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#### LETTERS TO THE EDITOR, CORRECTIONS, STORY IDEAS

Margaret LeBrun, executive editor  
[mlebrun@insightonbusiness.com](mailto:mlebrun@insightonbusiness.com)

#### REGIONAL NEWS

Sean P. Johnson, senior associate editor  
[sjohnson@insightonbusiness.com](mailto:sjohnson@insightonbusiness.com)

Nikki Kallio, associate editor  
[nkallio@insightonbusiness.com](mailto:nkallio@insightonbusiness.com)

#### TO ADVERTISE

Brian Rasmussen, sales & marketing director  
[brasmussen@insightonbusiness.com](mailto:brasmussen@insightonbusiness.com)

Paul Barker, sales representative  
[pbarker@insightonbusiness.com](mailto:pbarker@insightonbusiness.com)

Wendy Gilbert, sales representative  
[wgilbert@insightonbusiness.com](mailto:wgilbert@insightonbusiness.com)

Kristi Roekle, advertising designer  
[kroekle@insightonbusiness.com](mailto:kroekle@insightonbusiness.com)

Deb Toll, sales and office coordinator  
[dtoll@insightonbusiness.com](mailto:dtoll@insightonbusiness.com)

#### SNAIL MAIL

Insight, P.O. Box 944, Appleton, WI 54912

#### INSIGHT OFFICE

400 N. Richmond St., Suite B  
Appleton, WI 54911

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Senior Associate  
Editor



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By: **Steve Bobowski**,  
CEO, Dale Carnegie  
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## The Coach's Corner

*Quick Success Tips from the Carnegie Coach*

# Communicating Your Company Goals

Every year leaders dread presenting negative results. However, it must be done to generate a better year with positive results. Try using these following guidelines to set your employee on the right path for the upcoming year.

.....

**1. Be honest.** Tell your employees the truth. Letting them know what is going on will inadvertently show they need to work harder to meet company goals.

**2. Be clear and precise.** Send messages with clarity, specificity, and coherency. Confusing, ambiguous communication won't relay the correct news. Take the time to make sure your messages are plainly and pointedly stated. Ask them if they have any questions.

**3. Choose other leaders to help.** It's likely there will be questions after the meeting. Choose leaders from each department so employees can also speak to them about any questions or concerns. Brief the leaders with your report so the message can become tailored to each department.

**4. Encourage feedback.** Communication can't just be top-down. You need input – questions, concerns, ideas, and insights – from people across the organization. Small meetings with groups and individuals are a good way to foster two-way-dialogue. You can also get useful feedback by listening to the informal grapevine that exists in every company.

**5. Keep morale up.** Give praise to what has done well during the year. Give positive input on projects in the works.

**6. Assess what you're doing.** Measure the impact of your communications throughout the year. It's the only way to find out if you're actually achieving company goals. Are you communicating clearly and consistently? Are you providing timely, accurate and targeted information? Are you revealing what's known and isn't known?

If you have business related questions or would like advice on other workplace issues, visit our web site at [www.sewis.dalecarnegie.com](http://www.sewis.dalecarnegie.com) or email us at [payton.stevens@dalecarnegie.com](mailto:payton.stevens@dalecarnegie.com).

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**HEAVY LIFTING:** Third-generation leader of Green Bay-based Conger ToyotaLift helps position family business for new heights.

**Video:** page 22

CLICK to hear Anika Conger-Capelle talk about how the company geared up for growth.

**Video by BConnected LLC**

Styling by Dana Michele



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**Margaret LeBrun**  
Executive Editor  
mlebrun@insightonbusiness.com

# Nurturing passions to inspire employee engagement

## **SOME PEOPLE HAVE DREAM JOBS.**

They are the lucky ones — depending on what survey you read, between a third and one-half of Americans are disengaged from their jobs.

Somewhere in between are a whole lot of people who like their jobs but feel uninspired. Often, their dreams have little to do with their work. These are the employees who could be more productive in their companies, even thrive, if encouraged to pursue their dreams off the clock.

Inspired by “The Dream Manager,” by author Matthew Kelly, at least two organizations in our region have embraced this concept. One, Miron Construction Co. Inc., even hired a full-time dream coach. She meets with employees, helps them identify their dreams, create a plan for realizing them and then helps them connect with the resources they need to follow through.

A similar program at Goodwill Industries NCW has resulted in a measurable reduction in insurance claims. Miron CEO Dave Voss says, “If I could take 10 employees and turn them from marginal people into people who are excited about their life ... it builds a better team.” For the complete story, see our Wellness feature by Associate Editor Nikki Kallio on page 26.

This concept became crystal clear during the time I spent last month with our cover subject, Anika Conger-Capelle, vice president and general manager at Conger ToyotaLift. Conger-Capelle is absolutely engaged in leading her team at the company she co-owns with her father, Gary Conger, who now works part time. She appreciates and knows quite a lot about the Toyota forklifts and other material

handling equipment at Conger and has inspired their team of 92 employees, even taking it upon herself to host seminars about the company’s history, mission, operations and goals. Yet, her avocation — competitive horseback riding — is what truly inspires her.

“They are my getaway,” she says of her horses. “I go into a completely different world with them because I feel a connection into who I am, and my life, and how that’s made me to become successful.”

Sometimes, people take their hobbies and turn them into businesses. This is what happened with the owners of Factotum, this month’s Small Business feature (see page 34). Justin Kuehl and Nate Lenz, both in their 20s, liked turning used wood products into furniture and décor. A little more than a year ago, they launched their business and were surprised at how quickly it took off. One of their projects was creating the decorative wall and floor in the new lobby at Conger. For a glimpse of the wall, check out the video interview with Conger-Capelle on page 22.

Starting a new year is a great time to reflect on — and make a plan for — realizing our dreams. Given that the economy is finally looking bright after the long crawl out of the recession, it’s an even better time to ponder positive change. The First Business Economic Survey, as well as the NEW Manufacturing Alliance’s Manufacturing Vitality Index, reveal overwhelmingly positive signs (see our New North feature on page 10).

When times are good, we are empowered to look to the future. To grow our companies. And yes, to pursue our passions.

What do you dream about? Our New Year’s toast to you: Identify what makes you passionate and make a plan to go after it.

Here’s to a bright and prosperous 2015! 🍀

A handwritten signature in black ink that reads "Margaret LeBrun". The signature is fluid and cursive, with a long horizontal line extending from the end.

By Sean P. Johnson

# All signs point north

*Aligning economic indicators signal upward trend for Northeast Wisconsin*

The bottom line is moving north for companies in Northeast Wisconsin.

At least that's what the results from two separate economic surveys commissioned in the fourth quarter of 2014 show. The results of both the 2015 Manufacturing Vitality Index and the First Business Economic Survey — released during the Dec. 2 New North Summit — show many of the region's companies hit a high note in 2014 and were planning to move up the scale even more this year.

"I knew the results would be positive, says Mickey Noone, president, First Business Bank-Northeast. "But it surprised me just how positive they were."

Businesses in the region reported record highs for sales, profits, hiring and wages, Noone says, and most were expecting to do even better for 2015.

First Business Bank conducts its economic survey each year concentrating on three key regions in the state: Northeast Wisconsin, Madison and the greater Milwaukee area. The survey collects current year and next year's predicted data regarding sales revenues, total operating costs, capital expenditures, profitability, number of employees, changes in wages and changes in pricing.

Highlights for Northeast Wisconsin include:

» A significantly higher percentage of businesses, 64 percent in 2014, reported increased sales revenue, compared to 51 percent in 2013.

» Northeast Wisconsin businesses

reporting increased profitability rose to 54 percent in 2014 from 39 percent in 2013.

» Northeast Wisconsin businesses reporting new hires increased to 50 percent in 2014 from 23 percent in 2013.

As good as those findings are, it was the finding of business optimism heading into the new year that really stood out. The survey reported a record high 95 percent of businesses project better performance in 2015.

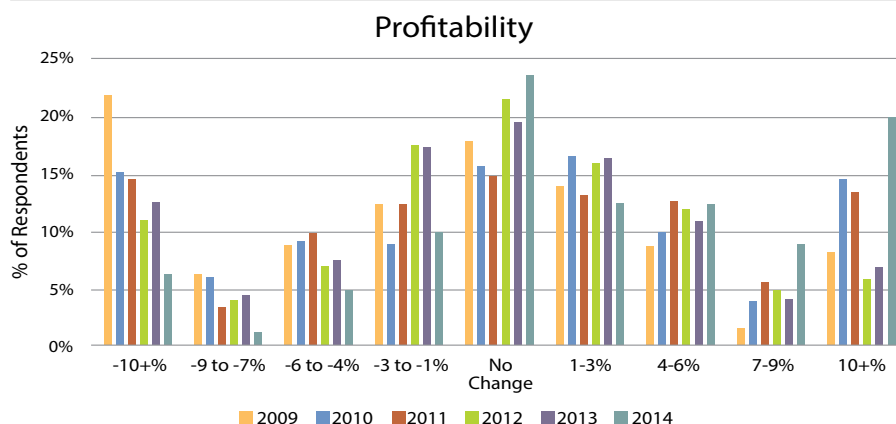
"They're reporting further increases in sales, profits, hiring and wages. The outlook is strongly optimistic," Noone says.

The optimistic view was also reflected in findings from the Manufacturing Vitality Index prepared by the NEW Manufacturing Alliance and presented during the afternoon

session of the New North summit.

Based on a survey of Northeast Wisconsin taken each November of manufacturers with at least \$3 million annual revenue and 25 or more employees, the Vitality Index found that businesses in Northeast Wisconsin are reporting record-level sales and profitability — trends expected to continue into 2015.

"Over the last five years of conducting the survey, we have never before seen such strong positive response from manufacturers in a variety of business indicators," says Ann Franz, strategic partnerships manager at Northeast Wisconsin Technical College and director of the alliance. "It is critical that manufacturers work with education, economic development and workforce boards in communicating to the public



**Nearly 54 percent of businesses in Northeast Wisconsin reported increased profitability in 2014, according to the First Business Economic Survey. A record high 95 percent project they will have a better year in 2015.**



the strength of manufacturing in the New North region and the great jobs available.”

Key findings include:

» 86 percent expect an increase in sales for 2015.

» 66 percent plan a plant modernization in the next 12 to 24 months, and 30 percent plan an expansion, up from 50 percent and 23 percent, respectively, a year ago.

» More than 40 percent plan to hire throughout each quarter in 2015 and 52 percent expect to hire in the first quarter.

The results, which reflect responses from 151 firms in the region, are the most optimistic the alliance has seen in the five years of conducting the study. That manufacturers feel bullish about the future signals positives for other industries as well, says Bill Bartnik, incoming chair for the alliance and director of manufacturing systems at Sargento, who presented the Vitality Index at the summit.

“Given the numbers expecting to expand or update their plant, it should be a pretty good year for the construction industry as well,” he says. ❶

## REGIONAL ROUNDUP

UPFRONT

### » HIGHWAY 41 CORRIDOR

Brown, Calumet, Outagamie,  
Winnebago, Fond du Lac Counties

### Fox Cities PAC hits milestones, boosts economy

The epicenter of the Fox Cities creative economy had a good year.

The Fox Cities Performing Arts Center, perhaps the region's most visible gathering space and catalyst for the emerging creative economy, celebrated several key milestones this past season, including the mark of 2 million ticketed patrons and the 250,000th student to attend its educational programming, according to the PAC's 2013-14 annual report.

Nine weeks of Broadway [continued] »

### Development in the New North

By Sean P. Johnson

For links to economic development groups in the New North, visit [www.thenewnorth.com/partners](http://www.thenewnorth.com/partners).



