

4:30 p.m.
11/30/16

11/30/16 Working Draft of proposed:

Partnership Agreement Between Dodge County, the Jefferson County Economic Development Consortium, and Glacial Heritage Development Partnership

THIS AGREEMENT (the "Agreement") is made by and between the Jefferson County Economic Development Consortium (the "JCEDC"), Glacial Heritage Development Partnership ("GHDP"), and Dodge County, Wisconsin (the "County").

WHEREAS, the JCEDC was formed in 2003 and consists of the following member communities: Jefferson County, Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater; and,

WHEREAS, the JCEDC serves as the lead economic development organization in the Jefferson County area and was formed to achieve the economic development goals of the area; and,

WHEREAS, the JCEDC has created a new public-private nonprofit organization, GHDP, to lead and coordinate the area's strategic efforts in economic development; and,

WHEREAS, GHDP will contract with the JCEDC for staff to manage implementation of GHDP's 5-year plan, the 2017-2022 Strategic Plan, throughout the region; and,

WHEREAS, the 2017-2022 Strategic Plan has four distinct areas of focus:

1. Business: Grow Businesses, Capital Investment and Employment Opportunities;
2. Workforce: Attract, Develop, and Align Talent;
3. Build Capacity: Grow the GHDP's capacity to execute professional economic development programs and services;
4. Marketing: Raise awareness of the area's assets to attract business investment, talent, and visitors with discretionary dollars.

In order to implement these goals GHDP intends to secure funding via a capital campaign; and,

WHEREAS, the County desires to promote economic development throughout Dodge County; and,

WHEREAS, the County, the JCEDC, and GHDP, recognize the benefits of taking a regional approach to economic development; and,

WHEREAS, GHDP is willing to provide economic development services and expand the scope of the 2017-2022 Strategic Plan to include Dodge County; and,

WHEREAS, entering into this Agreement with the JCEDC and GHDP will supplement the County's existing work on economic development;

NOW, THEREFORE, it is hereby agreed by and between the JCEDC, GHDP, and the County, as follows:

1. Purpose. The parties desire to work together to coordinate and advance economic development throughout the Jefferson and Dodge County region.

2. Effective Date. This Agreement shall become effective on the date of last signature below, but no later than March 31, 2017, and shall continue through December 31, 2021, unless terminated in accordance with the provisions of Section 9 herein.

3. Payment. The County shall pay to the JCEDC a lump sum of \$85,000 annually from 2017 through 2021. The first payment shall be made within thirty (30) days of the effective date of this Agreement, with annual payments to be made on or before _____, each year thereafter. Payment shall be sent to: 864 Collins Road, Jefferson, WI 53549

The funds paid by the County under this Section shall be limited to use by the JCEDC to carry out activities and programming in Dodge County, as directed by GHDP.

4. Obligations of the JCEDC.

A. The JCEDC staff members, under contract with and at the direction of GHDP, shall provide economic development services to all of Dodge County. Services provided shall include, but are not limited to, the following:

- i. Business Retention and Expansion visits. Professional economic development staff will conduct targeted visits with up to 30 of Dodge County's primary employers in year one to ascertain barriers to growth and identify key local assets utilized by employers. Said visits shall assist the JCEDC staff in forming an economic development plan for the work to be completed in Dodge County during years two through five of this Agreement;
- ii. Direct Expansion Assistance. Provide professional, timely and appropriate assistance to businesses considering new capital investments in Dodge County;
- iii. Coordinate with regional entities to provide marketing and outreach that supports new business investments in Dodge County;
- iv. Work with Dodge County Planning and others to compile an asset inventory of sites, buildings, and other resources that are in place to support business growth within Dodge County, and identify gaps that would serve as the basis for future asset development work;
- v. Promote Dodge County's business assets on the GHDP Website and in outreach and marketing materials;
- vi. Assist with the development of marketing materials for business attraction to Dodge County;
- vii. Assist and coordinate with development of a Prospect Identification process designed to identify businesses in targeted industry sectors in Dodge County;
- viii. Work with Dodge County Planning to ensure accurate demographic data, and information on available sites and buildings, are current and that all pertinent data is posted on appropriate websites.

