

**sandco Industries**  
**2008**  
**Strategic Plan**

**Sandco Industries, Inc.**  
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**Completed By:**  
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Sandco Board SWOT  
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# **Strategic Initiatives**

## **2008 Action Steps**

### **1. Develop and implement a Business Plan for Sandco Industries.**

Action Step #1: Development and approval of a 2008 Business Plan for Sandco Industries.

- a. Management Staff will present to Finance Committee a draft of initial Business Plan.
- b. The Finance Committee will make a recommendation for approval of the Business Plan to the Sandco Board.

Action Step #2: Implement the 2008 Business Plan for Sandco Industries.

- a. Management Staff will implement approved Business Plan as of January 1, 2008.
- b. A quarterly report on the progress and status of the Business Plan will be made to the Sandco Board by Management Staff.

### **2. Develop a marketing strategy to increase base of consumers/ employees**

Action Step #1: Review employment options for current and potential consumers/employees

- a. Management Staff will research employment options such as the addition of a second shift, job sites, summer and part-time youth employment, and other types of work opportunities that meet potential consumer/employee needs.
- b. Identify potential consumers/employees
- c. Market Sandco Industries services to potential consumers/employees and related influential individuals such as Special Education Directors, families, RSC Counselors.

### **3. Develop a marketing strategy to increase business customer base**

Action Step #1. Increase contact with local businesses

- a. Management Staff will make personal contacts with current business customers to discuss current relationship and to inform them of services and solicit potential work opportunities.

- b. Management Staff will evaluate current strategies to market services to business customers.
- c. Upon evaluation of current strategies Management Staff will make necessary adjustments and proceed with implementation of best forms of communicating our “message” to business community.

#### **4. To be proactive in maximizing current and alternate sources of revenue**

- Action Step #1. Evaluate other business ventures
- a. Management Staff will continue to monitor and seek to increase business opportunities that are within the scope of the mission of Sandco Industries.
- Action Step #2. The Finance Committee will review the recommendations of the CEO and Business Manager regarding the implementation of an investment management provider.
- a. The Finance Committee will make a recommendation of an investment management provider to the Sandco Board.
  - b. The Finance Committee will make a recommendation to the Sandco Board for the approval of an investment policy.

**5. Continue to evaluate all aspects of personnel development**

- Action Step #1. Evaluate and update personnel policies
  - a. The Personnel Committee will meet to update policies and submit to Board for approval of changes.
  
- Action Step #2. Evaluate benefits offered to employees
  - a. The Finance Committee will evaluate and make recommendations for change in benefit structure to the Sandco Board.
  
- Action Step #3. Succession Planning and Training of current staff needs to be reviewed
  - a. CEO will present updates to the Board on current strategies to prepare and train staff for future changes in personnel.

**6. Evaluate facility needs for Sandco Industries production and services.**

- Action Step #1. Management Staff will prepare a report to the Sandco Board indicating current and future facility needs based on production and services offered.
  - a. Management Staff will prepare a report on facility needs during 2008
  - b. Management Staff will participate on a Committee of Sandusky County Board of MRDD Staff regarding evaluating and seeking solutions for program wide facility and space needs.

## Sandco Industries 2008 SWOT Analysis

<u>Strength's</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
Opportunity in community	Facilities – space	Equipment ownership - research	Single customer reliance
Management staff	Ability to meet opportunities	Business planning	Private competitors
Financial – strong earnings and balance sheet	Single customer reliance	Expansion of work shifts	Foreign competitors
Community relations/involvement	Energy analysis	Expand types of programs – job sites	Loss of key staff
CARF	Succession planning	Build relationships with Terra and increase volunteer opportunities	Government regulations and cuts on funding
Good work relations with MRDD	Terminology support and process	Financial position – allows lease or purchase facilities	Heavy reliance on government funding
Customer commitment	Equipment aging (replacement strategy)	Part-Time employer – youth transitional programs	Loss of public trusts
Sandco Workforce Solutions	Lack of true business plan	Staff development	Relationship with MRDD dollars
Environment and culture	One shift operation		Declining industrial base (Sandusky County)
Boards	Infrequent meetings between caregiver and family (improve!)		Back-up plan – major crisis
Progressive / vision (all parties)			
Facilities			
Multiple programs			
Quality Services			
Seniors/Life Enrichment Center			
State Level involvement			
Leadership (training)			
Staff/Consumer strong relations			
Recreational/Alternate activity			