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“(The PAC is) a place that brings families, students, businesses and nonprofits to gather, connect and share with one another through the arts.” — **Maria Van Laanen**, president of the PAC



COURTESY OF THE FOX CITIES PERFORMING ARTS CENTER

**The Fox Cities Performing Arts Center, in downtown Appleton, hosted more than 400 events during the 2013-14 season.**

performances also generated an estimated \$31 million in economic activity, including activities by those attending the shows as well as spending by the cast and crew while in town for productions.

“(The PAC is) a place that brings families, students, businesses and nonprofits to gather, connect and share with one another through the arts,” says Maria Van Laanen, president of the PAC.

During its 2013-14 season, the PAC hosted 400 events that drew 210,000 people to the Fox Cities PAC; nearly 28,000 were first-time visitors.

More than 10 percent of those who visited the PAC last season came from a distance of more than 60 miles, and 3 percent came from out of state, according to the report. Entertainment spending has seen a \$3 million-a-year increase since 2010, says Pam Seidl, executive director of the Fox Cities Convention and Visitors Bureau.

“They don’t just come for a show,

they come for shopping, dining and everything else we have to offer,” she says.

In addition to its Broadway Series, the PAC hosts a variety of educational and performance events, as well as nonprofit fundraisers such as The Harbor House Domestic Abuse Programs’ 10th Annual “A Time to Laugh” Comedy Night Charity Gala. Nonprofits accounted for 25 percent of the events at the PAC last year.

Overall, PAC events generated about \$11.8 million in 2013-14. Event revenues make up about 86 percent of all revenues, with contributions making up the rest of the budget.

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## Ripon Medical Center opens new facility

The new Ripon Medical Center is

open for business.

In mid-December, staff and patients began moving into the new facility, which has been under construction since April 2013. The new building is not only larger than its predecessor, but enables RMC to better use that space for its various departments and services.

For example, physician services will be consolidated in a single area just off the new atrium. From there, medical staff and patients can easily access other services such as medical imaging, rehab and the labs.

RMC’s new facility also includes the latest designs for healing spaces, including a meditation room and healing garden, as well as a lot of natural lighting.

“The process started with the design of the new building,” says Katherine Vergos, chief operating officer of RMC. “That started before we even broke ground. It’s been a long and very thoughtful process by literally all those involved with Ripon Medical Center. I’m very proud of that.”

The 120,000-square-foot facility was built at a cost of \$44 million and is located just off of Highway 23.

» **THE NORTHWOODS**  
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## LCS program survives federal budget deal

The littoral combat ship will continue to sail for the U.S. Navy, and that’s good news for Marinette Marine and its nearly 2,000 employees — at least for now.

In mid-December, outgoing Secretary of Defense Chuck Hagel announced the Navy can move ahead with plans to build upgraded variants



COURTESY OF MARINETTE MARINE/LOCKHEED MARTIN

**In December, outgoing Secretary of the Navy Chuck Hagel recommended the littoral combat ship (LCS) program continue with modified designs rather than scrapping the program. Marinette Marine recently launched the fourth ship built in Wisconsin and has six additional ships under construction.**

of both its current-model littoral combat ships. Hagel had previously instructed the Navy to stop building the LCS and look at other options for the Small Combat Ship program.

With the approval of the upgrades, the Navy will keep in place its plan for the 52-ship class of vessels, with the final number of ships, both current and modified LCS ships to be determined. Previously-built ships will also be modified.

"This is a critical step for our national security, the Navy and Wisconsin," says U.S. Rep. Reid Ribble, R-Wis. "We have some of the best manufacturers in the world hard at work on the LCS."

What was not specified by Hagel or the Navy is which version of the LCS, the one built by Marinette Marine or the variant built in Alabama, will be the starting design of choice. The Navy could also select new contractors.

Marinette Marine, under contract with Lockheed Martin, is one of two facilities producing the LCS. The company has already launched four of the ships and has six additional ships in various states of production.

Lockheed Martin has submitted a design for the modified LCS program.

Congress approved

[continued] »



## McMahon wins ACPA National Gold Award



Denny Lamers

McMahon has been providing valuable engineering and architectural solutions since 1909. We take pride in being named a national gold award winner by the American Concrete Association for the STH 96 Project in Little Chute. The category was Municipal Streets and Intersections (>30,000 sy). The McMahon Transportation Group were the designers on the project. The announcement was made at the ACPA's 25th Annual "Excellence in Concrete Pavements" awards which recognizes the design and construction of quality concrete pavement projects in the United States and Canada.

*"Congratulations to the entire Transportation Group and all who worked on this project" said Denny Lamers, president of McMahon. "Actually I'm not surprised. Mike Simon has put together a great team in our Transportation Group. They are getting accustomed to winning awards. I'm very proud to have had this happen in a community that has been a client of McMahon's for over 75 years."*



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continuing funding for the program as part of the National Defense Authorization Act.

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## New partnership to nurture tourism talent

Lake Michigan area resort operators

have teamed up with Lakeland College to grow the tourism talent pool for the region.

Blue Harbor Resort & Spa, The Osthoff Resort and Destination Kohler will collaborate on the partnership, making a number of entry-level positions and internships available to Lakeland hospitality management students.

For the resorts, the partnership addresses challenges of attracting

and retaining qualified and dependable employees, especially during holidays and the summer.

"If you ask area executives across all industry sectors what their biggest challenge for the future is, they are likely to respond 'the availability of a viable workforce,'" says David Sanderson, vice president and general manager of Blue Harbor Resort & Spa in Sheboygan. "Tourism is no different. With this partnership, we have an opportunity to overcome that challenge, while providing a real-world practical laboratory for students to augment their academic requirements."

Sanderson says Blue Harbor has hired several Lakeland graduates into management jobs during his four-year tenure and he expects that number to grow.

For Lakeland students, the new program is an opportunity to earn up to \$8,000 a year toward the cost of college while also getting industry experience. The jobs are not guaranteed, and students will have to interview for any posted positions.

"Students and parents want to be sure that their investment will end in a job with good pay and benefits that would not be available without earning a college degree," says Lakeland President Dan Eck. "This partnership could significantly reduce a hard-working student's debt load, and, in some cases, even completely eliminate student loan debt—a remarkable achievement that will set those students on a road to financial well-being immediately after graduation."

Lakeland and the resorts will work together on work and classroom scheduling beneficial to the students involved. In some cases, Lakeland may explore holding certain classes on site at the employer's facilities. ①

Send business news updates and photos to [edit@insightonbusiness.com](mailto:edit@insightonbusiness.com).

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# Diane Roundy

## on how to work a room

*Diane Roundy, growth and business development director for Schenck, SC is a networking expert and speaks to organizations throughout Wisconsin on how to make the most of business events. She sat down with Insight Associate Editor Nikki Kallio to talk about networking best practices and how to build your connections in the new year.*

IF YOU ARE NOT MEETING others, building relationships and learning from others, you're not going to be as effective in your professional or personal life. Sometimes, as we get more seasoned, we get lackadaisical about making the commitment to go to events. If you don't get out of the office and into those networking environments, you're not going to have as big of an opportunity for learning, changing careers or getting additional business.

I've been very community involved — I serve on the board of directors

for the Green Bay Packers, the board of the Denmark State Bank, and Live54218 in Green Bay. I'm on the *Green Bay Press-Gazette* Editorial Board and I'm on the board of directors for the Girl Scouts of the Northwestern Great Lakes. I attribute many of those positions to networking and building relationships.

I work with about 250 CPAs, and networking does not come naturally to a good portion of them. So, we talk about different ways to feel comfortable. If you're [continued] »



For the new year, my suggestion is to develop a plan. It may be “I will attend one type of networking event a month.” Set simple goals to try to get you in the direction of what you’re trying to accomplish.

having a party at your house, and you have 25 people there — if someone’s standing in the corner all by himself, what would you do? You’d go over and introduce yourself and ask how they’re doing. The same concept works at any kind of networking event.

Have some ideas in your back pocket as far as what you’re going to talk about: weather, something happening on the news, or some new construction — things like that to get the conversation going.

For the new year, my suggestion is to develop a plan. It may be “I will attend one type of networking event a month.” Set simple goals to try to get you in the direction of what you’re trying to accomplish: “I’m going to try to meet three new people tonight.”

Ask a friend to go along, and say, “Our goal is to meet three new people, so let’s do it together.” Keep it simple.

Any time you go to a social event, plan ahead. Who’s going to be in the room, what would we have in common? It’s not about business discussions — it’s small talk to get the conversations going. If I’m talking 20 percent of the time, and the people around me are talking 80 percent of the time, it’s working well.

It takes seven “touches” to do business with someone, or enhance the relationship. What I mean is different avenues of getting to know one another. The first touch could be the first introduction when you exchange business cards. The next touch could be running into them somewhere. It’s all those different touches that start

building that relationship. Wherever you are, you can be networking. You don’t have to add more activities to your daily schedule — you tie it in to what you’re already doing.

One of the downfalls I see with some people, if someone is in the room they want to get to know for business purposes, they pounce on them, keep them in the corner and ask for that meeting right away. Never do that at a social event. Never do that at a first-time meeting. Use the statement, “It was very nice to meet you, may I follow up with you sometime?” If they say “Sure,” that is your invitation to follow up. There’s a reason you met this person, and it may not always be for business purposes. In the end, hopefully that person will benefit because I met them. ❶



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# Insight Innovation Awards

*Application deadline: Feb. 27*

If you know of a company that's doing innovative work — and it can involve products, people, process or help the planet we live on — consider nominating that company for the second annual Insight Innovation Awards.

Winners will be announced at the annual **THINC! event (Technology, Human Innovation & Networking Conference) on May 19.**

**Self-nominations are encouraged!**

Nominating is easy — just fill in the form at [insightonbusiness.com/thinc](http://insightonbusiness.com/thinc) with your information, the company's website, contact information and a brief explanation about why you think that company is an innovation leader.

The Insight Innovation Awards are designed to encourage innovation among businesses in Northeast Wisconsin that lead to breakthrough technologies, processes and/or company cultures and make an important, positive impact on companies, employees, customers, vendors, industries, communities and/or the environment.

Award winners will serve as examples of best practices in innovation that significantly improve the bottom line, grow the business, heighten employee morale, make a difference and can be considered leaders in their industry.

Nominees will receive a letter from Insight notifying them of their nomination and encouraging

them to apply. Self-nominations are encouraged.

**Eligibility:** Any company based in the 18-county region of the New North that has been in business for at least two years as of Jan. 1, 2015 may apply. Companies may be headquartered outside the region but applicants must have leadership in Northeast Wisconsin.

To nominate a company, apply for the award or learn more about

the selection criteria, please visit [insightonbusiness.com/thinc/](http://insightonbusiness.com/thinc/).

Questions? Contact Insight Co-Publisher/Executive Editor Margaret LeBrun at [mlebrun@insightonbusiness.com](mailto:mlebrun@insightonbusiness.com) or call (920) 882-0491.

**Nominations are now being accepted.** Applications will be accepted until the deadline, **Feb. 27.** ①

*For upcoming events, go to:*  
**[www.insightonbusiness.com](http://www.insightonbusiness.com)**

## Spectacular spaces

*Is your office inspiring? It could be featured in Insight!*

Is your office inspiring? Show us — it could be featured in *Insight!*

Americans spend an average of 8.6 hours per day engaged in their work.

