

Supplemental Staff Report

REGIONAL BUSINESS RETENTION & EXPANSION EFFORTS

In the *Advance Now* plan, the need for a regional business retention and expansion (BRE) effort was identified in a number of sections. Under the pillar of Economic Competitiveness, the plan identified the need to professionalize and better coordinate current BRE efforts and to leverage the BRE program to attract new businesses to the region. Under Human Capital, the plan identified the need to conduct a regional employer survey to determine priority career and technical training needs and to communicate the workforce findings to education and workforce providers. Within Innovation and Entrepreneurship, the plan recommends utilizing BRE visits to identify challenges and barriers in private firms' concept, prototype development, and testing phases. The following development plan is recommended to address these calls for action on regional BRE efforts.

STAFF RECOMMENDATION – REGIONAL BRE DEVELOPMENT PLAN

1) Create/assemble Steering Committee and come to consensus on:

- Stated objective(s) for regional BRE effort (i.e. keep/grow jobs/companies, supply chain, etc.)
- How success will be measured (i.e. visits, referrals, jobs saved/created, companies saved/expanded, increased profitability or market share, etc.)
- Base list of questions to include, regardless of survey instrument. (Partners can choose to include additional questions if desired, but all will agree to base list of questions.)
- What data will be shared, when, and in what format
- Initial list of key companies to visit (by employment, cluster, or other mutually accepted criteria)
- Timeline to complete first wave of BRE visits to companies identified above. (Visits to move forward even if more than one survey instrument is currently in use by partners.)
- Identification of parties responsible for targeted companies
- Identification of members to be included in Regional BRE Review/Resource Team (i.e. economic development directors, technical college partners, workforce development board representatives, etc.) and follow-up protocol

2) BRE Training, Visits, and Survey Collection

- Train volunteers (if identified as a need by Steering Committee)
- Pre-visit preparation
- Assistance by Madison Region Economic Partnership (MREP) staff if necessary/desired in some locales

3) Program Management and Data Management (INTERNAL)

- Create system to manage data collected from BRE surveys (Note: MREP will work with its partners and WEDC. Information is expected to be collected via two or more platforms.)
- Measure results (as identified by the Steering Committee)
- Establish means to share information in the aggregate with partners

4) Gather Regional BRE Review/Resource Team for quarterly meetings

- Members report on their visits
- Address red flags. If actionable issues have not been resolved, tasks will be assigned to team members for follow-up, either directly or with other partners.
- Review green-flag opportunities and corresponding actions taken, or assign follow-up actions
- MREP staff reports on any trends or issues of common concern identified from data results
- MREP staff reviews other information of interest, including supply chain information/opportunities
- Opportunities to leverage BRE results identified and assignments for action made

IMPLEMENTATION

MREP's regional BRE efforts will be led by the VP of Strategic Partnerships in association with the Senior VP of Economic Development and in collaboration with local economic development organizations and partners across the eight-county Madison Region. We will need to approach 1,000 visits per year to better map our supply chain and to enhance our ability to preserve and grow what we have while reaching out to non-MREP businesses in the supply chain for attraction purposes. This will be staff intensive, but costs related to software should be funded by Wisconsin Economic Development Corporation.

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PRIME ON-SITE VISIT FORM

To be filled out by the interviewer --- Information is confidential

8.15.13

Company Information	
Company Name	Date of Visit (mm/dd/yy)
Contact Name	Address/City/State/ZIP
Phone () -	
Interviewer(s)	
Lead Interviewer	Organization
Other Interviewer(s)	Organization

Product/Service	
1. (2) Where is the company's primary product/service in its life cycle?	<input type="checkbox"/> Emerging <input type="checkbox"/> Maturing <input type="checkbox"/> Growing <input type="checkbox"/> Declining
2. (3) Has the company introduced new products/services/capabilities in the last five years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. (4) Are new products/services anticipated in the next two years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. (5) As a percent of sales, how much does the company spend on R&D?	<input type="checkbox"/> 0% <input type="checkbox"/> 3%-6% <input type="checkbox"/> Under 3% <input type="checkbox"/> Over 6%
As a percentage, approximately how is the R&D budget divided among:	New product development _____ % Product improvement(s) _____ % Production improvement(s) _____ % Total 100%
Where is the R&D facility located? _____	
<i>Product/Service Notes</i>	

Market	
5. (6) Is the company's primary market:	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> International
6. (7) Are total company sales:	<input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing
7. (8) Is the market share of the company's key product(s):	<input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing
<i>If changing, please explain:</i> _____ _____	
8. (Local #1) Is there any threat of downsizing or closing this location in the next 3 years?	

