <li>• EDC Marketing Committee</li> <li>• EDC Staff</li> </ul>	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Too many businesses are not aware of what the EDC has to offer</li> <li>• Need to break down into smart goals; specific action steps</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Break down barriers with other groups</li> <li>• Programs like SCORE, One Million Cups</li> <li>• Mentoring/coaching arrangements</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Inadequate time/capacity</li> <li>• Insufficient financial resources</li> </ul>

**OTHER NOTES:** Two remaining task in notes that did not fit neatly into this strategy could possibly be brought to the Marketing Committee:

- 1) Doing research and gathering data/demographics needed to market to restaurants and national retail so that they are drawn to Kandiyohi County
- 2) Being strategic in collaborating to promote the quality of life in Kandiyohi; mentions of Greg Harp/Photos, PWELC as resources; mention of "Bring Them Home" campaign that was also added to the Workforce Strategy

# EDC Action Planning Worksheet



<b>Priority Area</b>	Workforce Development
<b>Priority Summary</b>	Help build a skilled workforce that meets the needs of the local economy in order to grow and support businesses.
<b>Project Coordinator:</b> (A person of interest/ champion to help EDC Staff)	Sam Bowen, Dean of Customized Training, Ridgewater College
<b>Phone/Email:</b>	320-905-2269

<b>Strategic Priority</b> (Stated as a goal with measurable results, not just effort)	Building a base of support and implementing innovative strategies that expand opportunities for building a skilled workforce that meets the needs of our local economy and helps businesses grow.	
<b>Mission Connection</b> (How this goal aligns with the mission of the EDC)	EDC would be a catalyst, providing leadership for workforce growth which increases potential for prosperity, international competitiveness and enhanced quality of life.	
<b>Objectives</b> How might we address this goal? (i.e. What actions/milestones might be pursued?)  What resources may be needed?  <b>S – Specific</b> <b>M – Measurable</b> <b>A – Attainable</b> <b>R – Relevant</b> <b>T – Timebound</b>	<b>Potential Objectives</b>	<b>Resources Needed</b>
	1. Establish a Workforce Development Committee to focus on specific initiatives.	People and approval
	2. Promote Ridgewater College, working with partners to improve enrollment and student success.	Planning, Details, Funding
	3. Continue to expand diverse workforce training programs like Diverse CNA/Welding	Funding, Support, Partners
	4. Establish a Teacher of Color pipeline program	TBD
<b>OTHER NOTES</b>	Insights from planning session (some could be tasks under the above objectives)...  <ul style="list-style-type: none"> <li>• Bring similar industries together (focus groups by industry sector) to discuss workforce needs and explore additional employer-driven initiatives such as MAP that might be supported/started</li> <li>• Video highlighting businesses of Kandiyohi County and the workforce skills/needs; Host on EDC website and promote via social media</li> <li>• Develop a “Bring Them Back Campaign” – positive messaging of opportunities in the area; telling the stories of why they should want to return</li> </ul>	



<b>Expected Outcomes:</b>  <b>The impact we seek:</b> <b>What will be different as a result of our efforts?</b>	<p>These efforts will help grow and support businesses by addressing a major need in our regional economy – skilled workers. We will develop and implement innovative recruiting and training strategies that will set our region apart as a workforce development leader.</p> <ul style="list-style-type: none"> <li>• Skill enhancement of potential labor market</li> <li>• Higher levels of people gaining greater employment</li> <li>• People entering pathways that lead them to career with greater earning potential</li> <li>• Helping to fulfill local job market needs</li> </ul>
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**Who are the people who may be interested in supporting/working together on this goal?**

NAME	Skills/Resources	Email	Phone
Eric Day – CMJTS	Funding/People	<a href="mailto:eday@cmjts.org">eday@cmjts.org</a>	320.241.1747
Sam Bowen – Ridgewater		<a href="mailto:sam.bowen@ridgewater.edu">sam.bowen@ridgewater.edu</a>	320.222.5206
Dayna Latham – Ridgewater		<a href="mailto:dayna.latham@ridgewater.edu">dayna.latham@ridgewater.edu</a>	320.894.5169
Craig Johnson - Ridgewater			
Jason Duininck – Duininck Inc.		<a href="mailto:jasond@duininck.com">jasond@duininck.com</a>	320.212.9330