That's more time than they spend eating, on entertainment or even sleeping, according to the U.S. Census Bureau's American Time Use Survey. Multiply that by a five-day work week over the course of a year, and that means we are spending an average of 2,236 hours at work.

With that much time spent in the office, we hope it's a place that's both inviting and inspiring. If so, we want to help you show off that work space. We are planning a new feature on the cool office space we go to work in each day around Northeast Wisconsin.

We are looking for spectacular spaces that are:

» Inviting — we've got to spend a lot of time there

» Functional — we need to get work done, too

» Inspiring — does it help us come up with great ideas?

Regardless of whether it's new, old or renovated, it needs to be a space that helps make those 8.6 hours spent working a positive experience.

If you think you have a spectacular space to showcase, or a unique feature that makes your workspace brighter, please go to [www.insightonbusiness.com/coolspaces](http://www.insightonbusiness.com/coolspaces) for a little show and tell. We'll need a description of what makes your space great, as well as pictures of what it looks like.

We'll feature those pictures in an upcoming issue of *Insight*.

**We'll need it all by Feb. 15.** ①

A woman with long brown hair, wearing a black business suit over an orange collared shirt, stands confidently on the platform of a black forklift. She is smiling and has her left hand on her hip and her right hand resting on the forklift's mast. The forklift has two bright yellow lights on its mast. The background is a dark, horizontally-slatted wall. Overlaid on the lower half of the image is the word 'Heavy' in a large, bold, orange sans-serif font.

# Heavy

Anika Conger-Capelle  
drives forklift company  
to record growth



By Margaret LeBrun • Photos by Kristy Van Buren

Third-generation leader  
of Green Bay-based Conger  
ToyotaLift helps position family  
business for new heights

# ifting

Horses were her first love. She imagined a career in equestrian science. Through the years, she rode her way to national titles, practicing agility and dodging obstacles in English style as well as Western.

Anika Conger-Capelle never shed her competitive spirit. But horses have been only her hobby since one fateful day in 1997, when her dad, Gary Conger, called to tell her about an opportunity in the family business.

"As I look back, it was absolutely 100 percent the correct route and path and journey for me," she recalls.

The third-generation leader at Green Bay-based Conger ToyotaLift, Conger-Capelle led the forklift sales, parts, rental and service company through an expansion three years ago that more than doubled the size of its Ashland Avenue headquarters. Sales, which held steady at about a 5 percent annual increase through the recession, were \$18 million in 2012, \$28 million in 2013 and are projected to be \$32 million for 2014.

It may seem that success at Conger came almost overnight, by luck. But just as winning a sporting competition comes with long hours and hard work — not to mention strategy — Conger took calculated steps to earn its good fortune.

This is a story of how a company that was in a healthy canter beside its competitors saw opportunities to break ahead of the pack and win the championship.





"I felt ready," Anika, 40, says of the big contracts they took on in 2013. She credits her dad with building the foundation for their success through his smart financial moves and avoidance of debt. Gary, 70, remains president but handed his daughter the reins to run the company as general manager and vice president five years ago. He, in turn, is pleased with her leadership.

"The enthusiasm of youth helps," Gary says of Anika, who three years ago assumed 45 percent ownership of the company. "She has a good, rounded knowledge of this industry. She has to know what she's talking about, more so than a male in this business. (Anika is one of only two women running Toyota forklift dealers in the U.S.) They give her one chance, so she does a very, very good job of informing herself of the ins and outs of this business."

## Humble beginnings

**D**orothy and Lloyd Conger started the company in 1955, when they left Sheboygan to take an opportunity to buy a small forklift service business on the northeast side of Green Bay. Anika says her grandfather was eager to work close to the Northwoods where he could hunt and fish (though starting a business left him little time for that).

Lloyd died in 2008 but at 91, Dorothy still pops in now and then to see how things are going. She recalls the couple sold their house for \$3,000, rented a farmhouse and took the money to start their business in a small garage on the premises (they shared a bathroom with their landlord, a potato farmer). Lloyd repaired forklifts and Dorothy handled the office work. Their children did odd jobs or played nearby; Gary was 11, Bruce was 7 and Tana, 4.

"I would never have expected it to get this big," says Dorothy, who stopped working at Conger in the mid-1960s. "My husband would have liked to see it now."

Against his convictions about not wanting to work with foreign companies, Lloyd was convinced by a particularly gregarious Toyota distributor to take on the brand in 1970. As the No. 1 rated fork truck brand in the U.S. — with a reputation for durability and reputation for the Toyota Lean philosophy — it turned out to be a very good move.

### Conger ToyotaLift

**Founded:** 1955, by Lloyd and Dorothy Conger as Lift Parts Service Co.

**Ownership:** Anika Conger-Capelle, vice president and general manager, 45 percent; and Gary Conger, president, 55 percent

**Employees:** 92

**Locations:** Green Bay (headquarters), Wausau and Neenah

**Annual sales** (expected in 2014): \$32 million



SUBMITTED PHOTO

**"My horses are my therapy," says Anika Conger-Capelle, who rides several times a week, a pastime she shares with her 12-year-old daughter and her mother (who no longer rides). She has won national titles in both Western style and English style competitions with her American Quarter Horse named Classic Promotion, "Doug" for short.**

Lloyd and Dorothy moved their business to the current location in 1975. Gary tells the story of how his dad decided to quit five years later.

"One day he asked my brother and me to come into his office. He was 57, and he said he was going to retire. We asked, 'When?' and he said, 'Noon.'" And he did. He gave up smoking cold turkey and he gave up the business cold turkey. He said 'I can handle the big issues, but all the little stuff gets to me.' So we purchased my parents' interest in the business in 1984."

Gary bought his brother out in 1996. Their sister, Tana Winkka, who had always worked in the business, stayed on as office manager.

Meanwhile, Anika had studied equestrian science and business at William Woods University in Missouri and earned a bachelor of science in business administration. After graduation, she enrolled in pre-med courses at UW-Green Bay. Within a year she knew medicine was not for her, either. She had worked in the family business in the summers, doing



everything from sweeping and answering phones to taking orders and coordinating sales. Although her dad always said they would never create a position just for her, the opening in accounts receivable came at the right time.

Within a couple years, new OSHA rules required training for forklift operators and the company saw it as a great opportunity to bring in new business. At 24, Anika was recruited to be the trainer.

"At that point, I thought maybe I should have driven one first," Anika says with a hint of irony in her laugh. "I actually enjoyed it." Since then she has also updated computer systems and handled major account sales and marketing. Over seven years, she took business courses through Lakeland College and earned her MBA in 2007.

"A lot of women don't know opportunities like this are out there, that they can be extremely successful," she says. "Going into it, 95 percent of my contacts were male. They were hesitant to deal with me; they did not feel that I understood the workings of a fork truck, that this was a man's thing. But I proved to them that I knew my business."

Those who work with her attest to her keen business acumen.

"Anika is very refreshing to work with," says Bob Bosworth, vice president for sales and marketing at Toyota Material Handling, U.S.A., based in Columbus, Ind., where Toyota manufactures all its lift trucks for the North American market. "She came in at a pivotal point — when the market was down — and it took some strong leadership to move forward. She exhibited all the traits of a strong leader and a great businesswoman.

**Anika Conger-Capelle, general manager, vice president and co-owner of Green Bay-based Conger ToyotaLift, has helped lead the company to record growth in recent years. Pictured with her are, from left, her father, Gary Conger, co-owner and president; her grandmother, Dorothy Conger, founder and former co-owner with her late husband, Lloyd; and her aunt, Tana Winkka, office and IT coordinator.**

"I think as our industry has come out of the recession there are two types of dealer personalities: One is an aggressive growth position and the other, a wait-and-see type. Conger is more of the aggressive, get-it-done, growth-type mentality. They exhibited that in the expansion of their facility at a time when others were reluctant to do that."

## Bursting at the seams

When Anika joined Conger ToyotaLift, the company employed about 45; today it employs 92. This includes those who work in the Wausau location, acquired in 1994, and in Neenah, added in 2005, as well as the many technicians who work in the field or on the premises of larger clients with leased forklifts. The company sells, leases, rents and services a wide variety of lift trucks and related equipment, including forklifts conveyer systems, sweeper scrubbers, aerial lifts, scissors lifts and boom lifts. It also offers training to ensure those who use the equipment are safe and OSHA compliant.

New forklifts, which can weigh as much as 8,000 pounds and lift as much as 5,000 pounds, cost about \$24,000. When the company leases products, the financial arrangement is directly through their distributor, Toyota [continued] »





Material Handling U.S.A. — leaving Conger off the hook for financial liability. Servicing and maintaining trucks accounts for about 45 percent of Conger's business; sales, about 20 percent; parts sales, another 20 percent; and rentals, 15 percent.

The market for forklifts didn't suffer as much as many other industries in the Great Recession, Anika explains. The food packaging industry, medical device industry and other consumables continued to thrive — and they all rely on fork trucks. Some industries, such as paper, slowed and unused equipment did not require servicing. But with very little debt and more emphasis than ever on Toyota lean principles, Conger was able to tighten its belt and carry on, with no layoffs or wage freezes.

At the Green Bay headquarters, inefficiencies became evident. Conger was cramped. The company was renting space at a nearby warehouse to store trucks. Fork trucks were parked end-to-end in rows, and whenever they needed to retrieve a truck at the front end, it could waste an hour's time to move all the other trucks out of the way.

What's more, the office space was sorely outdated. Winkka, who has worked at Conger for 39 years, recalls the gloomy dark paneling and the noise created as people click-clacked down the worn tile floors in the halls.

### Coming full circle

Gary Conger likes to wax nostalgic. He recalled his father, company founder Lloyd Conger, started with three Toyota forklifts, and in 1998, he set out to locate them. He kept the serial numbers handy and asked everyone to keep an eye out for them.

His daughter, Anika, was at that time dating someone whose company, a metal fabricator, happened to have an old, well-worn Toyota forklift in use. One evening when the three of them were out to dinner together, the subject came up.

"My boyfriend said, 'We have a really junky Toyota at work, maybe it's one of those.' And I said, 'Don't be talking about a Toyota truck that way, like it's junk!'"

"My dad gave him the three serial numbers he was looking for. ... He came back and he said, 'Yeah, that's the truck.'"

They bought it back, had it painted, buffed and restored to its original appearance. It's now on display in the company's conference room.

Oh, and the fellow who brought the truck to their attention? That would be Derrick Capelle, who Anika Conger married in 1999. Three years ago Capelle began working as the grounds and maintenance supervisor at the company. The couple have a 12-year-old daughter, Anna.



**ONLINE:** CLICK to hear Anika Conger-Capelle talk about how the company geared up for growth.

The silver lining of the recession, of course, was that for financially stable companies it was a good time to build.

"We were in a perfect position to be able to take the loans and expand," Anika says. "Interest rates were low, building materials were low, people were looking for work so their rates were low."

The company hired Bayland Buildings, Green Bay, to add a 33,000-square-foot parts and service department, completed in 2011. DeLeers Construction, Inc., De Pere, renovated the interior of the existing 28,000-square-foot building.

With that, Anika says, "We were poised and ready to go" for new clients.

Conger brought in four new salespeople, who brought new energy. Anika, who since assuming the leadership role had deferred to the more senior managers on the team, was championing at the bit for more action. Sales had been humming at about 5 percent growth each year.

And then, perhaps this is an understatement: Opportunities knocked.

### Boom time for the business

Soon, they landed a contract to lease and service about 30 trucks for Waukesha-based Spancrete, a manufacturer of precast concrete products. They began servicing fork trucks for Pacon, an Appleton-based paper products company; for a food packaging company in Wausau, plus another dozen or so small- to mid-sized clients.

