

# Supplemental Handouts

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JCEDC May 2014 Board Meeting

Full WPN minutes

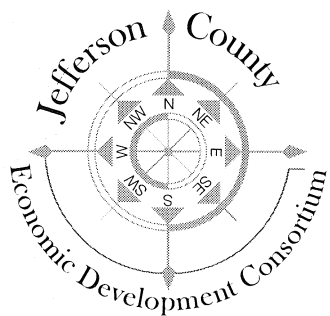
Vehicle	Area	Distribution	Cost	CPM	JCTC 2014 DISTRIBUTION PLAN (print run 35,000) Updated 5/13/14
<b>Paid Options</b>					
Daily Herald NP Group	Chicago Suburbs	15,000	\$2,025	\$135	Delivered to homes. JCTC guide placed on top of paper and inserted into plastic sleeve. Distributed May 11th Sunday Editions.
CTM Iowa	I 35 & I 80	3,000	\$960	\$360	\$480/month for both highways @ 2 months. Additional fuel surcharge is \$53.
CTM Western WI	Western Border	800	\$225	\$405	\$112.50/month for 2 months.
WI 2 Go	5 WI festivals	650	\$250	\$387	Country USA, Marinette Logging & Heritage Festival, German Fest Milwaukee, Jack Pine Savage Days in Spooner, and the 100th Annual Green County Cheese Days in Monroe.
Travel Planner Mailing	National	200	\$450	\$2,000	Leigh and marketing committee to do. \$2.03 per book x 200 using Circle Wisconsin lead list
WI Welcome Centers	Interstate and Non Interstate locations	1,000	\$0	\$0	Beloit, Kenosha, La Crosse, Menomonie. Marinette, Platteville, Prairie Du Chien, Superior. Our book had been approved. Jen will fulfill requests.
WI State Fair		320		\$150	Volunteers Needed
WIGCOT		320	\$0	\$125	Done
Canoeopia		160			Done
Bluegrass Festival		160	\$0		Volunteers Needed
Milwaukee Sport Show		160			Done
<b>SUBTOTAL</b>		<b>21,770</b>	<b>\$3,910</b>	<b>\$180</b>	
<b>Non-Paid Options</b>					
Circle WI--Tour operator events		32 tour planners	\$0	\$0	Leigh and Christine Aumuelier distributed to tour operators from IA, WI, IL, MI, CA, OH
Community Placements	Jefferson County	12,000	\$0	\$0	Focus on Hotels, Attractions, Tourist Destinations on main routes, CVBs. Need to cut list to focus on high traffic areas.
Public Relations	News Releases to all WI Media				145 Weekly, 33 Daily NP 234 Radio, 35 TV\$450 in postage and materials. Leigh and Marketing committee
Rockford Area	Rockford	500	\$0	\$0	Local contact is Rockford will handle
<b>SUBTOTAL</b>		<b>12,500</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL</b>		<b>34,270</b>	<b>\$3,910</b>	<b>\$114</b>	
	<b>Ongoing</b>				
	<b>To Do</b>				
	<b>Done</b>				

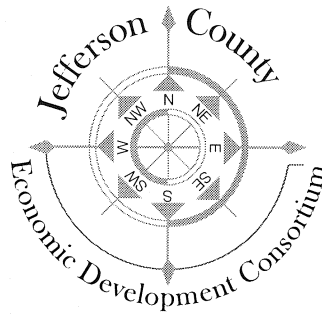
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# 2013 ANNUAL REPORT: STATE OF THE ECONOMY

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM





A special thanks to the staff of Jefferson County, elected officials of the County's communities, and the local leaders of the area.

### **2013 JCEDC Board of Directors**

City of Fort Atkinson - Matt Trebatoski

City of Jefferson - Timothy Freitag

City of Lake Mills - Steve Wilke

City of Waterloo - Mo Hansen

City of Watertown- John David

City of Whitewater – Cameron Clapper

Village of Johnson Creek - Mark Johnsrud

Jefferson County Supervisor - James Schroeder

Jefferson County Supervisor - Augie Tietz

Jefferson County Supervisor - Al C. Counsell

### **Report Preparations Completed By:**

JCEDC Executive Director - Genevieve Borich, PhD, AICP

Administrative Assistant - RoxAnne Witte



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April 15, 2014

To whom it may concern,

I would like to take this opportunity to introduce myself as the new Executive Director of the Jefferson County Economic Development Consortium (JCEDC). Since starting in March of 2014, I have been tremendously impressed with the work of the JCEDC, its partners, and the communities within the County. I have enjoyed joining the JCEDC team and am looking forward to the year to come.

Enclosed is Jefferson County's Economic Development's 2013 Annual Report. Included within this document are three main sections overviewing the work of the JCEDC and its partners over the last year as well as looking forward to next year: 1) an overview on the State of Jefferson County and its economy, 2) a 2013 Year in Review of the work of the JCEDC, and 3) Looking Forward to 2014 with the work of JCEDC and its partners. We encourage you to review the report and share it with the local leaders and partners you work with.