- ix. Talent Attraction. Assist and coordinate in the development and implementation of a marketing strategy designed to attract workers to Dodge County.
 - B. The JCEDC staff, under contract with GHDP, within one (1) year from the execution of this Agreement, shall prepare and present a report to the County and GHDP containing the issues and needs identified in Dodge County and the recommended actions to address those issues and needs.
5. Obligations of GHDP.
- A. GHDP, in its bylaws, shall provide that the County has one permanent seat on the GHDP Board of Directors. The chair of the Dodge County Board of Supervisors shall annually appoint one (1) individual, and one (1) alternate, to fill the seat on the GHDP Board of Directors.
 - B. GHDP shall, within fourteen (14) months of execution of this Agreement, amend its 2017-2022 Strategic Plan to incorporate provisions of the report created by the JCEDC staff under Section 4.B., to address the issues and needs identified, in order to establish a regional approach to economic development.
 - C. GHDP shall work with the Executive Committee of the Dodge County Board of Supervisors and business leaders, on an annual basis, to determine which specific services will be provided to the County and which areas of concern the County desires to focus on, within the framework of services performed by JCEDC.
 - i. This shall be discussed at a regularly scheduled meeting of the Executive Committee, with the first discussion to take place in September 2017.
6. Obligations of the County.
- A. The County shall work cooperatively with GHDP and the JCEDC staff in arranging and coordinating meetings with local businesses and professionals, including finding locations and setting up for the meetings.
 - B. The County shall provide an office space, as an in kind donation, for the JCEDC staff to utilize while providing services in Dodge County.
 - i. The office shall be located in the Land Resources and Parks Department on the 3rd Floor of the Dodge County Administration Building, 127 E. Oak Street, Juneau, WI 53039;
 - ii. The JCEDC staff shall be responsible for having his or her own computer, or other electronic device, and telephone.

7. Reports.

- A. GHDP shall provide semi-annual reports to the Dodge County Administrator, the Chair of the Dodge County Board of Supervisors, and the Dodge County Executive Committee regarding GHDP's activities that period, including aggregate data, and anticipated action for the upcoming period.
 - i. GHDP shall prepare such reports and cause them to be received by County not later than the 5th day of the month that is six (6) months from the date this Agreement is executed; and on a semi-annual basis, thereafter.
 - ii. Reports shall set forth a detailed description of the economic development services that GHDP provided to the County including aggregate reports on existing business visits; on expansion assistance requests; on actions taken to address barriers and opportunities identified, and on progress towards building and then promoting business-related assets.
- B. GHDP shall provide annual written and oral reports to the Dodge County Board of Supervisors each September, commencing September 2017.

8. Independent Contractors. It is mutually agreed and understood that the JCEDC staff members, including those providing specific services to the County, are at all times acting and performing as independent contractors. Nothing in this Agreement shall be construed to create an employer-employee relationship between the JCEDC staff members and the County.

9. Termination. This Agreement may be terminated by either party upon six (6) months written notice to the non-terminating party.

10. Severability. The terms of this Agreement are severable and any determination by any court or agency having jurisdiction over the subject matter of this Agreement that results in the invalidity of any part shall not affect the remainder of the Agreement.

11. Amendments. This Agreement may be revised, modified, or amended only upon written agreement of the Parties. All modifications, amendments, or alterations shall be set forth in writing and made a part of this Agreement by incorporated reference.

12. Governing Law & Forum. This Agreement shall be governed by the laws of the State of Wisconsin. Venue as to any dispute that may arise under this Agreement shall be in the Circuit Court of Dodge County, Wisconsin.

13. Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument.