But the biggest prize? In 2012 Conger won a request for proposal to lease and service the entire fleet of fork trucks for Oshkosh Corp., about 130 trucks in every division of the company, including Pierce Manufacturing in Neenah, McNeilus concrete mixers in Minnesota and JLG lifting and access equipment company in Pennsylvania.

"Conger is our main forklift provider for the entire corporation globally," says Terrance Roloff, materials area manager for Oshkosh Corp. "Their level of service is much higher than I would have expected entering the relationship. It's much more of a partnership we have with them. Toyota is known for its Toyota Production Systems; TPS is the most lean and efficient manufacturing system in the world, so

## Racking up the ribbons

When it comes to forklifts, Conger ToyotaLift has an edge over its competitors: The Toyota brand. Conger ToyotaLift is the second oldest Toyota forklift dealer out of 72 in the country.

Toyota's commitment to continual improvement trickles down into everything they do at Conger ToyotaLift, says Scott Zehms, parts manager for the company. The company often taps the Green Bay operation to pilot new lean initiatives. For example, while they used to stock parts for several months, Toyota asked Conger to begin returning unused parts within a month – something of a challenge, but one they were up to.

"The Toyota philosophy flows through everything here," Zehms says. "It takes discipline."

Toyota Material Handling U.S.A.'s lift trucks (Conger's distributor), ranked No. 1 for the 10th consecutive year for quality, value and lowest cost of ownership in a 2014 study conducted by Peerless Research Group. With its Toyota Production System and emphasis on lean manufacturing, the brand has been the top selling forklift in the U.S. since 2002.

Conger ToyotaLift is also on the top of its heap nationwide. It has won the Toyota President's Award every year since 2007. Fifteen dealers out of 72 dealers nationwide receive the award each year. Dealers are judged on metrics in multiple aspects of their business, including service, support and dedication to customers.

Conger brings us the opportunity to team up with that.

"One neat thing is with this master agreement, we can bring all our segments together, and locate the equipment where it's needed most," he adds. "We just announced we'll be opening a facility in Mexico, and some of the lift trucks now in the Fox Valley could be going there."

Thus, fork trucks going to Oshkosh Defense — which has been dramatically scaling back with a reduction in orders for military trucks — will remain in the company's fleet and be relocated to other parts of Oshkosh Corp. as needed.

The flood of new work was exhilarating, Anika says.

"There was a lot of positive energy, but there was also a lot of angst," she says. "It was a big swirl of positive and anxieties and stress. It was fun, because it wasn't like we were struggling. So we celebrated the positives and worked toward how to make everything fit together."

Those in the thick of it attest to the challenges they faced.

"It was tough," recalls Winkka, who, in addition to office management, headed up the IT as well as Human Resources department. "Everybody ended up wearing three or four hats. Sometimes we felt overwhelmed. We had to focus on getting one job done before switching to the next."

Anika, Gary and the management team hired new employees as needed and defined certain roles more



**"Conger" line:** Members of the Conger family ham it up for a little conga dancing.

narrowly. They recently hired an HR director.

Further, communication with the entire team helped. Anika stepped up the meetings with managers and others to ensure everyone stayed on track. She offered optional training sessions to all employees across different disciplines, including "How to Service a Truck" and "Forklifts 101." She even taught some herself, including "Business 101," which covered the history, philosophy, mission and goals of the company.

She has learned a lot about communication from working with her horses.

"You have to keep reinforcing things," she says. "You have to keep your composure. You can get very frustrated as the trainer. You communicate with the animal but it's not verbal communication. I found that I'm very in tune to body language with customers. I realized that as a rider, if you're nervous or upset, the animal feels that — it goes right down through their body and they get upset and uptight. It's part of that training, not only for the horse but for yourself — how to react in situations."

But most of all, she says, spending time riding horses is a wonderful way to maintain balance. She enjoys the sport with her 12-year-old daughter and her mother, Chris (who worked in the family business a short time years ago).

"My horses today are my therapy," she says. "They are my getaway. I go into a completely different world with them because I feel a connection into who I am, and my life, and how that's made me to become successful."

"They also taught me a lot about hard work and that there's not necessarily an immediate payoff all the time. You have to keep moving forward, doing what you're doing, and look at what you can do better. It's that persistence." ①

# Cautious optimism

**2015 brings possible growth, but financial leaders don't advise taking big chances**

It's been awhile since the Great Recession pulled the rug out from under the economy, and now it seems to be weaving itself back together: The stock market had a booming year, real estate is bouncing back and unemployment is on its way down.

With more confidence out there, what are financial planners advising their clients for 2015?

It's really business as usual.

Kurt Heling of Alberts & Heling CPAs LLC says he views 2015 with "cautious optimism" for a couple of reasons.

"One is 2008-09 is still fairly fresh in people's minds because it hit them really hard," Heling says. "Secondly, in this recovery, the market's been going up. The low point of the market was March of '09, and it's been working its way up since then, so we've had a five-and-half year run. Now people are starting to look at the market and say, 'OK, when's the next crash going to happen and how do we plan for it?'"



How people plan for a crash or market correction, if it happens, really depends on where they are in their careers. "A person in their 40s — they're going to be able to weather that a lot more easily than a person who's 60 or 65 and is on the verge of retirement," Heling says.

Heling says if there is another downturn, people shouldn't panic. And at the same time, they should not chase returns. If you've met someone at a holiday party who says he made 40 percent last year and you wonder why you didn't, "It's kind of like that person at the blackjack table or at the slot machine. What are they willing to stick in to win that?" he says. "If somebody made 40 percent in 2014, odds are they're not going to make 40 percent again in 2015. In fact, history says a lot of times those are the first ones to fall back, and fall back hard if there is a downturn."

Jim Zuleger, vice president at Baird in Appleton, says every financial plan must be developed individually based on a person's needs and goals.

"What is the heart of the matter,



"We need to have long-term growth within the portfolio, but we also need to be able to sleep at night as well. Finding that balance between fear and greed is the biggest challenge that we try to help people overcome."

— Jim Zuleger, vice president of investments at Baird, Appleton



what are the things we're really trying to accomplish?" Zuleger says. "And then secondly, we would be reviewing your overall asset allocation: Is our risk tolerance in line with the goals we are trying to accomplish?"

One influencing factor on finances in the coming year could be energy prices and the rebound in hiring, he says.

"Energy is going to be a big thing — what continues to happen overall at the pump," Zuleger says. "We're seeing more and more people going back to work, which hopefully puts more people at ease. There are certainly risks at play as there always are, which is why we believe it's so important to have an overall game plan and long-term focus on anything you're doing."

Josh Smith of Associated Financial says corporate earning is increasing and the U.S. economy appears to be doing well going into 2015, though it can depend on what happens overseas.

"The U.S. can continue to support a weaker Europe and a weaker China

through 2015, but most likely not past 2015," Smith says. "And what I mean by saying that is if Europe and China were to continue to slug along or be in a recessionary environment, particularly Europe, 2016 is when we could start to see the equity markets reflect that in valuations."

Smith estimates 5 to 7 percent overall earnings growth, with a 2 percent dividend yield on top of that. "You could still be looking at a 7 to 9 percent type of return for 2015," Smith says. "Now, that's subject to any sort of major geopolitical event or things of that nature."

People also have been asking about the Affordable Care Act and how it will impact their finances, Smith says, particularly if they're retiring before the age of 65 and have to fill the gap between an employer health plan and Medicare.

Heling agreed that health care is top of mind for clients and it will impact finances and taxes. Rising medical costs and the effect they have

in clients' retirement years, from the tax side of things to the cost of insurance, will impact the economy, Heling says.

As employer mandates kick in during the next year — with large employers having to meet Affordable Care Act regulations this year and mid-size employers in 2016 — that will all impact the economy as well, Heling says. People underestimate the effect of the act on taxes; it's potentially huge, depending on whether a person's income remained the same or changed, which could impact whether or not they receive premium credits and the refund they were expecting.

Another mistake people make generally with finances is not carrying a diverse enough portfolio, Zuleger says.

"We need to have long-term growth within the portfolio, but we also need to be able to sleep at night as well," Zuleger says. "Finding that balance between fear and greed is the biggest challenge that we try to help people overcome." ①



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# What's your dream?

## Miron Construction, Goodwill invest in employees' personal goals to improve loyalty, engagement

**I**t started with a book that Miron Construction Co., Inc. President and CEO Dave Voss says he wasn't going to read.

But a member of his marketing team convinced him to read Matthew Kelly's "The Dream Manager" while on

a flight to Florida. The book discusses how companies who help their employees achieve personal dreams can improve engagement, retention and productivity.

"I couldn't put it down," Voss says. "And I had it just about read by the

time I got to Florida. You have to put yourself in the time where we were — the end of 2012. We were coming out of the worst recession that this country's ever seen."

Voss's team at Miron, like many companies weathering the recession,

**Craig Bieri started a photography "hobby business" after working with a dream coach at Miron Construction Co., Inc., where he works as a graphic designer.**



COURTESY OF CRAIG BIERI

## ON THE WEB

- » [www.northernphotographyco.com](http://www.northernphotographyco.com)
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worked longer hours for equal or less pay, he says, and he worried employees felt disengaged or burned out.

“So when I picked up ‘The Dream Manager,’ it just became very, very clear to me. It just slapped me in the face, like, ‘Shame on you, Mr. Voss, you’ve worried too much about every employee’s work life and you really never thought about their total life — their life beyond work,’” Voss says. “As an employer it’s kind of our job to make sure that people continue to think about their whole life and their dream life and their goals.”

Inspired, Voss announced the company would hire a full-time dream manager.

At first, the idea drew some skepticism from Miron team members and even Dream Coach Carrie Garczynski herself, before she was hired, when she first heard what the company was doing.

“I laughed and said, ‘Nobody does that. That sounds extremely risky. A lot of fun — but nobody does that,’” Garczynski says.

But Garczynski’s interest was piqued. Once Miron employees heard her presentation during the company’s 2013 summit, they were interested, too.

“We talked about how you have the opportunity to create your story, no matter what the chapters are behind you, and here’s a benefit for you to help you map this out,” Garczynski says.



“As an employer it’s kind of our job to make sure that people continue to think about their whole life and their dream life and their goals.”

— Dave Voss, President and CEO, Miron Construction Co., Inc.

To date, 43 Miron employees from corporate and satellite offices have gone through the Miron Dream Project, custom designed with a construction-related theme by Garczynski, who has a background in communications and corporate training.

Projects have included learning to play an instrument, saving for a trip to Italy, developing a salsa-making business, speaking in public and finding birth parents. Miron doesn’t provide financial support for the dreams, but Garczynski meets with each dream achiever on a regular basis to map out a timeline, put together a detailed plan and help put employees in touch with the outside resources they need, such as business advisors and financial planners.

“I was thinking if I could take 10 employees and turn them from marginal people into people that are excited about their life, excited about their interaction with other people — hey, that would be something different that no other company can say they tried,” Voss says. “It attracts better talent. It builds a better team, it creates a strategy and takes your organization to the next level.”

Craig Bieri wanted to develop his

interest in photography and ended up building a “hobby business” that in just a few months has garnered bookings for family, engagement and wedding photos.

“Just being a creative person, I need creative stimulation 24/7,” Bieri says. “So having this outside of work really kind of sparks my creativity at work, too.”

Employees can keep their projects totally confidential if they want to. Lindsey DeWitt didn’t want anyone to know that she was training to be the first female Miron employee to run the full Fox Cities marathon. Just a few days before she ran, she let the cat out of the bag.