## **State of the County's Economy**

Jefferson County is currently holding at about a 6.1% unemployment rate, lower than both the State of Wisconsin and the nation. However, when examining detailed economic data there are still opportunities for improvement in the County's economy. 10% of the County's residents fall below the poverty line. 13% of the County's children are living in poverty. An estimated 68% of the County's workforce are employed in occupation areas typically at or below a self-sufficiency wage. While local industry has grown 1.02% since 2011, several industries have experienced losses.

Business retention and expansion is becoming increasingly competitive, necessitating a professional and coordinated local support system for business executives and site selectors. Both within the County and outside of it, regionalism is ever-important; Jefferson County is within two larger laborsheds (Madison and Milwaukee). The County has a significant amount of commuting within the larger region: 15,500 of Jefferson County residents work outside the County; 11,270 workers are imported from outside the County. Areas where the most workers commute outside of the county are: Waukesha (5,407), Dane (3,971), Walworth (1,830), Dodge (1,491), and Milwaukee (1,281). Top counties where Jefferson County employees are outbound commuting to are: Dodge (4,201), Dane (1,901), Waukesha (1,410), Rock (1,262), and Walworth (1,087). And, Jefferson County is connected to several supply chain systems within the Chicago-Milwaukee-Madison-Rockford Macro-Region.

## **Year in Transition & Looking to the Future**

The past year has seen the transition from the staff leadership of Dennis Heling to myself. The work the JCEDC staff completed in 2013 has laid a solid foundation for the work to come in growing both the quality of life and economy of the area. Work continued to center around the five areas of the JCEDC focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. In 2014, the JCEDC Board and its staff look to continue to grow collaborations with economic development partners and the County's communities focused on work within these five core areas.

Please do reach out to introduce yourself - I very much would like to learn the work you and your organization or agency is doing to improve the region. In addition, I look forward to talking with you about both continuing existing partnerships you have had with the JCEDC and discussing new initiatives we can collaborate with you on in the future. I am honored to work with the region, and appreciative of the opportunity to help serve Jefferson County.

Sincerely,

Genevieve C. Borich, PhD, AICP  
Executive Director, Jefferson County Economic Development Consortium



genevieveb@jeffersoncountywi.gov  
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864 Collins Road, Suite 111, Jefferson, WI 53549

# State of Jefferson County

# BUSINESS

## INDUSTRY

Industry areas of growth for Jefferson County since 2011 include construction (.48% growth), manufacturing (1.18% growth), professional services (.01% growth), and public administration (.08% growth). Areas of largest decline include trade/transportation/warehousing (-.39% loss), information (-.25% loss), finance and insurance (-.18% loss), educational/health care/social services (-.44% loss), and other services (-.38% loss).

## EMPLOYMENT

Currently out of 22 main employment areas by occupation, 13 of these areas typically made a wage below self-sufficiency. This represents 68% of the workforce in the County. Occupational employment areas with typical wages at or above self-sufficiency in our County include management, business and financial operations, computer and mathematical, architecture and engineering, life/physical/social sciences, legal, education/training/library, healthcare practitioner and technical, and construction and extraction.

## SELF-SUFFICIENCY

According to an analysis by Massachusetts Institute of Technology, for a one-adult, two-child household in Jefferson County, a single-parent must work 112 hours at minimum wage a week to earn enough salary to be self-sufficient given costs of living. This translates into a salary of \$56,005 annually.

In addition, generally speaking it is recommended for households to spend less than 30% of their income on housing and no more than 45% combined on housing and transportation. Several areas within the County exceed this threshold (see p.9).