14. Entire Agreement. This Agreement constitutes the entire agreement among the parties hereto with respect to the subject matter hereof. Any and all prior and contemporaneous agreements, representations and understandings of the parties with respect to the subject matter of this Agreement, oral or written, are superseded by this Agreement.

15. Assignment. The parties agree that there shall be no assignment or transfer of this Agreement, nor any interests, rights or responsibilities contained herein, except as agreed to in writing.

IN WITNESS WHEREOF, GHDP, the JCEDC, and the County certify that this Agreement has been duly approved by their respective governing bodies in accordance with State and local laws, rules, and regulations, and each has caused their duly authorized officers to execute this Agreement on the dates indicated below.

Glacial Heritage Development Partnership

By: _____
Matt Mauthe
Chair
Glacial Heritage Development Partnership

Date: _____

Jefferson County Economic Development Consortium

By: _____
John David
Chair
Jefferson County Economic Development Consortium

Date: _____

Dodge County, Wisconsin

By: _____
Russell Kottke
Chair
Dodge County Board of Supervisors

Date: _____

RESOLUTION NO. 2016-__

**Endorsing Partnership Agreement between Dodge County, the Jefferson County Economic Development Consortium and Glacial Heritage Development Partnership
for Economic Development Services and Collaboration**

Executive Summary

Throughout the past year, representatives of Jefferson County have met with Dodge County officials to discuss collaboration on economic development. This collaborative effort between counties creates an opportunity for synergy due to both counties sharing the City of Watertown which is the largest community in both counties. There are many common goals for both counties in the enhancement and creation of economic development based on their proximity to the two major metropolitan areas in the state. Dodge County has committed \$85,000 to the Jefferson County Economic Development Consortium in its FY 2017 Budget for economic development activities contingent upon the execution of the attached Partnership Agreement. The JCEDC Board of Directors and the Administration and Rules Committee reviewed this resolution on January 25, 2017, and recommended forwarding to the County Board for approval.

WHEREAS, the Executive Summary is hereby incorporated by reference into this resolution, and

WHEREAS, Jefferson County seeks to work with other local government entities for the purpose of economic development, and

WHEREAS, Dodge County has expressed an interest in working with Jefferson County in a regional approach to economic development activities, and

WHEREAS, Jefferson County has created an economic development entity and has developed a strategic plan that has involved the private sector through the Glacier Heritage Development Partnership, and

WHEREAS, Dodge County has committed \$85,000 on an annual basis to the Jefferson County Economic Development Consortium for five years to support economic development activities.

NOW, THEREFORE, BE IT RESOLVED that the Jefferson County Board of Supervisors endorses the Partnership Agreement between Dodge County, the Jefferson County Economic Development Consortium and Glacial Heritage Development Partnership for economic development services and collaboration.

Fiscal Note: \$85,000 received from Dodge County will be shown in JCEDC account number 458007 – JCEDC Service Fees. Expenditures will primarily be salary costs. The 2017 JCEDC Budget was developed in anticipation of receiving service revenue which will be used to provide additional staff to carry out services contracted through this partnership agreement and the GHDP contract. There is no County levy fiscal impact.

Requested by Jefferson County Economic Development Consortium &
Administration & Rules Committee

02-14-17

Ben Wehmeier: 1/24/17

REVIEWED: Administrator ____; Corp. Counsel ____; Finance Director ____

January 11, 2017

James Mielke
Dodge County Administrator
127 E. Oak Street
Juneau, WI 53039

Hi Jim,

Here is a random list of things that the JCEDC has initiated, collaborated on and finished. These are not in any order. They come from my memory, annual reports and input from Administrators and others in the County.