“It was kind of a good feeling, and it gave me a lot more motivation and excitement,” DeWitt says. “So I’m kind of glad I kept it confidential up until right before.”

DeWitt’s greatest challenge was her doubt. “I had a lot of inner battles with myself,” she says. It’s not an uncommon challenge and one of the reasons many employees may not have considered giving voice to their dreams or may not want other employees to know what they’re working on.

Garczynski’s job is to help keep team members on track. She kept checking in with DeWitt to make sure she sent in her registration for the marathon, for example, and when DeWitt said she had butterflies about the race, Garczynski sent her a motivational message about butterflies being a symbol of rebirth and renewal.

For Bieri, Garczynski connected him with a business instructor at Lawrence University to help him get established.

[continued] »

“I think it builds morale internally. I think it adds to production and quality of work. It adds personality to the people that are in the program — you just see them shine whenever they’re talking about their dream or achieving their dream.” — Craig Bieri, graphic designer at Miron Construction Co., Inc.



## WELLNESS

"I think it builds morale internally," Bieri says. "I think it adds to production and quality of work. It adds personality to the people that are in the program — you just see them shine whenever they're talking about their dream or achieving their dream."

Goodwill Industries NCW has had a similar program called Circles of Care for about six years.

"We recognize that people are whole

and complex," says Dottie Mathews, organizational chaplain. Goodwill's wellness team includes Mathews and another chaplain, health and wellness coaches and a financial wellness coach for its 1,400-plus employees.

"I think, one, it's a very obvious and palpable message that people are cared for as individuals, that we see them as individual people and care about their overall well-being," she says. "Two, we have evidence to believe that it reduces absenteeism



"I think, one, it's a very obvious and

palpable message that people are cared for as individuals, that we see them as individual people and care about their overall well-being. Two, we have evidence to believe that it reduces absenteeism and that it helps with our insurance premiums."

— Dottie Mathews, Goodwill's organizational chaplain

and that it helps with our insurance premiums."

The self-insured organization started the program in 10 of its stores and recognized quickly a reduction in measurable insurance claims such as ER visits.

"We have an insurance consultant who has told us that it's his belief that we saved many hundreds of thousands, if not millions, over the years that Circles of Care has been in existence," Mathews says.

While Miron hasn't quantified the results of its program, its benefits are apparent in the way it's building team morale and communication, Garczynski says.

"I think it's a phenomenal program, and once people learn more about it and take advantage of it, it'll really show its true colors," Bieri says. ❶

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# Strategic selling

## New partnership poised to set the strategy for economic development

**T**he pieces have always been there.

Oshkosh is home to plenty of major companies that have put it on the map, from its sawdust days of producing wood products to today's global players Bemis Co. and Oshkosh Corp. There is prime space available in the region's industrial parks and visible commercial districts on both sides of the Fox River.

Organizations including the Chamber of Commerce and Chamco have long been active in extolling the virtues of starting or locating a business in Oshkosh, while education institutions have also contributed and work diligently to deliver a highly-skilled workforce.

Despite all those pieces, it sometimes seemed no one knew what the finished puzzle was supposed to look like. Instead of a polished picture, economic strategy at times remained a jumble.

"We have a lot of great organizations that do great things for economic development," says Matthew Jameson, president and COO of Jay Manufacturing Oshkosh, Inc. "If we didn't, there would be nothing to coordinate."

That coordination will now be provided by the Greater Oshkosh Economic Development Corporation, a public-private agency launched in 2014 to create a strategic vision and single point of reference for development activities in Oshkosh and the surrounding areas of Winnebago County.

While still in an organizational mode, the newly-formed agency has set out ambitious goals such as fostering the creation of 1,000 jobs during the next three years. Both private industry and governmental agencies have stepped up to fund those efforts, which organizers say will ensure a unified vision so that resources and

opportunities are not squandered.

"I like to explain it that we are here to be the umbrella," says Bill Wyman, chairman of the board and interim CEO. "We see our job as setting the strategic plan. If everyone knows the overall picture, they can better execute their part. We all work in unison to accomplish the goals."

That unified vision has not always been there in the past, which resulted in gaps, or worse, tensions among the various players. It could also be confusing to businesses looking to expand or locate, as they often had to contact multiple agencies to get answers to questions or find resources, an inconvenience that will now be eliminated.

"Now, with one call, we can bring the right resources to bear and provide them with the right contacts," Jameson says. "Business owners don't have time to sit down with four to five different contacts. Instead, let's

[continued] »

**Bemis Co.'s \$25 million health care packaging facility is under construction in Oshkosh and should open in late 2015. The project, managed by Hoffman Planning, Design & Construction, Inc., was an economic development win for Oshkosh in 2014.**



COURTESY OF HOFFMAN PLANNING, DESIGN & CONSTRUCTION, INC.

## ECONOMIC DEVELOPMENT

figure out the community's overall goals so everyone knows them and we can bring out all the great resources.”

The idea of GO-EDC emerged following a study the city of Oshkosh commissioned in 2012 to review the city's economic development policies and strategies. An ad hoc group formed to review the findings grew into the Greater Economic Development Commission, and as discussions continued, the idea of creating a non profit entity to develop a more strategic approach resulted in the formation of GO-EDC.

There is no intention for GO-EDC to replace any of the existing agencies, Wyman stressed, though Chamco will wind down and transfer many of its functions to the new agency. Chamco's board voted to direct its industrial development activities to GO-EDC, though it will still exist as a legal entity.

The activities of other development

groups such as the Chamber of Commerce and UW-Oshkosh will continue.

“What we realized is we needed a centralized economic development ‘one-stop’ approach,” says Oshkosh City Manager Mark Rohloff. “Now we can better leverage the collective resources of all the partners.”

The EDC board of directors includes representatives from the Chamber, the university, Fox Valley Technical College and public schools, as well as the surrounding towns and private businesses.

Organized in May, bylaws were adopted in June and a strategic plan outlining the group's immediate goals was announced by August. Since then, GO-EDC has been recruiting staff, seeking funding and seeking inclusion from all the economic players in order to get a quick start to 2015.

Included in the organization's three-year goals:

- » Complete, either directly or with

## ON THE WEB

» [www.go-edc.com](http://www.go-edc.com)

partners, 150 company visits and calls annually

- » Increase existing business capital investment by \$75 million

- » Help create 1,000 new jobs in the greater Oshkosh area

- » Provide a one-stop solution to economic development

It's an ambitious agenda, but one that acting COO Brenda Hicks-Sorensen says is important for showing progress with investors, partners and the public.

“We need to show them a way to measure results,” she says. “That's an important part of the strategy.”

Hicks-Sorensen and Wyman recently accepted interim roles with the agency to provide time to find the right candidates to fill the critical CEO and COO positions.

To be certain, some of the goals may be a stretch for an organization

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in its infancy, but GO-EDC plans to track everything from vacancy rates to per capita household income and the change in the tax base in order to show the effectiveness of its efforts.

As a public-private partnership, GO-EDC will raise money from both private sources as well as the city and county. The agency plans to raise at least 60 percent of its funds from the private sector.

In December, GO-EDC had a string of successes on both sides, as private sources pledged more than \$700,000 in commitments for the next three years, while the city of Oshkosh committed to \$166,000 a year and provided the agency with oversight of a \$2.4 million revolving loan fund created with one-time funds from the city's closing of three tax incremental financing districts.

"With the fluctuations in the capital markets what they are, we are fortunate to have that resource," Rohloff says. "It's something we really needed to do."

"Now, with one call, we can bring the right resources to bear and provide them with the right contacts. Business owners don't have time to sit down with four to five different contacts. Instead, let's figure out the community's overall goals so everyone knows them and we can bring out all the great resources."

— Matthew Jameson, president and COO of Jay Manufacturing Oshkosh, Inc.

The loan fund can be tapped to finance projects up to \$200,000 for either new projects or expansion projects. A portion of the variable interest rate will be paid to GO-EDC for administering the fund.

Rohloff says the recent support from the private sector helped convince the city council to invest in the new development agency.

Fundraising efforts, headed up by

Jameson, raised more than \$715,000 in seven weeks. Jameson expects those totals to grow by the time GO-EDC kicks off its branding campaign in February.

"The city and private support we have so far sends a pretty positive message about what we are trying to do," he says. "I would expect that amount to be much higher by February."

[continued] »

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## ECONOMIC DEVELOPMENT

### Bemis builds

The Oshkosh community saw a major win this past year when Bemis Co. decided to locate its new 160,000-square-foot health care packaging facility in Oshkosh.

When completed in late 2015, the \$25 million facility is expected to add 160 employees, doubling the workforce of the previous facility.

The company received \$2 million in assistance from the city of Oshkosh in the form of property tax reimbursements on the new facility. The state of Wisconsin provided \$2 million in low or no interest loans, one of which does not have to be repaid provided the company creates the 160 jobs it expects.

The city also modernized the storm water drainage plan for the industrial park hosting the new facility, further enhancing the park, one of the city's older industrial areas, for other expansions.

### Keep on truckin'

Uncle Sam must think Oshkosh Defense was particularly good last year.

In mid-December, the U.S. Army ordered 256 trucks and trailers from Oshkosh Defense's Family of Medium Tactical Vehicles line totaling \$67 million. The Army will take delivery in 2015 and 2016.

Oshkosh began producing FMTVs for the U.S. Army in 2010. Since then, Oshkosh has delivered more than 22,000 trucks and 11,000 trailers. The FMTV program supports the U.S. Army and National Guard at home and abroad in tactical and combat operations, relief efforts and unit resupply missions. The vehicles feature crew-protecting armor and advanced technologies to provide the capability, versatility, mobility and protection to move troops and supplies, recover vehicles and weapon systems or haul equipment wherever the mission requires. ①



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By Nikki Kallio

# ‘We can build anything’

Factotum constructs furniture, décor from recycled wood for rustic charm

When Justin Kuehl’s wife wanted a high-end look for her salon with reclaimed wood flooring and furnishings, he balked at the price.

“I was the cheapskate,” he says. Instead, he and his friend Nate Lenz found materials and did the installation themselves at Abigail’s downtown Appleton business, Bold Salon. “This was an option that allowed her to get the look she wanted without the crazy high cost,” Kuehl says.

It was the beginning of something great.

That DIY project led to the creation of Appleton-based Factotum, builders of custom furnishings, flooring and accent walls for business and residential customers. Kuehl and Lenz, both in their 20s, got started with another partner, Jordan Banda, who owns a number of businesses, including the recycling company that is housed in the same building as Factotum.

“It was natural for us to just go into something like this,” says Kuehl, who had owned a construction company. Lenz had been flipping houses. In September 2013, their new company started taking on clients. Another partner, Trevor Nackers, helped start Factotum but has since taken a job in the Milwaukee area.

Banda’s industrial recycling company, W International, receives



Justin Kuehl and Nate Lenz, owners of Factotum, repurpose scrap wood into furniture and décor for business and residential clients.

large plastic rolls on wooden pallets made from hardwoods like walnut and maple, and Factotum uses wood from those pallets to build its products. Factotum also purchases barn wood for use in some of their products.

The sustainability aspect goes beyond using reclaimed wood: Their shop is heated with scrap wood from their projects. Kuehl and Lenz also screen print T-shirts and refurbish old motorcycles. They have a steel shop to build wood-and-steel furniture.

“It’s a place for us to take our hobbies and try and make money at them,” Kuehl says. “We took all the

stuff that we had been doing normally and just put them into one building.”

Hence, the name: Factotum, Latin for “make or do anything.”