## COMMUTING PATTERNS

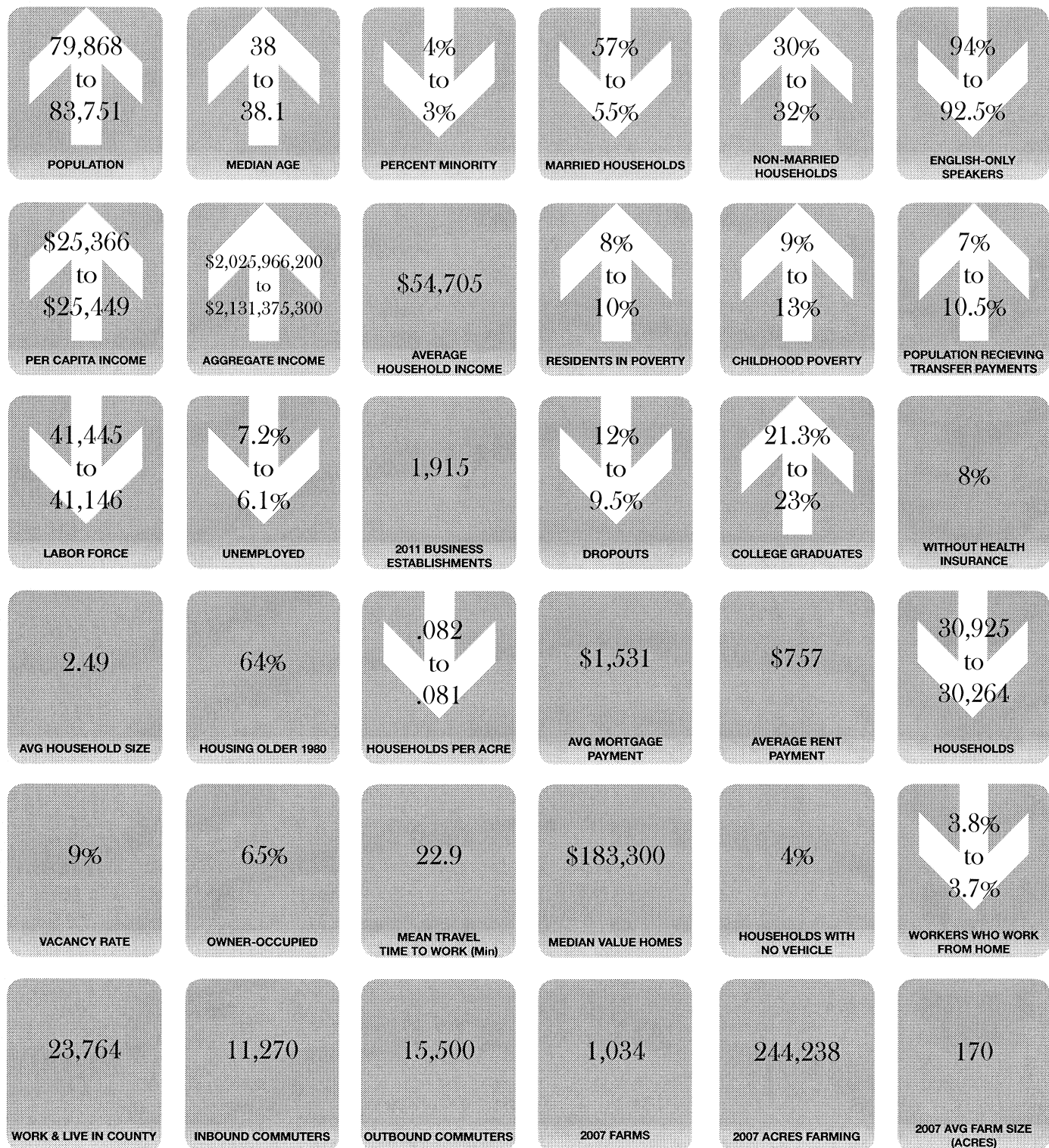
2012 5-Year ACS Estimates for Jefferson County:

- 39,264 Jefferson County residents are in the work force (working anywhere)
  - Of these, 23,764 residents work in the county
  - Of these, 15,500 of Jefferson County residents work outside the County
- In Jefferson County, the workforce is 35,034
  - Of these, 11,270 workers are imported from outside the County



# State of Jefferson County

All data is for 2009 and 2012 and from the 5-Year ACS US Census unless otherwise noted.



# Employment Trends

## Employment by Occupation

	Males	Females	Number Employed	Percent Employed	Typical Hourly Wage
Management	2,245	1,374	3,619	8.28%	\$40.49
Business and Financial Operations	445	843	1,288	2.95%	\$26.27
Computer and Mathematical	640	207	847	1.94%	\$31.00
Architecture and Engineering	535	49	584	1.34%	\$29.82
Life, Physical and social Science	141	132	273	0.62%	\$25.51
Community and Social Services	259	393	652	1.49%	\$19.72
Legal	110	175	285	0.65%	\$27.70
Education, Training and Library	468	1,720	2,188	5.01%	\$21.22
Arts, Design, Entertainment, Sports and Media	159	390	549	1.26%	\$18.13
Healthcare Practitioner and Technical	280	2,385	2,665	6.10%	\$27.88
Healthcare Support	71	1,359	1,430	3.27%	\$12.24
Protective Service	694	244	938	2.15%	\$17.33
Food Preparation and Serving Related	814	1,386	2,200	5.03%	\$8.77
Building and Grounds Cleaning and Maintenance	1,021	485	1,506	3.45%	\$10.94
Personal care and Services	266	997	1,263	2.89%	\$9.70
Sales and Related	2,321	1,986	4,307	9.85%	\$11.05
Office and Administrative Support	1,604	4,299	5,903	13.51%	\$14.49
Farming, Fishing and Forestry	494	65	559	1.28%	\$12.16
Construction and Extraction	2,034	62	2,096	4.80%	\$21.46
Installation, Maintenance and Repair	1496	77	1,573	3.60%	\$19.49
Production	4,002	1,634	5,636	12.90%	\$15.72
Transportation and Material Moving	2,840	496	3,336	7.63%	\$14.18
<b>Total</b>	<b>22,939</b>	<b>20,758</b>	<b>43,705</b>		

Employment by Occupation Source: 2012 5-Year ACS US Census and MIT Living Wage Study. Wages that are below the living wage for one adult supporting one child are marked in red.