- A grant for Metal Tech – 2004
- A grant for Clausen Quality Chocolates
- Idle Free Start-up Grant
- Organize County Job Fairs
- Tourism – Working on County Trails and Bike Routes, partnered with local Chambers of Commerce to promote tourism
- Received a \$250,000.00 grant from WEDC/CDI
- Grant for Creamery Building Restoration – Downtown Fort Atkinson
- Quote from County Administrator, “Great sounding board for Economic Development, great to bounce ideas off of. Do not have local staff for that.”
- Runs and coordinates the Jefferson County Home Consortium
- Councils families and helps facilitate loans
- Runs Jefferson County Economic Revolving Loan Fund
- Collaborates with Jefferson County Tourism
- Coordinated the Jefferson County Flood Recovery Program through the State DOA
- Many business loans made through the program
- Administers the Jefferson County CDBG/ED Grants Program – Assistance for local businesses – Rushing Waters Fisheries LLC
- Assisted Foremost Buildings, Rivers Edge Meat Market, DJC CPA’s and Advisors assisted Jefferson Area Business Center
- \$2,000,000.00 restorations
- Assisted A1 Cable in relocation to Waterloo
- Assisted Town of Sullivan in repairs at the Rome Mill pond
- Assists in Tourism and Marketing of Jefferson County
- Works with UW Extension on various ED Implementation Programs and activities
- Works with the leaders of Johnson Creek, Cambridge, Lake Mills, Ixonia, Waterloo, Helenville, Watertown, Fort Atkinson and Jefferson on Economic Development Programs
- Regional Planning for Economic Development with Thrive, Madrep, M7 and Columbia, Dane, Dodge, Rock Sauk, Jefferson, Green and Iowa Counties
- Joined the WRTC to promote freight rail in Jefferson County and Southern Wisconsin

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Opportunity Runs Through It

- Launched the GHDP and merged with WEDO
- Developed marketing materials for *Sight Selectors* and provides research and analysis
- Provides grant writing assistance
- Worked with Watertown Branding Committee to help develop the City's new brand
- Keeps a list of business sites in the County
- Worked with Create A Pack Foods in Ixonia on 100,000 sq. ft. expansion
- Helped Trek with a 300,000 sq. ft. Distribution Center in Johnson Creek and I-94
- Helped Ball Corporation with a \$21,000,000.00 renovation in Fort Atkinson
- Worked with WEDO to find 75,000 sq. ft. of additional warehouse space for Kone Cranes
- Worked with WEDO and the City on a 25,000 sq. ft. addition for Glory Global Solutions, Watertown
- Has worked with the City of Jefferson and Jefferson County on the establishment of a new Medical College in Jefferson
- Developed a Hotel and Event Space Demand Analysis for Jefferson County
- Worked with UW Whitewater to form a Fundamentals of Business Group to provide Counseling to individuals wanting to start a business program called Opportunity to Profit. They have helped and counseled over 400 individuals.
- The JCEDC was directly responsible for bringing the owner of Clausen Quality Coatings to Watertown

Jim, I hope this is helpful. The reality is that I could go on with many more successes.

Good Luck!