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9. (10) Does the company plan to expand in the next three years: Yes No

If yes, estimated total investment \$ _____

Approximate percentage equipment/technology _____ %

Approximate percentage real estate _____ %

Estimated number of jobs added or lost (-) _____

Estimated facility size increase _____ sq. ft.

Approximate date of expansion _____ (mm/yy)

Comments: _____

10. (11) Are **international sales** as a percentage of total sales: Increasing Stable Decreasing No int'l sales

If international sales, approximately what percentage of sales comes from international sales? 1-20% 41-60% 81-100%

21-40% 61-80%

Where are your international markets? _____

11. (13) Does the company have **facilities outside the country**? Yes No

If yes, are they contract production or a company facility: Contract production Company facility Both

What is the function of the international location(s) _____

Where are international facilities located? _____

Market Notes

Industry

12. (14) Is merger, acquisition or divestiture activity in your industry: Increasing Stable Decreasing

13. (15) In your industry, is production: Under capacity Balanced Over capacity

14. (16) Do you anticipate any federal, state, or local legislation changes that will **adversely affect** your business in the next five years: Yes No

If yes, what changes? _____

How will they affect the company? _____

15. (17) Do you anticipate any federal, state, or local legislation changes that will **benefit** your business in the next five years: Yes No

If yes, what changes? _____

How will they affect the company? _____

Industry Notes

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Management	
16. (18) Has the company's ownership changed in the last 18 months, or do you anticipate a change:	<input type="checkbox"/> Changed <input type="checkbox"/> Change Pending <input type="checkbox"/> No
If changing, please explain: _____ _____ _____	
Has the company's top management changed or is it expected to change in the next 18 months:	<input type="checkbox"/> Changed <input type="checkbox"/> Change Pending <input type="checkbox"/> No
If changing, please explain: _____ _____ If changed, what impact will this/these changes have on the local operation? _____ _____	
17. (21) Are there any barriers to growth in this community?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, what? _____ _____	
18. (22) Does the attitude among executives at corporate headquarters toward this community as a place to do business differ from local management:	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, please explain? _____ _____ _____	
19. (24) Who are the largest supplier in the area and the three largest out-of-area suppliers?	<input type="checkbox"/> Ans <input type="checkbox"/> No Ans
If Ans, product/service, company, and current location? _____ _____	
Management Notes	

Workforce	Low	1	2	3	4	5	6	7	High
20. (25) How do you rate the availability of workers in this area:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. (26) How do you rate the quality of workforce in this area:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. (27) How do you rate the stability of workforce in this area:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. (28) As compared to other company facilities, how would you rate productivity in this facility:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. (Local #2) Are the projected employment needs for this facility:	<input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing DNA/K Dcl								
25. (29) Is the Company experiencing recruitment problems with any employee position or skills:	<input type="checkbox"/> Yes <input type="checkbox"/> No								
If yes, what problems, positions, or skills? _____ _____									
26. (32) Are primary recruitment problems limited to:	<input type="checkbox"/> Community <input type="checkbox"/> Industry								

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27. (33) Is company investment in employee training: Increasing Stable Decreasing None

If investing in employee training, what percentage of the training budget is for:

New job skills training	_____ %
Proficiency training	_____ %
Remedial skill training	_____ %

28. (Local#3) What training programs would you like to see offered for your workforce needs?

Workforce Notes

Technology

29. (36) Is the community's technology infrastructure adequate for your company's growth plan? Yes No

Comments: _____

Technology Notes

Utility Services

30. (37) How is the consumption of the following utilities changing?