## Employment by Industry

	Difference from 2013 to 2011	2013 Total	2013 Percent	2011 Total	2011 Percent
Agriculture, Forestry, Fishing and Hunting, Mining	-0.01%	720	2.18%	716	2.20%
Construction	0.48%	1,288	3.91%	1,115	3.43%
Manufacturing	1.18%	9,371	28.43%	8,871	27.25%
Trade, Transportation, Warehousing, Utilities	-0.39%	6,772	20.55%	6,817	20.94%
Information	-0.25%	632	1.92%	704	2.16%
Finance and Insurance	-0.18%	906	2.75%	952	2.92%
Professional Services	0.01%	2,976	9.03%	2,937	9.02%
Educational Services, Health Care, Social Assistance	-0.44%	4,934	14.97%	5,017	15.41%
Arts, Entertainment, Recreation, Accommodation, and Food Services	-0.10%	3,283	9.96%	3,274	10.06%
Other Services	-0.38%	775	2.35%	889	2.73%
Public Administration	0.08%	1,299	3.94%	1,258	3.86%
<b>Total</b>		<b>32,956</b>		<b>32,550</b>	

Employment by Industry Source: 2013, 2011 Wisconsin Worknet. Industries in red indicate loss of employment share since 2011.

# Income and Living Wage Calculations

## Hourly Wages

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Living Wage	\$8.73	\$20.23	\$26.93	\$34.38	\$14.11	\$17.60	\$19.04	\$21.73
Poverty Wage	\$5.21	\$7.00	\$8.80	\$10.60	\$7.00	\$8.80	\$10.60	\$12.40
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

MIT Living Wage Source: 2014 MIT Living Wage Study. The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison. Wages that are less than the living wage are shown in red.

## Monthly Expenses

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Food	\$242	\$357	\$536	\$749	\$444	\$553	\$713	\$904
Child Care	\$0	\$638	\$1,233	\$1,829	\$0	\$0	\$0	\$0
Medical	\$140	\$377	\$409	\$390	\$286	\$364	\$341	\$349
Housing	\$503	\$776	\$776	\$930	\$589	\$776	\$776	\$930
Transportation	\$306	\$595	\$686	\$736	\$595	\$686	\$736	\$748
Other	\$66	\$171	\$238	\$319	\$119	\$156	\$176	\$198
Required monthly income after taxes	\$1,257	\$2,914	\$3,878	\$4,953	\$2,033	\$2,535	\$2,742	\$3,129
Required annual income after taxes	\$15,084	\$34,968	\$46,536	\$59,436	\$24,396	\$30,420	\$32,904	\$37,548
Annual taxes	\$3,069	\$7,105	\$9,469	\$12,079	\$4,957	\$6,188	\$6,694	\$7,646
<b>Required annual income before taxes</b>	<b>\$18,153</b>	<b>\$42,073</b>	<b>\$56,005</b>	<b>\$71,515</b>	<b>\$29,353</b>	<b>\$36,608</b>	<b>\$39,598</b>	<b>\$45,194</b>
<b>Working Hours Needed Per Week Per Adult at Minimum Wage</b>	<b>48</b>	<b>112</b>	<b>149</b>	<b>190</b>	<b>39</b>	<b>48.5</b>	<b>52.5</b>	<b>60</b>

MIT Living Wage Source: 2014 MIT Living Wage Study. These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

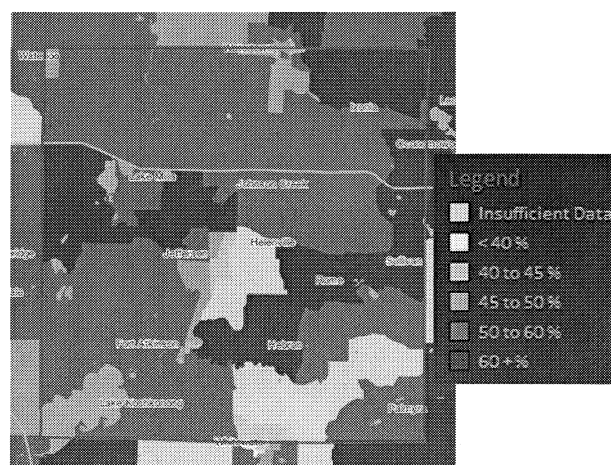
## Household Income

Less than \$10,000	1,490
\$10,000 to \$14,999	1,617
\$15,000 to \$24,999	2,978
\$25,000 to \$34,999	3,471
\$35,000 to \$49,999	4,997
\$50,000 to \$74,999	6,912
\$75,000 to \$99,999	4,611
\$100,000 to \$149,999	4,178
\$150,000 to \$199,999	1,085
\$200,000 or more	586
<b>Median household income</b>	<b>\$54,705</b>
<b>Mean household income</b>	<b>\$65,146</b>
<b>Total Households</b>	<b>31,925</b>

Household Income Source: 2012 5-Year ACS US Census. Numbers in red indicate households, depending on household size, that may be in danger of being at or below self-sufficiency threshold.