They’re making it work. The company started with about \$2,000 to \$2,500 in sales; summer 2014 sales reached \$40,000 to \$60,000. Fall is a slower time and Kuehl and Lenz are working on building products that will help sustain them with a more steady income.

“The business side is doing crazy well,” Kuehl says. “It shouldn’t be doing as well as it is, as young as it is.”

As with any startup, it’s a lot of hard

work, Lenz adds. “Last year, we made next to nothing, but it paid off this year.”

The business partners believe strongly in American-made products.

“We go out of our way for tools, our boots, for anything that we wear or use to find American-made products just because they typically last longer,” Kuehl says. Factotum’s business cards (which they order from a company in Milwaukee that uses an old letterpress) and some of their T-shirts read: “The future belongs to the few of us still willing to get our hands dirty.”

That’s not to say there aren’t perks to working for themselves, such as taking a break when things are slow.

“My wife just called me — she said, ‘How’s work going?’” Lenz says. “I was like, ‘I gotta be honest. We’re fishing.’”

Factotum’s clients include Conger ToyotaLift in Green Bay and The Bar locations, the RiverHeath Development, Seth’s Coffee and Bake Shop, Badger State Brewing Co. and residential clients. Much of the business seems to be coming via word of mouth.

“This summer — it went by so fast it was crazy,” Kuehl says. “They just kind of found us.”

In the case of Conger ToyotaLift (this month’s *Insight* cover story) someone Lenz knew worked there and mentioned Factotum to Co-owner Anika Conger-Capelle. “We haven’t done a ton in really getting (our name) out there, but it’s more than busy enough,” Lenz says. “It’s one of those things you can tell, that’s what people want.”

Kuehl and Lenz love the challenge of filling custom orders, such as for a residential client who ordered a 10-foot table that expanded to 16 feet.

“It’s fun because you wrack your brain to figure out how to build it, and as soon as you get done you go, ‘Yeah. We just did that,’” Lenz says.

Andrew Fabry, president and founder of Badger State Brewing Co. in Green Bay, hired Factotum to build about 16 tables with chairs, bar stools and a

bar topper last summer after a friend recommended the new company.

Fabry says Factotum is filling a niche market in the region. “There are people who are looking for this sort of thing in smaller population areas, and I think that, coupled with their attention to details, they’re very sharp guys. They’re very passionate about their work.”

Factotum’s price range varies because of the custom nature of its products.

“I think middle America would be able to afford our stuff, and that’s really who we’re targeting,” Kuehl says. “The high-end people really like it because it is a look and they can get anything custom they want. We can build anything.” ❶

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# An emotional roller coaster

## Flexibility will help ride out the market's highs and lows in 2015

Stimulus, zero interest rate policy, Ukraine, Russia, Ebola and ISIS — these are just some of the things that kept markets on edge last year.

The major U.S. markets spent most of 2014 gyrating between low-to-high single-digit gains, hitting all-time highs in December after a turbulent October. We also saw the historic end of the Federal Reserve's controversial stimulus program (at least for now), leading to higher volatility and market uncertainty. While both China and Japan instituted their own stimulus programs during the year, the European Central bank continued to toy with the idea of stimulus of its own.

On a positive note for consumers, oil prices dropped more than 40 percent from the year's high, dipping below \$60 a barrel for the first time in five years. Consumers have

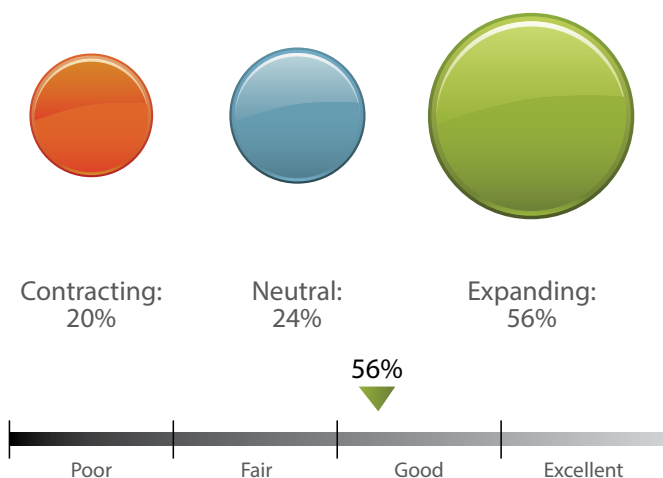
cheered cheaper prices at the pump while large energy companies have begun to scale back on exploration and development projects until prices recover.

Despite rising volatility, clearTREND research produced by our firm in Appleton indicates weak, upward trends in small-, mid- and large-cap equities. Our U.S. Economic Health Index™ shows 56 percent of U.S. sectors are still expanding, a slight improvement compared to December, but still weaker than normal.

"At The Appleton Group, we believe that 2015 is all about stimulus. If the massive stimulus efforts continue this year, we believe that current market levels are appropriate," says Mark Scheffler, senior portfolio manager and founder of the Appleton Group. "But if the stimulus package does end and interest rates begin to normalize, look out below — stocks, bonds, commodities and real estate are all vulnerable to significant declines. So be watchful and use flexible investment strategies like ours to help you stay on the right side of the market." ❶

### clearTREND U.S. Economic Health Index:

This index measures more than 130 unique U.S. market sectors to determine how many are expanding, stable or contracting. More than 50 percent of expanding sectors are healthy, while less than 50 percent are not.



Data as of 12/11/2014

#### KEY:

▲ = uptrend    ▼ = downtrend

**Ticker** = trading symbol (individual securities only)

**Trend Began** = date on which current trend was identified

**Confidence** = clearTREND's historic success rate in generating capital gains based on accurate trend identification

### Sector Focus:

#### Wellness

Description	Ticker	Trend Began	Confidence
▼ Avon Products Inc.	AVP	9/8/14	76.98%
▲ Coty	COTY	11/4/14	99.00%
▲ Estee Lauder Companies Inc.	EL	12/3/14	77.18%
▲ Johnson & Johnson	JNJ	11/10/14	79.77%
▲ Life Time Fitness Inc.	LTM	10/1/14	85.06%
▲ Procter & Gamble Co.	PG	3/25/14	84.55%
▲ Regis Corporation	RGS	6/20/14	72.88%
▲ Steiner Leisure Limited	STNR	10/29/14	71.72%

#### Wealth Management

Description	Ticker	Trend Began	Confidence
▲ Affiliated Managers Group	AMG	11/5/14	86.67%
▲ Ameriprise Financial Inc.	AMP	11/5/14	84.42%
▲ BlackRock Inc.	BLK	6/6/14	83.02%
▲ Franklin Resources Inc.	BEN	10/27/14	72.44%
▲ Invesco Ltd.	IVZ	11/5/14	79.23%
▲ KKR & Co. L.P.	KKR	11/6/14	78.87%
▲ The Bank of New York Mellon Corporation	BK	7/30/12	72.81%
▲ The Blackstone Group L.P.	BX	11/26/14	76.70%



## Sector Focus:

### Oshkosh - Top Employment Sectors

Description	Trend Began	Confidence
▼ Banks	11/24/14	99.00%
▲ Construction & Materials	12/10/14	88.00%
▲ Financial Services	6/27/14	85.00%
▼ Health Care	10/28/14	92.31%
▲ Industrial Goods and Services	9/16/14	95.24%
▲ Insurance	6/2/14	92.86%
▲ Retail	3/3/14	78.57%
▲ Technology	6/12/14	88.24%
▲ Travel and Leisure	12/4/14	87.76%

## Select Trending Wisconsin Stocks:

Description	Ticker	Trend Began	Confidence
▲ Baylake Corporation	BYLK	12/4/14	84.02%
▲ Bemis Company Inc.	BMS	11/24/14	79.78%
▼ First Business Financial Services Inc.	FBIZ	12/4/14	80.58%
▼ Manitowoc Company Inc.	MTW	12/4/14	72.00%
▼ Oshkosh Corporation	OSK	12/5/14	79.69%
▼ Pulte Homes Inc.	WBB	12/3/14	99.00%
▼ Rockwell Automation Inc.	ROK	12/2/14	76.13%

## Select Trending U.S. Sectors:

Sector	Trend Began	Confidence Index
▼ Aluminum	12/11/14	85.37%
▲ Commodity Chemicals	12/10/14	85.23%
▼ Electronic Office Equipment	12/11/14	86.36%
▲ Internet	12/10/14	88.00%
▲ Leisure Goods	12/11/14	71.26%
▼ Select Oil Exploration & Production	12/11/14	79.37%
▲ Software & Computer Services	12/11/14	87.14%
▼ Steel	12/11/14	87.50%
▼ Technology	12/8/14	79.55%

## clearTREND®

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Consolidated Construction Co. Inc. announced several new staff additions and promotions: **Tim Rinn**, manager of strategic markets; **Jeremy Walker** and **Brian Gebauer**, promoted to senior project manager; **Paul Ver Voort** and **Chris Sievert**, promoted to project directors within the company; and **John Meulemans**, safety manager.

Insight Creative, Inc. hired **Jen Haas** as account coordinator to expand its team and meet the needs of a growing client base.

The Oshkosh Chamber of Commerce recognized several individuals and businesses during the organization's 107th Annual Meeting & Recognition Program: **Ellen Schmidt**, Alberta Kimball Community Service; **U.S. Rep. Tom Petri**, Horizon Award; **State Sen. Mike Ellis**, Horizon Award; **Stan Mack**, Stephen Mosling Commitment to Education; **4imprint & Oaklawn Elementary**, PALs Award; **Barb Herzog**, Lynne Webster Leadership Award; **Pam Schubert**, Ambassador of the Year; **Meghann Kasper**, Outstanding Chamber Volunteer; **Jon Dudzinski**, Propel Young Professional Award; **Vicki Updike**, Woman of Achievement; Bergstrom Automotive, Enterprise of the

Year; and Tamara's the Cake Guru, Small Business of the Year.

Appleton-based Hoffman Planning, Design & Construction, Inc., announced **Trevor Lord** and **Joe Jerovetz** joined its staff as a senior job captain/senior technical designer and job captain, respectively.

Bemis Company, Inc. announced its board of directors elected **Michael B. Clauer** as vice president and chief financial officer. Clauer joins Bemis from BWAY Corp., a supplier of metal and rigid plastic containers, where he was executive vice president and chief financial officer.

Lakeshore Technical College welcomed three new employees to its staff: **Rachelle Phakitthong**, dean of general and pre-college education; **Heidi Soodsma**, executive assistant to the president; and **Pat Staszak**, dean of energy and agriculture.

Faith Technologies named **Scott Romenesko** director of strategic growth responsible for managing the company's targeted vertical markets such as industrial processes and manufacturing.

The Jor-Mac Co. of Lomira appointed **Jon Hintz** as director of business development.

The Building for Kids Children's Museum announced two new leaders to the

organization: **Jarrad Bittner**, executive director; and **Michael Wartgow**, chief operating officer.

**Adam Sutter** joined the staff of Cerebral Palsy, Inc. in Green Bay as the director of development.

Big Brothers Big Sisters of Northeastern Wisconsin welcomed **Wendy Koehler** and **Chip Smoot**, both from Schreiber Foods, to its board of directors.

**Andrea Rathsack** joined the staff at the Wisconsin Council on Problem Gambling as the new outreach coordinator.

First National Bank – Fox Valley announced the hiring of four new employees: **Erin Jensen**, commercial loan servicing lead; **Nate Simonson**, personal banker; **Sarah Johnson**, teller; and **Joyce Pindel**, business relationship manager.