<u>Type of Utility</u>	I*	S*	D*
A) Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B) Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C) Natural Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D) Electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E) Telecom (voice)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F) Cellular service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G) Internet access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H) Internet speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* I = Increasing, S = Stable, D = Decreasing

Please comment on any utility services with low satisfaction or high satisfaction:

Utility service comment 1 (circle one) A B C D E F G H	Low/High Rank Comment 1: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
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Utility service comment 2 (circle one) A B C D E F G H	Low/High Rank Comment 2: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
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Utility service comment 3 (circle one) A B C D E F G H	Low/High Rank Comment 3: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Utility Notes	

Quality of Life/Community Services

31 optional. (38) Please comment on any of the following community services with low satisfaction or high satisfaction.

- A) Police protection
- B) Fire protection
- C) Ambulance paramedic service
- D) Health care services

- E) Child care services
- F) School (K–12)
- G) Tech college
- H) Community college
- I) College(s) and university(ies)

- J) Public transportation
- K) Traffic control
- L) Streets and roads (local)
- M) Highways (State & Federal)
- N) Airline passenger service
- O) Air cargo service
- P) Trucking

- Q) Property tax assessment (fair & equitable)
- R) Zoning changes and building permits
- S) Regulatory enforcement (fair & equitable)
- T) Community planning
- U) Community services (not otherwise listed)
- V) County services (not otherwise listed)
- W) Chamber of Commerce or business association
- X) Economic development organization
- Y) Workforce Services

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Service comment 2 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 2: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Service comment 3 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 3: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Service comment 4 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 4: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Service comment 5 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 5: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Service comment 6 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 6: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Community Service Notes	

Do you have any final comments you would like to share?

Thank you for your assistance.

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If Ans, product/service, company, and current location? _____ _____	
Management Notes 	

Workforce	
	Low 1 2 3 4 5 6 7 High
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21. (26) How do you rate the quality of workforce in this area:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
22. (27) How do you rate the stability of workforce in this area:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
23. (28) As compared to other company facilities, how would you rate productivity in this facility:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
24. (Local #2) Are the projected employment needs for this facility:	<input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing DNA/K Dcl
25. (29) Is the Company experiencing recruitment problems with any employee position or skills:	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, what problems, positions, or skills? _____ _____	
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	New job skills training	_____ %
	Proficiency training	_____ %
	Remedial skill training	_____ %

28. (Local#3) What training programs would you like to see offered for your workforce needs?

Workforce Notes

Technology

29. (36) Is the community's technology infrastructure adequate for your company's growth plan? Yes No

Comments: _____

Technology Notes

Utility Services

30. (37) How is the consumption of the following utilities changing?

Type of Utility	I*	S*	D*
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D) Electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E) Telecom (voice)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F) Cellular service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G) Internet access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H) Internet speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* I = Increasing, S = Stable, D = Decreasing

Please comment on any utility services with low satisfaction or high satisfaction:

Utility service comment 1 (circle one) A B C D E F G H	Low/High Rank Comment 1: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
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Utility service comment 2 (circle one) A B C D E F G H	Low/High Rank Comment 2: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
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Utility service comment 3 (circle one) A B C D E F G H	Low/High Rank Comment 3: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Utility Notes	

Quality of Life/Community Services
<p>31 optional. (38) Please comment on any of the following community services with low satisfaction or high satisfaction.</p> <ul style="list-style-type: none">A) Police protectionB) Fire protectionC) Ambulance paramedic serviceD) Health care services E) Child care servicesF) School (K-12)G) Tech collegeH) Community collegeI) College(s) and university(ies) J) Public transportationK) Traffic controlL) Streets and roads (local)M) Highways (State & Federal)N) Airline passenger serviceO) Air cargo serviceP) Trucking Q) Property tax assessment (fair & equitable)R) Zoning changes and building permitsS) Regulatory enforcement (fair & equitable)T) Community planningU) Community services (not otherwise listed)V) County services (not otherwise listed)W) Chamber of Commerce or business associationX) Economic development organizationY) Workforce Services

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Service comment 5 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 5: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Service comment 6 (circle one) A B C D E F G H I J K L M N O P Q R S T U V W X Y	Low/High Rank Comment 6: (Interviewer: Circle one – Positive, Negative) _____ _____ _____
Community Service Notes	

Do you have any final comments you would like to share?

Thank you for your assistance.