## Average Household Costs on Housing and Transportation

Source: Center for Neighborhood Technology





A black and white photograph of a solar panel array in a field. The solar panels are mounted on a metal frame and are tilted towards the sky. The foreground is filled with tall, dry grass. The sky is cloudy.

# Year in Review





2013

## Introduction

The Jefferson County Economic Development Consortium (JCEDC) serves as the lead economic development organization in Jefferson County. The Consortium was formed to implement Jefferson's Overall Economic Development Program and to achieve the economic development goals of the County. Its overall goals are to foster and encourage responsible, sustainable economic development activities that result in job creation, job retention, increase the tax base and improve the quality of life for the citizens of Jefferson County.

The Consortium consists of ten voting members, which includes a representative from each of six member villages or cities in the county (this includes the cities of Watertown, Jefferson, Fort Atkinson, Whitewater, Lake Mills, Waterloo and the Village of Johnson Creek), and three county board supervisors. Serving in an ex-officio and non-voting capacity are a representative from the Department of Commerce, the UW-Extension, and the Jefferson County Administrator. In addition, the board has advisory members from the banking, agriculture, education, and utility sectors of the business community.

The Jefferson County Economic Development Consortium's mission is to foster and encourage responsible economic development activities that result in job creation, retention, increased tax base and an improved quality of life for the citizens of Jefferson County. This mission is to be achieved through goals adopted by the Board of Directors, as amended from time to time. In 2012, a County-wide Economic Development Visioning Plan was adopted by the Board. And, in 2012-2013 the County was included in the Comprehensive Economic Development Strategy for the Madison Region, "AdvanceNow".

The JCEDC has five generalized operating principles. These serve as annual guideposts in developing work plans and forming partnerships within both the county but also the greater Madison and Milwaukee regions. They include:

- Communication
- Marketing the County
- Workforce Development, Training, and Education
- Supporting a Positive Business Climate
- Facilitation and Coordination

2013

# Year in Review

Since 2008, Jefferson County has been awarded approximately \$4.7M in grant funds to assist business and communities in flood mitigation activities.

## Program History

The Jefferson County Economic Development Consortium (JCEDC) was founded in 2003. 2013 saw transition in leadership for the organization, as the decade-long tenure of the Executive Director, Dennis Heling came to a close. Resigning in August 28, 2013, Mr. Heling elected to take a new position in northern Wisconsin to be closer to family. The remainder of the year was spent conducting a comprehensive, nation-wide search for a new Director.

RoxAnne Witte, also with the program since 2003, is the department's part-time Administrative Assistant. In addition to assisting with administrative activities of, RoxAnne focuses on continuing to grow the various homebuyer down payment assistance and counseling programs for the County. She also focuses on counseling individuals wanting to open a new business and administers and advises businesses with the Jefferson County Revolving Loan Fund and other programs available for business startups in the County. She continues to work with Jefferson County Tourism Committee on promoting Jefferson County as a tourism destination for the State of Wisconsin and their efforts to obtain grant funds to promote tourism in Jefferson County. Collaboration with other agencies is a very important role in her position as this results in job creation, retention, an increased tax base and improve sustainability and quality of life for the citizens of Jefferson County.

## Flood Recovery

In 2013, as a continuation of our flood recovery program a major portion of JCEDC staff time was devoted to working with businesses and local communities on projects resulting from the 2008 flooding disaster. This included projects of flood recovery as well as workforce related issues. The JCEDC created and completed in 2008 a survey and published a Flood Business Assessment. The report documented the losses sustained in Jefferson County's business community.

### *RLF Fund*

At the end of 2008, the JCEDC and Jefferson County worked with the Wisconsin Department of Administration, formerly the Wisconsin Department of Commerce, on creating a flood recovery program. The City of Jefferson contributed \$115,040 to the lending pool, and the State of Wisconsin awarded \$93,960 in grant funds for this FRSB program. This loan pool became what is now known as the FRSB Fund.

Eleven business loans were made totaling \$220,000. The 2013 activities for the Flood Recovery Small Business (FRSB) program included filing reports, updates and loan monitoring activities. Monitoring activities included site visits, conferences with the participating businesses and review of financial information. 4 of the 11 loans were paid in full with the balance converted to amortized loans before

## SOUTHERN HOUSING REGION CONSORTIA

New for 2013 Jefferson County along with Dodge, Columbia, Kenosha, Ozaukee, Racine, Rock, Sauk, Walworth and Washington Counties formed the Southern Housing Region Consortia. These counties applied and were awarded a Community Development Block Grant- Housing Rehabilitation Program (CDBG-HRP) for \$2,422,000 renewable for two years.

Each community was awarded \$210,000 to be used for down payment assistance, home owner rehabilitation or tenant based housing rehabilitation. Jefferson County decided to use funding for the home owner rehabilitation program.

Currently, the program has ten families that have applied for assistance and it is expected that all funds will be committed by June, 2014.



the end of 2013. The loans now in repayment are available for future lending to business projects under Jefferson County's FRSB Fund.