**As you move further along, identify the key strengths, challenges, opportunities and threats for achieving this goal...**

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Ridgewater College</li> <li>• Kandiyohi County labor force growing faster than the region</li> <li>• Immigration/New Diverse Populations</li> <li>• Short-term growth of HS class sizes</li> <li>• Diverse economic landscape</li> </ul>	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Tight labor market (.7 person available for each job vacancy)</li> <li>• Language barriers – comprehension and fluency</li> <li>• Labor market participation rates less than state average for some populations</li> <li>• Skills gap</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Immigrant workforce</li> <li>• Growth of labor force participation rate for some populations</li> <li>• Seniors/Retirees opportunities for additional careers/skills</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Automation, technology and robotics may eliminate some jobs and increase skills sets needed for new jobs</li> <li>• State/National policy decisions</li> <li>• Cultural norms related to Higher Ed/Post-Secondary</li> <li>• Lack of diversity in immigrant careers; lack of aspirations for different careers</li> </ul>





Kandiyohi County & City of Willmar  
ECONOMIC DEVELOPMENT COMMISSION

	Proposed 2020	Rounded as of 4/30/2019	2019 Budget	2018 Actuals (rounded)	2017 Actuals (rounded)
<b>REVENUES</b>					
Other Grants (e.g. SWIF for Diverse BRE Program)	\$ 6,500		\$ 10,000		\$ 15,000
<b>Total Revenues</b>	<b>\$ 6,500</b>		<b>\$ 10,000</b>		<b>\$ 15,000</b>
<b>EXPENSES</b>					
<b>COMMITTEE EXPENSES</b>					
<b>Business Retention and Expansion/Recruitment</b>					
Childcare Initiative	\$ 1,000	\$ 2	\$ 1,200		
Conferences/Seminars/Trainings	\$ 650	\$ -	\$ 800	\$ 12	\$ 155
Highway 23 Coalition					\$ 4,064
Conferences/Seminars/Trainings	\$ 200	\$ -	\$ 200	\$ 368	
General Administrative Services	\$ 2,000	\$ 1,393	\$ 2,000	\$ 3,505	
Marketing				\$ 56	
Meals/Meeting Refreshments	\$ 200	\$ 21	\$ 200	\$ 392	
Mileage/Travel	\$ 1,000	\$ 541	\$ 500	\$ 1,388	
Supplies		\$ 25		\$ 65	
Other			\$ 100	\$ -	
<b>Total Highway 23 Coalition</b>	<b>\$ 3,400</b>	<b>\$ 1,979</b>	<b>\$ 3,000</b>	<b>\$ 5,774</b>	<b>\$ 4,219</b>
Marketing	\$ -	\$ -	\$ 150	\$ -	\$ 4
Meals/Meeting Refreshments	\$ 200	\$ -	\$ 200	\$ 201	\$ 220
Mileage/Travel	\$ 800	\$ 254	\$ 1,000	\$ 436	\$ 694
Printing, copying & publishing	\$ 150	\$ -	\$ 150	\$ -	\$ 52
Professional Services					
General administrative services	\$ 1,500	\$ 520	\$ 1,200	\$ 1,860	\$ 1,693
Professional services - Other	\$ 100	\$ -	\$ 200	\$ -	\$ 50
Retail Business Design Workshops	\$ -		\$ 14,000		
Supplies (office or program)	\$ 200	\$ -	\$ 200	\$ -	
Workforce Development (Job Fair, CLUES, etc.)	\$ 2,500	\$ 603	\$ 2,500		
Grants	\$ 6,500		\$ 5,000		\$ 713
<b>Total BRE/R Committee Expenses</b>	<b>\$ 17,000</b>	<b>\$ 3,358</b>	<b>\$ 29,600</b>	<b>\$ 8,283</b>	<b>\$ 11,864</b>