H.J. Martin & Son added **Kurt Kremers** and **Karen Siegrist** to its residential design and sales teams. Kremers joined the sales/design staff at the company's Green Bay showroom. Siegrist is the new assistant store manager, designer/sales, at H.J. Martin's Neenah showroom.

**Anne Hemann** accepted the position of senior commercial underwriter at Appleton-based Integrity Insurance.

**Steve Angst** joined Gandrud

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**Leila McMahon** joined Breakthrough Fuel as vice president of Breakthrough Insight, a new product to be launched by the transportation energy advisory firm. McMahon will be responsible for coordinating and leading the launch. Prior to joining Breakthrough Fuel, McMahon was the vice president of internal business applications, product integration and PMO for GS1 in Toronto.

The Wisconsin Health Ministries of Ascension Health appointed **Daniel E. Neufelder** as Ministry Health Care president and CEO, effective Dec. 1. Neufelder succeeds Nick Desien, who will continue in his position of Ascension Ministry market leader for Wisconsin, Kansas and Oklahoma. Neufelder has served as senior vice president—chief operating officer for Ministry Health Care the past two years. Prior to that appointment, he was president and chief executive officer of Affinity Health System, a part of Ministry Health Care.

Menasha-based Gold Cross Ambulance Service introduced **Mark Fredrickson** as the company's new executive director, effective Feb. 1. Fredrickson will

assume the role when current Executive Director Jack Hill retires. Gold Cross announced **David W. Rae**, a paramedic and a registered nurse, as the operations director for the regional ambulance service.

Eight Conway, Olejniczak & Jerry, S.C. attorneys have been named 2014 Wisconsin Super Lawyers or Rising Stars by Wisconsin Super Lawyers magazine: **Greg Conway**, **Tom Olejniczak**, **Fred Schmidt** and **George Burnett** are listed as SuperLawyers; **David Weber**, **Kurt Goehre**, **James Ledvina** and **Steven Krueger** are listed as 2014 Rising Stars.

Appleton-based Thompson Law, LLC, announced **Ryan P. Thompson** has been named to the 2014 Wisconsin Rising Stars list by Wisconsin Super Lawyers magazine.

**James E. Feiertag** joined Bemis Manufacturing Co. of Sheboygan Falls as president and CEO of the global manufacturing firm, assuming the role previously held by Richard A. Bemis. Feiertag previously served as executive vice president at Racine-based Twin Disc Inc. with responsibility for European/Asian Operations and Global Sourcing.

**Meridith Jaeger** was named executive director of the

Wisconsin Family Business Forum at the University of Wisconsin-Oshkosh. Jaeger is the co-founder of AeroInnovate and also served as the director of the Council for Innovation and on the fund organizing team for the Angels on the Water investment fund.

**Corey Coogan** has formed Logistically, Inc, a startup focused on building a Transportation Management System geared towards shippers, brokers and third-party logistics organizations. Logistically's flagship product, Logistically TMS, is a cloud-based TMS marketed to small and mid-sized companies.

CitizensFirst Credit Union added three members to its executive team: **Karrie Drobnick**, vice president of marketing; **Dave Mann**, chief financial officer; and **Todd Slagter**, vice president of legal and risk management.

V&S Midwest Carriers Corp. of Kaukauna has expanded and added several changes to its team: **Michele Griesbach**, hired as driver manager; **Keith Gornjak**, promoted to safety & compliance supervisor; **Dawn Haessly**, promoted to accounting manager; **David Horner**, hired as an over-the-road driver; and **Paul Tank**, hired as an over-the-road driver. ①



Schmidt



Burnett



Weber



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**U.S. Venture, Inc.** received the New North Workplace Excellence Award at the 11th annual New North Summit, held at the Blue Harbor Resort in Sheboygan. The Workplace Excellence Award is presented by New North, Inc. and Right Management, Inc. to organizations located within the 18-county New North region. It recognizes companies with best-in-class people practices, leading to successful results that create a competitive business advantage.

C.A.T. Inc. has signed an agreement with **U.S. Oil** of Appleton for the construction of five GAIN Clean Fuel compressed natural gas stations in the United States and Canada to support C.A.T.'s acquisition of 100 Ryder CNG sleeper tractors. The stations will be located in Toronto, Montreal, Laredo, Texas; Charlotte, N.C.; and Scranton, Pa.

**Bemis Company, Inc.** completed the sale of its global pressure sensitive materials business MACTac to

Platinum Equity, a California-based private equity firm. The transaction was completed for a purchase price of \$170 million, subject to customary post-closing adjustments.

**Miron Construction Co., Inc.** received an Award of Merit from ENR Midwest through its Best Projects 2014 competition for its work on the Lambeau Field North & South End Zone Stadium Improvements in the sports/entertainment category. Miron's \$145 million Lambeau Field project included the addition of nearly 7,000 new seats in the south end zone, two new gates, a rooftop viewing platform in the north end zone, as well as two new HD video boards and a new sound system. Miron also announced the completion the renovated Clow Social Science Center at the University of Wisconsin-Oshkosh. The \$674,000 project was ready for students in mid-November 2014. The company is also partnering with **Performa, Inc.** to build a new corporate office building

for Skyward, Inc. in Stevens Point. The \$32.8 million project is set to be completed in December of 2015.

**American Digital Cartography, Inc.**, of Appleton, announced the release of ADC WorldMap Digital Atlas v7.1, an upgrade featuring two new layers: World Seas and World Coastlines. Along with the two new layers, ADC WorldMap Digital Atlas v7.1 includes current country and first level political boundaries for the entire world and over 37,000 second level political boundaries in 123 countries.

**H.J. Martin & Son** completed a major project for national retailer Burlington Coat Factory consisting of fixture installations at 49 stores across the United States as part of a remodeling of its Home and Accessories departments.

**Starry Realty, LLC**, moved into its newly renovated office at 112 N. Broadway, De Pere. The renovation of the historic building will allow community organizations

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to use it as a gathering space for meetings, concerts and events.

**A.C.E Building Services** has been selected for two area projects: the design/build contractor for **County Visions Cooperative's** renovation in Valders; and **Wisconsin Nationwide** selected the company for design and construction management for a project to increase the capacity of trailer storage for the freight carrier and to allow the carrier to expand its fleet.

**Jagemann**, Manitowoc, announced a partnership making Snake Rivers Shooting Products & Consulting, Inc. the company's master OEM distributor.

The U.S. Department of Health and Human Services recognized **St. Agnes Hospital** for reaching the silver level of achievement for enrollment in state organ donor registries.

**ACUITY** received three awards at the 2014 ACORD Implementation Forum for delivering technology solutions that support real-time business capabilities in both personal and commercial insurance lines: Action Award, for implementing standards and utilization of the ACORD framework; Streamline Award, for usage of the ACORD standards and framework; and Industry Recognition/Leadership Award, recognizing **ACUITY's** leadership. **ACUITY** also received the 2014 Applied IVANS Interface Partner Award. **ACUITY** was named 2014 Company of the Year by both the Independent Insurance Agents of New Mexico and the Independent Insurance Agents of Indiana.

The **Ministry Door County Medical Center Dental Clinic** received a \$3,000 grant from the Brown-Door-Kewaunee Dental Society for its expansion of services from three days a week to four days each week.

**Soodsma Insurance Agency, LLC** opened a new location at 805 Quay St., Manitowoc.

**School Specialty, Inc.**, donated essential school supplies [continued] »

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and learning materials to North Side School, a nonprofit charter school specializing in education and early childhood development, operating out of eight sites in the New York City boroughs of Queens and the Bronx as part of its “Gift of Education” holiday campaign. The Greenville-based company also donated 5 percent of holiday purchases up to \$50,000 in support of DonorsChoose.org — an online nonprofit that directly funds classroom projects at public schools — as part of its “Gift of Education.”

The Wisconsin Department of Workforce Development Division of Vocational Rehabilitation recognized **Touchmark** of Appleton as a winner of the Governor’s Exemplary Employer Award.

**Faith Technologies** received a “Healthiest Employers Award” presented by *Milwaukee Business Journal* naming the company a healthiest employer within the

large-sized category and recognizing its efforts to promote health and wellness within the organization.

**NeighborWorks Green Bay** completed its latest renovation project at 513 Hubbard St. This project has been a collaborative effort between several partners, including the **City of Green Bay**, **Ridgeline Home Builders**, volunteers from **Northeast Wisconsin Technical College** and others.

Thimke Jewelers, Oshkosh, will change owners and its name to **Dream by Thimke Jewelers** in February.

The **Kimberly Area School District** has received two awards from the Wisconsin School Public Relations Association recognizing its communications efforts. The district earned the top honor, an Award of Excellence, for its Community Values posters and an Award of Merit for its Plan for Excellence.

**Investors Community Bank**

employees designated \$8,600 toward multiple nonprofit organizations in Manitowoc and Portage counties, as well as the surrounding areas. Additionally, employees of ICB held fundraisers throughout October to create awareness of cancer and raise money for Holy Family Memorial’s Cancer Care Center. In total, \$4,087 was raised and donated to HFM.

**Bemis Manufacturing Company** received the 2014 Economic Driver of the Year Award from the Sheboygan County Economic Development Corporation. The company also announced it has selected **Hoffman Planning, Design & Construction, Inc.** to provide total project management of its \$25 million expansion project in Oshkosh. The 160,000-square-foot project involves renovating the two existing facilities on the Bemis Healthcare Packaging campus and constructing a 107,000-square-foot



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warehouse addition combining the buildings into one.

**Great Lakes Trucking, LLC** opened a new location at 815 E. Albert Dr., Manitowoc.

**Cyber Works** opened a second store at 735 N. 11th St., Manitowoc.

**Big Apple Bagels** located at 3105 Calumet Ave., Manitowoc, is under new ownership. Donna Borstad and her husband Ed recently purchased the franchise.

The **Advance Business & Manufacturing Center**, Green Bay, announced the graduation of two clients from its business incubation program: **Malcore & Gaecke** and **Antiphon Law** have moved to a new location in the Columbus Building in downtown Green Bay.

Appleton's **J.D. Byrider** dealership earned a President's Award at this year's annual J.D. Byrider convention. The Appleton dealership was one of 16 stores earning this distinction in 2014.

**Georgia-Pacific's** Green Bay operations awarded the Bellevue Fire Department \$10,000 from the Georgia-Pacific Bucket Brigade™ grant program.

The board of directors for **Valley Home Builders Association** announced the following companies have joined the nonprofit organization: **Bay Area Services Inc.**, **Concrete Cutters Inc.** and **Thrivent Financial-Gregg Holz**.

Mid-America Real Estate-Wisconsin, L.L.C., announced the following transaction: **Forest Home Investors, LLC** purchased the SCA North American office building at 1451 McMahon Dr., Neenah.

The **Riesterer Team** at **Coldwell Banker The Real Estate Group**, Appleton, donated more than \$6,400 to the Homes for Heroes program since joining in June of 2014. The team – which includes: John W. Riesterer, John D. Riesterer, Andrew Brisson, Bill Habermann, Erik Lemke, Mike Link, Marcia Prochnow and Jeff Wippich – donates up to 25 percent of [continued] »

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#### Upcoming events:



Jan. 20

**Jeff Rafn, President, Northeast Wisconsin Technical College**  
From Whence Shall They Come: The Demand for Technical Skills

Hendrickson Dining Room, F. K. Bemis International Center, St. Norbert College

Sponsor: Navigator Planning Group



Feb. 25

**Mark Herzog, President and CEO, Holy Family Memorial**  
The Cure for Healthcare: Quick Fixes, Rocky Roads and Your Company

Butte des Morts Country Club, Appleton

Sponsor: US Bank



March 10

**Charlie Schrock, Chairman and CEO, Integrys Energy Group**  
Trends in the Utility Business – What the Future Holds

Hendrickson Dining Room, F. K. Bemis

International Center, St. Norbert College

Sponsor: WPS



March 26

**Pat Michels, President, Michels Corporation**  
The Competitive Advantage of Being a Privately Held Company

Butte des Morts Country Club, Appleton

Sponsor: Bank Mutual

#### Also scheduled:

April 8

**Bill Rehm**  
President and CEO  
Daybreak Foods

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May 1

**Trisha Lemery**  
President and CEO  
Winsert, Inc.

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its gross commission to the program.