### **CDGB Economic Development Assistance**

The JCEDC is the administrator of a program known as the Community Development Block Grants-Economic Development (CDBG-ED) for Jefferson County. The loan funds come from repayments from grants initially released to assist businesses located in Jefferson County. The repayments act as a funding source for the Jefferson County Revolving Loan Fund (RLF) which is then available to businesses with their job creation activities for such activities as start-up or expansion projects. As each loan is repaid, the Jefferson County RLF program balance replenishes and is then available to lend to other businesses in Jefferson County.

Staff continue to market the program and provide assistance for local business on potential lending assistance. The revolving loan fund balance as of December 31, 2013 was \$231,983.69 which reflects interest and principal payments received during the calendar year, less loans made in 2013. The sole loan made in 2013 was a \$100,000 equipment loan to Rushing Waters Fisheries, LLC. for its

purchasing \$250,000 in equipment for their expansion project. Rushing Waters Fisheries, LLC. has committed to create 5 jobs over the next five years.

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## The Jefferson County Revolving Loan Fund (RLF) is available to businesses to help with their job creation activities for such activities as start-up or expansion projects.

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### **CDGB Emergency Assistance Grant Program**

Involvement in the State of Wisconsin for Community Development Block Grant-Emergency Assistance Program (CDBG-EAP) helps assure job retention through business stabilization and long term flood recovery for the County. Over the last consecutive six-year period the JCEDC prepared and filed applications, amendments, additional

requests and modifications to the CDBG-EAP program for flood recovery funding assistance. These efforts resulted in Jefferson County being awarded approximately \$4,680,000 in grant funds to assist business and communities in flood mitigation activities.

CDBG-EAP activities for 2013 included budget modifications which allowed JCEDC to assist additional companies to relocate from flood plain areas. Other activities such as environmental reviews and preparing the required environmental records also saw substantial staff time commitment during the 2013 reporting period.

JCEDC has assisted such business organizations as:

- Foremost Builders Inc., a metal building fabricator, Rivers Edge Meat Market, and DJC CPA & Advisors relocated from the flood plain to their downtown Jefferson locations
- The former Chickens restaurant site has been flood proofed and is now called Heron's Landing with new dining and related amenities
- The Jefferson Area Business Center, a small business incubator, completed over \$2 million dollars of renovation due to the flooding and finalized its mitigation activities
- A1 Cable Co. relocated to a new

# HOMEBUYER ASSISTANCE

## Homebuyer Education

The JCEDC continues to partner with the Home Consortium and the Wisconsin Partnership of Housing to provide homebuyer education for down-payment assistance. Since JCEDC took over the counseling program in 2011 staff have now counseled 239 families which totaled 613 family members.

Assisting homebuyers contributes to workforce stabilization and enhances the property tax base (due to these property acquisitions, improvements and rehabilitation). This translated into 41 home purchases in 2013, with a total sales value of \$4,458,200.

In 2013, JCEDC counseled 90 families, comprised of 205 family members for home ownership. These families were then able to purchase their first home which had an average price of \$108,737 which reflecting affordable housing in Jefferson County. These purchases represented \$368,000 of state and federal grant funds brought into Jefferson County for these 41 home purchases.

## Rehab Program

As the Administrator of the Jefferson County Home Rehabilitation Program, we assist low to moderate income (LMI 80% of County Medium income) households with homes that are in need of rehabilitation.

In calendar year 2013, no program dollars were available to assist home owners as funding was placed on hold. Since the program beginning, late 2004, JCEDC provided over \$293,000 for home repairs to 23 separate families in Jefferson County.

facility in Waterloo to continue its wire harness manufacturing activities

- The Town of Sullivan saw the repairs to the Rome Mill Pond. These enhancement to the hydroelectric business operations had begun just prior to the 2008 flooding and are now back on track to begin operations
- Several public facility projects completed in Jefferson County included sewer repairs in Fort Atkinson and road and culvert repairs for the Town of Milford

## Tourism and Marketing

Tourism is a solid driver of economic development in Jefferson County. JCEDC is involved in tourism marketing activities such as assisting with the development and distribution of the 2013-2014 Jefferson County Official Guide. In addition, staff respond to requests for tourism information refers inquiries to various other organizations for further assistance, such as local municipalities, chambers of commerce, county parks and recreation departments. JCEDC is an ex-officio member on the Jefferson County Tourism Council. The mission of the Tourism Council is to promote tourism in Jefferson County. Staff attend the Jefferson County Tourism Council's monthly meetings and provided information to Wisconsin Department of Tourism for distribution at the State Fair as well as having had information at the 2013 Jefferson County Fair.

## Regional Coordination and Comprehensive Planning

JCEDC supports coordination and collaboration to promote the region and the advantages of economic development cooperation. Staff worked with JCEDC partners to improve regional growth. Initiatives focused on building infrastructure, identifying economic assets, and growing community contacts. Staff specifically worked on compiling detailed information about the composition of the county and it's municipalities with such data as transportation infrastructure, business/ industries parks, hospitals and school districts/ higher education and the natural resources. Doing so gives Jefferson County representation in the

greater region and helps residents and community leaders alike prepare for the future growth of the area.