John David,
Mayor, City of Watertown

Area of Emphasis #1 - Financial/Budget Condition of County

<u>Actions</u>	<u>Outcome Goal</u>	<u>Who's Responsible</u>	<u>Reporting Entity</u>	<u>Status Update</u>
A - Continuous Quality Improvement (CQI)	Provide recommendations to develop a comprehensive CQI program County Wide	Ben Wehmeier; Kathi Cauley; Brian Lamers; Lean Participates	Task Force	Jefferson County entered into a contract with WCTC to train and conduct LEAN Government training. This occurred primarily in the summer of 2016. These projects were outbriefed in presentations to the Admin & Rules Committee. The Human Services Department continues to use nIATX as their CQI tool and brief the Human Services Board. Next phase includes maintain training program, follow-up process, memorize projects and better publication to other staff.
B - Smart Growth/Economics	Develop an overview of information related to growth in the county and education of plans, studies and community feedback.	Rob Klotz, Genevieve Borich, Andy Erdman, UWX Resources	Presentation - Task Force and JCEDC;	Presentation on historical trends and projections related to growth patterns and economics was presented to the County Board, Task Force and the JCEDC. Need to determine how often a broad county wide update should be provided both to County Board but also potentially the Council of Government meeting. This will assist in policy discussion when exploring areas of growth/decline, demographics, travel pattern and development.
C - County Farmland	Review existing studies and market impact; analyze short-term versus long-term financial impacts; policy for proceeds from any sale; Balance reviews with community values to include open space and non-monetary attributes	Planning and Zoning; JCEDC; Land & Water; Finance; Land Use Committees; Infrastructure	Task Force; County Board.	No significant changes. Several policy statements related to proceeds from any sales of farmland was reviewed by the County Board. It was determined that the current policy that the Finance Committee would review the proceeds received from any sale and then review the current financial needs of the County to determine the best placed where the proceeds shall go.
D - Fund Balance Policy	Review existing policy and provide recommendations for changes; determine if protocol is needed for when utilized (ex- issuing debt)	Finance Committee	County Board	As part of the annual budgetary process this policy is reviewed on an annual basis to determine the current financial status of the County and if there are specific one-time needs for these funds.
E - Alternate Revenue Sources	Continue to explore revenue opportunities to support County provided services	Department Heads	County Administrator	Staff continues to look at options as part of the budget process along with grant opportunities as they may arise.
F - Transportation Plan	Work to Develop a cohesive transportation plan that covers a diversity of needs (Infrastructure; Human Services; Workforce Development; Economic Issues; Alternative Transportation)	Currently have a Transportation Working Group	County Administrator; MIS, Boards and Committees	Human Services continues to work on plans to look at options related to providing transportation to those in need. Additional discussions will need to continue. The County anticipates as part of the next comprehensive plan update, it will be focused on transportation. Through savings in planning and zoning, funds are being set aside to help pay these costs in the future.
G - Develop Priority Based Budgeting				County Board Chair and Administrator met with entities that have established the program. County Administrator attended the Priority Based Budgeting Center Conference in August of 2016. As part of the annual budgeting process, funds were set aside for 2017 to begin the process. This is anticipated to begin in 4th quarter of 2017.

Area of Emphasis #3 - Structure & Governance

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Status
A - Develop a Council of Governments (COG)	Develop a formal COG to develop cohesive strategies across the County along with looking for opportunities partner and reduce duplication of services. Looking at opportunities to develop comprehensive consistent policies that reinforces vision - example zoning.	County Board Chair	County Board	First COG meeting was a great success with great feedback. Looking at scheduling the next session post Governor's Budget Address. Goal is to try and do quarterly.
B - Communication with State Agencies and State Legislatures	Develop a process to assist in better engagement with state officials	COG & Admin and Rules		On- going. More participants in the WCA Ambassador Program.
C - Committee Structure	Review committee structure and number of committee; look for opportunities if consolidating of committees/boards make sense; look at scheduling of committees for process; joint meeting possibilities/committee of the whole	County Board; Administration and Rules; Vice Chairs	County Board	Farmland Preservation Commission has been merged with Land and Water; Fair Park has added community members; review of Historic preservation; no additional action take.
D - County Board Size	Review size of Board to determine what best fits Jefferson County	Administration and Rules; Andy Erdman; Barb Frank; Vice Chairs	County Board	No Action
E (1) - Strategic Plan - Update	Review Strategic Plan and determine what updates or refinements need to take place.	Administration and Rules; Vice Chairs	County Board	Funds have been appropriated to conduct an update. RFP is currently out. Goal is to have update done no later of 3rd quarter of 2017. Will work to coordinate with Priority Based Budgeting Program.
E (2) - Strategic Plan - Action Plan	Develop an Action Plan for the County's Strategic Plan; Review Departments' Action Plans as part of the process for inclusion as needed	County Administrator	Admin & Rules; County Board	Funds have been appropriated to conduct an update. RFP is currently out. Goal is to have update done no later of 3rd quarter of 2017. Will work to coordinate with Priority Based Budgeting Program.
F - Department Structure/ Operation Organization				No Update