**Menasha Packaging** won two awards in the 2014 North American Paperboard Packaging Competition: an excellence award in the carton competition's Innovation category for its TIDI Tower™ and an excellence award in the General category for its Coppertone Sport Broad Spectrum Sunscreen Special Pack.

**SECURA Insurance** and

Homeless Connections partnered to raise awareness and funds during National Hunger & Homelessness Awareness Week. SECURA, through its corporate charitable fund at the Community Foundation for the Fox Valley Region, matched up to \$15,000 in contributions to Homeless Connections made Nov. 16-30.

The **Oshkosh Chamber**

**of Commerce** honored five organizations for creativity during its 32nd annual Holiday Parade: **Winnebago County Sheriff's Dept.**, Grand Marshall's Award for Best Overall Float; **Wesley United Methodist Church**, Children's Award for Best Children's Float; **4imprint**, Oshkosh Chamber of Commerce Award for Best Commercial Float; **Wave Robotics Team 2826**, Mayor's Award for Best Non-Profit Float; **Celebration of Lights**, Chancellor's Award for Best of the Rest.

**BrandDirections** won three

public relations awards at the Public Relations Society of America Northeast Wisconsin Chapter annual awards ceremony: Award of Excellence in the Media Relations category for the work the agency did reintroducing a product on behalf of its client Laminations of Appleton; Award of Merit in the Special Events category for the SCA Barton, Ala., plant's 10-year anniversary campaign; and Award of Merit in the Branding/Reputation Management category for public relations efforts to build awareness of SCA's mission in the U.S. ①

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## Fresh and healthy

**THE NEW CAFETERIA AT ST. ELIZABETH HOSPITAL, APPLETON,** is open to the public — and with its emphasis on fresh, nutritional and farm-to-table food, it's bound to draw a following.

The Marketplace opened in mid-December. Besides a menu that includes food cooked from scratch, it features tall ceilings and floor-to-ceiling windows that look out onto a courtyard, which will be lush with gardens and a fountain by spring.

Part of phase four of the hospital's multiyear, \$108 million renovation, the cafeteria is on the ground floor of the new, five-story Fremont Tower. Patient rooms in the tower are expected to open mid-January.

Before patient rooms were designed, more than 700 patients were surveyed about what would make their hospital stays more comfortable. Out of 175 suggestions, designers incorporated 107 ideas into the new rooms to enhance patient healing.

Among the enhancements: Each of the 90 new, private rooms on three floors of the Fremont Tower is separated into "neighborhoods" of 10 rooms, with five rooms on each side of a nurse's station, keeping noise to a minimum. Outside each room is a small desk with a computer overlooking a window; a nurse can open the blinds and glimpse the patient as well as the monitor showing vital signs, allowing patients to rest with minimal interruptions. A two-sided closet allows nurses to stock supplies from the hall and access them inside the room. Doors to each private restroom slide completely open to allow nursing staff to assist patients as needed. Every room comes with a visitor's chair that folds open to a single bed.

"Everything is designed to keep things efficient while keeping that healing atmosphere for patients," says Jamin Homan, Lean Leader and RN, Affinity Health System. ❶ — *Margaret LeBrun*



WHITE HOT



By Shane Van Boxtel

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## Outfitted in rain gear,

I'm getting ready to cast my jig and minnow toward the shore. I place it perfectly in the slight current that pulls it under the overhanging tree branches. I'm only a couple hours into our Canadian fishing trip and feeling a little anxious. I have dreamed of landing fish after fish. There seem to be endless walleyes stacked on this wind-blown point. I'm catching some of them. For the first time ever, I am hooking more walleyes than minnows.

I watch as my line drifts further from shore toward the deeper water. Then comes the familiar bump and a slight feeling of weight on my rod tip. "There's one," I announce as I over exaggerate another successful hook set for all in our party to see. What follows is another delightful battle and a glimpse of the white spotted tail as it splashes the surface trying to avoid the oncoming net. It's a fat 17-inch walleye, nobody's monster, but more than good enough to place in the live well for our shore lunch.

I'm feeling blessed to have this opportunity. I would not have, { continued }







except Steve Cegielski provided an invite. I initially met Steve setting up trade show booths at our first Manufacturing First Expo. We had a mutual love for hunting and fishing. Better yet, Steve explained that he and Scott Pautz were owners of the All-Canada Show and they were bringing it back to Green Bay in early 2015. The conversation eventually led to us coordinating this trip to highlight Canadian corporate travel opportunities.

## Fly-in adventure

Our trip began in Minnesota, just hours before my first cast. Steve and I were joined by my father-in-law Rich Prange (Papa) and Rob Kleman. I have known Rob since 1989 because of his position as senior VP of economic development at the Oshkosh Chamber of Commerce. We assessed our gear when we arrived

at the airport in Blaine MN just north of St. Paul. Any questionable items were returned to my truck. Steve reminded us about the 40 pound per person weight limit for the private charter plane flight. But he also reassured, "Don't worry guys, the Guardian Eagle website states that you only need to pack a toothbrush."

I'd heard about fly-in trips but had never experienced one. The flight to Guardian Eagle Resort in Sioux Lookout, Ontario provided evidence that we were not going to be roughing it. The Pilatus PC-12 made one stop at Sioux Lookout to clear customs. Then it was a short flight with plenty of breathtaking scenery as we passed over miles of Canadian lakes and woodlands. Upon arriving at the resort's private landing strip, our gear was taken by the Guardian Eagle staff and we were escorted to the main lodge for a hearty breakfast. No time to waste. Within an hour we were loaded up in our boats, pulling away from the dock house to

begin our fishing adventure.

"Tough day at work, huh Steve?" said Rob. Steve just smiled.

## Great fishing

To say you can catch 100 walleyes a day is not an exaggeration. Potentially, the biggest challenge is deciding where to concentrate your efforts. Do you stay near the resort or head anywhere else on DeLesseps, which is a long body of water spanning about 20 miles of easy-to-navigate fishing terrain. Or another option is to venture a bit further away to Minniss Lake where the water really opens up (20 miles across) to catch the giant northern pike which our native guide calls "gators." After shore lunch, we decide to try our luck on northern pike. "Let's see if Carl is still mad at me," suggests our guide. He explains that Carl is a 44-inch lunker he has boated and released a couple times this season. "Carl got a little ornery when my clients from Texas handled him too long taking photos," he added.

So our hunt for northern pike begins.



## Dining

Some say the food is why they come to Guardian Eagle Resort. Whiskey-soaked baby back ribs, New York strip loin cooked to perfection with jumbo shrimp scampi, tender baked Chicken Oscar just to name a few. Before you can get to dinner though you'll be tempted with the likes of apple-stuffed French toast, fresh blueberry crepes or made to order fluffy omelets at breakfast.

Your guide is your chef for each day's shore lunch. Fresh from your morning catch you'll be tempted by the likes of traditional fried walleye, poor man's lobster, walleye chowder and crunchy panko walleye bites. Every day is a new shore lunch experience! ■



Not long after casting toward a shallow weed bed in the middle of the lake, Papa hooks into one. It's a different fight than we experienced with the walleyes. Papa handles the battle well. He adjusts his drag to allow the fish to peel off line as it powers away from the boat. Our guide assists with the net and lands a 33-inch northern. It's not Carl, but it has energized us to cast for more. The next hours are spent casting, retrieving and landing numerous small pike. We eagerly anticipate the answer from Carl.

Steve and Rob are working a shoreline farther away from us when we hear a familiar cheer go up. We can see a larger bodied fish being held by Rob. We motor over to witness his catch. He poses with a beautiful 36-inch northern. Steve does a masterful job getting photos and returns the fish back to the water. With a sudden burst of its tail, it splashes Steve as it swims off to fight another day.

## Hospitality and encouragement

What a first day. The conversation around the dinner table at the lodge echoes the same thought. As we enjoy a delicious dinner of Chicken Oscar, complete with apple pie and ice cream, we continue to reflect on it all. The staff at Guardian Eagle not only pamper us, but they encourage us to get on the brag board before our trip is over.

"Any northern over 36 inches or any walleye over 24 inches is recorded on the poster boards by the cocktail reception area," says Suzanne Favot, the owner of Guardian Eagle. She goes on to explain a third board for unique "wall-pike" honors.

"You'll know it when it happens. You've got that perfect size walleye fighting its way up to the surface and BAM here comes a monster northern pike to try and make off {continued}



## Guardian Eagle Founder's Legacy Lives On

Like Walt Disney, Dick Davidson had a dream of creating a destination resort. His vision was preserving 75,000 acres of pristine, exclusive waters of Ontario, Canada so others would come to enjoy a very special experience. In the early 1990's he designed a plan to build a quality "fly-in only" lodge and resort. His dream became a reality with the help of Tourism Ontario, the local government and the trust of his business partner. Three years later, Guardian Eagle Resort was born!

Visitors from around the world have touched down on the 3,200-foot concrete landing strip at Guardian Eagle. Guests enjoy some of the best walleye and northern pike fishing in all Ontario, if not all of Canada, while experiencing a truly native land with moose, deer, eagles and other wildlife. Relax in the luxury of log homes and being treated by a top notch team serving up delicious meals and extraordinary hospitality.

Dick Davidson passed away at the end of the 2012 summer season, but his dedication is deeply etched into the very fabric that is Guardian Eagle Resort. Many former guests will tell you Dick's presence can be felt everywhere. Every season is dedicated to him. The staff believes he is now the guardian eagle watching over them, and all who come to fish and spend quality time with family and friends in this dream destination. ■



with it as an easy meal. Net these two and you earn your way onto the wall-pike board.”

## Making memories

The rest of the trip did not disappoint. More great hospitality including breakfast, shore lunches and delicious servings of dinner. Plenty of peaceful time to connect with nature, especially when you know that you and your group are the only ones there. And of course, the unbelievable fishing.

Eventually, Rob Kleman took the honors of landing the biggest northern pike of the week. He proudly recorded his name and the 38-inch fish on the brag board. The prize walleye eluded us until the last night of our trip. After dinner, we motored behind the resort in Moose Bay for one final try. The action could not have been better. Papa, Steve, Rob and I were catching more walleyes than even

seemed possible. As the darkness was settling in, it happened. I had a solid hook set with nice weight to it. Trying not to get too excited I began playing out the fish. It didn't break the surface, but created a huge boil of the water as it took another dive to escape. “Oh that's a good one,” said Steve as he witnessed the commotion. With the help of Rob's netting skills, we finally had a 25-inch walleye in the boat.

The next morning, I logged our accomplishment on the walleye board in the lodge. I couldn't help but smile in disbelief as I was leaving Guardian Eagle Resort. As our plane rose off the runway, I knew I would be sharing this story many times. The first would be later that day after a short flight and quick drive home.

What an amazing trip. ■

*Written by Brian Rasmussen, co-publisher, Insight Publications.*



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