In 2013, staff continued to work with University of Wisconsin Extension on various Economic Development Plan Implementation activities. This included providing information to such organizations as the Inter-county Coordinating Committee (ICC) as well as attending and participating in selected meetings held by the ICC. Staff attended numerous community events and meetings and relaying information about the implementation process and actions being taken. This included working with community leaders in Johnson Creek, Cambridge, Lake Mills, Ixonia, Waterloo, Helenville, Watertown, Fort Atkinson and Jefferson on a variety of local economic development issues including such activity as the creation of a local economic development organization.

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**In 2013, JCEDC counseled 90 families, comprised of 205 family members for home ownership. 41 families purchased first homes with an average price of \$108,737 and represented \$368,000 of state and federal grant funds brought into Jefferson County.**

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JCEDC's active participation with regional economic development professionals such as Thrive, MAD Rep, the Collaboration Council, and the Economic Development Professionals continued during 2013. These regional groups are comprised of the eight counties of Columbia, Dane, Dodge, Rock, Sauk, Jefferson, Green and Iowa. Staff support the success of the region by collaborating on economic development solutions. Staff met quarterly in 2013 to work on regional projects and initiatives.



## Developing a Comprehensive List of Marketable Industrial and Commercial Properties

The JCEDC continues to supply information to the Locate in Wisconsin website, a state-wide site that is made available to the public that is searching for commercial and industrial property and buildings available for lease or sale. Wisconsin Economic Development Corporation (formerly Wisconsin Department of Commerce) adopted this digital site and community data base. The project was designed to provide community data and information to site selection firms looking to locate in Wisconsin. This site provides community data/information such as community profiles, key businesses, business sites, industrial parks, and buildings available.

This tool required that JCEDC staff attend training sessions and workshops to learn about the 2013 changes to the information gathering process and how additional data would be uploaded. When a request for site information is received staff may provide the information requested or may refer directly to the local communities for more detailed information and follow up. Staff previously reported that as more site location firms begin to use the internet local realtors are working to provide more complete information to these location search tools and data-bases.

## Communications and Marketing

The JCEDC continues its effort to market the many benefits and advantages of Jefferson County to businesses interested in expanding, to entrepreneurs anticipating a startup of a new business, and to those companies considering whether to locate, expand or relocate to Jefferson County. JCEDC's philosophy includes utilizing its website to help "make connections and give direction" for those seeking information.

Staff routinely provide press information for the local news media. This has included information on programs as well as various workshops and activities that JCEDC has hosted, participated in and/or sponsored. Additionally, JCEDC utilizes the print media in advertising such activities as the Home Consortium rehabilitation program and the down

payer's assistance program and also the Southern Housing Region Consortia Home Rehab programs.

## Workforce Development

Jefferson County Economic Development Consortium continued its strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW). WDBSCW has authorized JCEDC to access and disseminate information utilizing Strategic Advantage software (economic modeling software). JCEDC's use of this software helps staff provide an economic impact model designed to provide a quantifiable and economically sound method for determining relative impacts of proposed or impending changes to our regional economy. As such, the software is not only an essential tool for guiding economic development, but is also invaluable in justifying the decisions made in respect to a specific project.

Staff routinely provided economic modeling information to various communities, businesses, leaders and agencies. JCEDC frequently utilizes this resource for research, site review and potential projects. During 2013, staff received at least six separate requests for which this modeling software was used.

Our department collaborates with the University of Wisconsin-Extension, University of Wisconsin Whitewater and Madison College, in an effort to bring information and programs to residents and the workforce of Jefferson County. Madison College typically has a representative attending the JCEDC monthly board meeting as an ex-official member. This allows the Board to receive current information and trends data to guide the decisions it makes. JCEDC staff informs business on various programs which they can utilize to enhance the skill sets of their workforce. Staff also receives request from businesses about training and options available to assist them in job retention.

## Business Development

Within JCEDC's role as an information clearinghouse for economic development staff provides information to the business community. Staff regularly answers questions and responds to inquiries to a variety of issues such as permits,

local government issues, financing, educational programs, census and demographic information, and training assistance. In working with the business community requests for information and assistance on such topics as refinancing, employment related information requests and economic trends continue to dominate the inquiries.

## Supporting Small Business Growth

The JCEDC remains committed to supporting the business community and maintaining a positive business climate. This includes developing and continuing programs which promote the "entrepreneurial spirit". As relayed in prior annual reports the JCEDC brought the Small Business Development Center's First Step business program to Jefferson County in 2004. The First Step program, utilizing University of Wisconsin Whitewater staff, counsels participants in the fundamentals of business as their "first step" toward starting their own business. By the end of 2013 the program now called "Opportunity to Profit", has assisted over 500 individuals with information and counseling about business and business startups. Staff has taken the online course to be able to assist potential businesses with their first steps training. The program assists participants with business plan fundamentals and other technical business development concerns. JCEDC routinely works with Whitewater staff to provide direction and resource for both product development and for business planning efforts. This includes working with the Innovation Center at University of Whitewater to assist businesses obtain market research and guidance for product development.