Area of Emphasis #2 - Staff/Work Environment

Actions	Outcome Goal	Who's Responsible	Reporting Entity	Status Update
A - Analysis of OT and Sick Time utilization; non-monetary incentives; structure of staff benefit compensation studies; market studies (equity policy); classification study review	Review current levels of OT and Sick Time usage and determine if policy changes and/or staffing changes may assist in reduction; review department specific pay (i.e. Hazard Duty); and how PTO is allocated	Sheriff and Highway Commissioner with support from HR and Finance using the LEAN process	County Administrator and Human Resource Committee	Full analysis was provided to both the Task Force and HR Committee. Updated trend analysis for last several years was provided to the HR Committee recently and review of policy direction is being reviewed by HR Committee.
B(1) - Technology - ERP	Issue an RFP for an ERP system	Finance Director	County Administrator	The County Board has appropriated funds needed to purchase and implement a new system. A contract was awarded to MUNIS and finance system is currently underway. The finance portion is anticipated of being implemented by July 1. The HR portion has had initial meeting and should be in place by the end of 2017.
B(2) - Technology - Security	On-going evaluation of security balanced with operational needs	MIS	County Administrator; Infrastructure	On going reviews. County does routine tests on systems
B(3) - Technology - long term plan	Continue to evaluate evolving change in technology working with DH on impacts and ROI	MIS	County Administrator; Infrastructure	On going reviews.
C(1) - HR - Training	Work with staff to further enhance training opportunities and focus on leadership and best management practices.	HR Director, DH	HR Committee; County Administrator	To assist in development of training program, several process to engage staff were under taken. The first dealt with a program called Coaching for Accountability through WCTC. The facilitator attended a focus group made of a diverse group of employees to describe the program. Received positive feedback. In addition, MATC worked to further assist in broad training objectives through multiple tools. First was a survey process that was made available to all management levels with a result of 57 participating. Based on these results, a facilitator met with a focus group to review results. MATC briefed the Administrator and HR Department. The next step is reconvening both focus groups to outline ideas for training and validate if this is the best course of action.
C(2) - HR - Recruitment and Retainage	Continue on-going analysis with internal and external comparables to ensure the County is able to retain and recruit qualified staff. This may include reviewing the classification versus market conditions.	HR Director, DH; CA	HR Committee	The County continues to work on efforts related to recruiting and retaining staff. Steps have been taken to assist in areas of turnover/hard to recruit where known issues below market conditions exist. This will continue to be a challenge in several areas specifically IT, Health/Human, professional positions and senior staff. This continues a need to balance with existing staff as well for retention and internal consideration. Policy needs to be reviewed, employee recognition is being more broadly implemented and market rate awareness.
C(3) - HR - Succession Planning	Work with DHs on mid to long term transitions to ensure senior management staff is prepared in moving forward.	County Administrator	HR Committee; Admin & Rules	Administrator works with staff as needed to look ahead. Training is key to help ensure internal staff are in a position for future responsibilities if desired.

D - Facilities	Respective staff works to develop a facilities assessment to develop a long range plan for maintaining the County's facilities in a economically sustainable fashion.	Central Services Director; Human Services Staff; Highway Staff; Fair Park Staff; County Administrator; Parks	Infrastructure	Infrastructure Committee has reviewed and has made a policy recommendation to post-pone any future efforts for two years. Administrator advised that additional funds may need to be added to contingency in future years as it should be anticipated that emergency maintenance on significant systems will accelerate.
E- Fleet Management	Review policy and operations as it relates to take home vehicles, fleet procurement and fleet maintenance	Highway Department; Sheriff; Central Services; Admin; Finance; Human Services; Parks		Limited steps taken.

Committee Meeting Sign-In Sheet

Committee/Board Name:

Date of Meeting:

[illegible]