# Looking Forward





2014

## Introduction to New Staff

In March of 2014, Genevieve Clare Borich PhD, AICP, was hired as the new Executive Director of the Jefferson County Economic Development Consortium. She has built her career aiming to merge local decision-making with data by bridging real world experience with research expertise. She founded SnapSense in 2011 to help communities measure and track data with the aim to empower community leaders be more effective at what they do.

In addition to leading SnapSense, for the last three years she co-managed the Rockford Region Vital Signs initiative for the Rockford Metropolitan Area in Illinois. This program developed a regional sustainability plan built on community indicators. And, she wrote the HUD Sustainable Communities grant awarded that funds the initiative and designed the process to develop a regional sustainability plan.

Her previous positions included serving as the former Executive Director of the Rockford Region Economic Development District, the quasi-governmental agency charged with overseeing economic development planning for the region. During her tenure with RREDD she wrote \$4.2M in economic development and planning grants for the region and oversaw the management and implementation of the region's first Comprehensive Economic Development Strategy. Prior to this position she served as Director of Research for the Rockford Area Economic Development Council in Rockford, Illinois.

For her education, Genevieve received a Doctorate in Regional Planning at the University of Illinois at Champaign-Urbana, a Masters of Science in Urban Planning from UIUC, and a Bachelors of Science from Iowa State University in Community and Regional Planning with a minor in Design. Her academic and professional training has spanned from small business growth to data analysis, and from sustainability planning to innovative community engagement methods. In the field of planning and economic development she has specialized in market retail analysis; GIS; business attraction, retention, and expansion; grant writing and administration; transportation and housing; regional planning; and community development.

2014

# Looking Forward

## COMMUNICATION

- Establish the Publishing of a JCEDC Quarterly Report - "State of Jefferson County Economy"
- Quarterly Economic E-Newsletter (trends, data, resources, announcements, success stories, etc)
- Provide Quarterly Presentations to Jefferson County Communities and Community Organizations; additional presentations available on State of Economy upon invite
- Provide announcements of key events, data releases, grants, and other funding opportunities

## FACILITATION & COORDINATION

- Continue to assist with implementation of AdvanceNow, the Greater Madison Region's Comprehensive Economic Development Strategy (CEDS) and partner with MADREP on various activities
- Continue to grow partnership with M-7, Milwaukee's regional economic development organization
- Develop a County-wide, coordinated request for assistance process for retention, expansion, attraction
- Continue to attend local and regional meetings
- Serve as support and as a liaison to local planning and economic development staff and local leaders



# 2014 JCEDC Goals & Strategies

In addition to continuing existing programs and initiatives, the JCEDC Board of Directors and Staff will be working in the coming months to develop a series of targeted strategies and programs for the coming several years. Key areas of programmatic interest are fostering a business retention program to assist existing primary employers and small businesses; establishing working committees for business climate, small business growth, and workforce development; continuing to improve the economic development marketing capabilities of the County; and additional outreach and support for local economic development agencies and communities.

The JCEDC looks forward to continuing to implement the mission of the organization and serving as a liaison to the region's economic development partners. To subscribe to our new quarterly e-newsletter email [info@jcedc.net](mailto:info@jcedc.net) with the subject line "Subscribe". Announcements will include new community and economic data released, key events upcoming, economic success stories, and more.

## MARKETING THE COUNTY

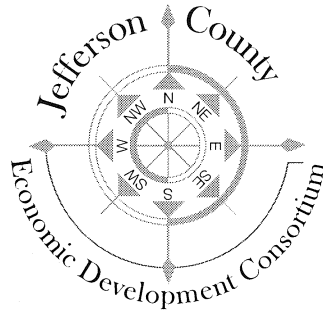
- Design and launch a new marketing website with the following components:
  - A comprehensive Data Commons for local community and economic data (One-Stop-Shop for Local Data)
  - Site selector-friendly information such as key commercial and industrial properties available, industry and laborshed data, incentives available, and quality of life information
  - Information on key programs and resources available for small businesses and entrepreneurs
  - Community development information on existing programs (i.e. homebuyer assistance)
- Develop Business Attraction Marketing Materials (Targeted Industry, Small Business, QoL)

## SUPPORTING A POSITIVE BUSINESS CLIMATE

- Establish a business climate coordinating committee (focused on primary employment)
- Develop business engagement strategic plan for primary employers focused on key targeted industries (advanced manufacturing, food processing, agribusiness, bioenergy, healthcare, and tourism)
- Establishing a business retention interview program for primary and small business employers
- Establish a small business/downtown/entrepreneurship coordinating committee
- Develop small business/downtown/entrepreneurship strategic plan
- Grow funding resources available for business development activities

## WORKFORCE DEVELOPMENT, TRAINING, & EDUCATION

- Establish a workforce development coordinating committee
- Develop a strategic workforce development growth plan
- Grow funding resources available for workforce development
- Work to network and provide support to area higher education and trades programs



## **Jefferson County Economic Development Consortium**

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