

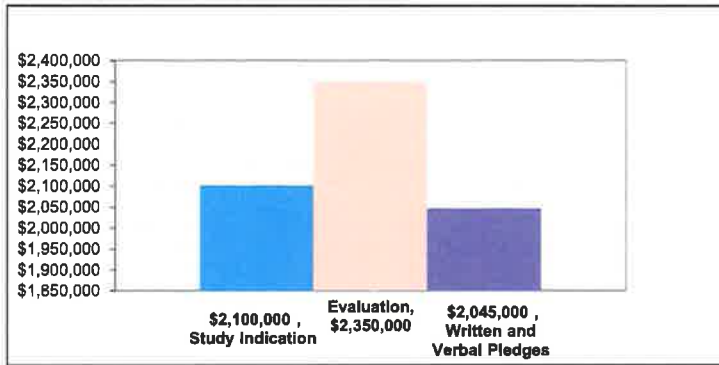
Glacial Heritage Development Partnership

7/26/2017

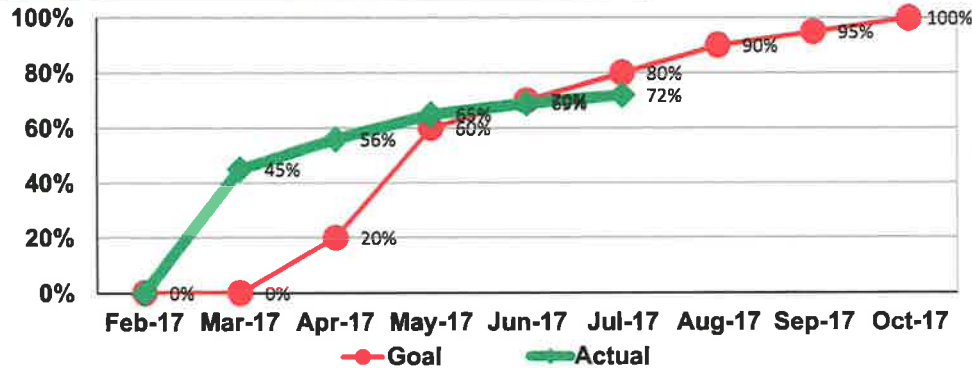
Key Performance Indicators

KPI	Status	Goal / Target Month	Actual Month
Conduct Program Refinement	▲	0	0
Conduct Prospect Evaluation	▲	2	2
Recruit and Solicit Campaign Leadership	▲	3	3
Conduct first Campaign Operations Committee Meeting	▲	3	3
Secure Pledges from \$100,000+ Private SectorProspects	▲	4	Met 18, 10 pledges = \$631,000
Platinum Division Solicitations Complete	▲	5	
Kick Off	▲	3	3

Top Ten Pledge Analysis



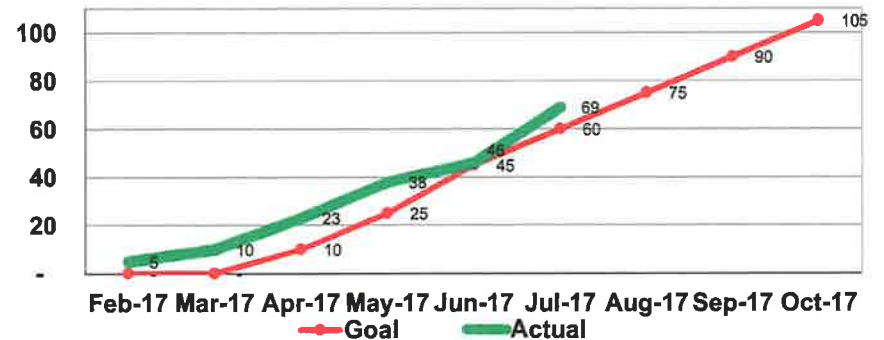
Dollars Pledged: Goal vs Actual



Pledge to ask Ratio - Pledges To Date



Solicitation Calls: Target vs Actual



Public Sector Total to Date = \$1,440,000
 Private Sector total to Date = \$713,500 cash, \$138,000 in kind
TOTAL \$2,291,500
 Pending Decisions total \$1,534,000

THRIVE2021

Growing prosperity in Jefferson and Dodge Counties



Five-Year Campaign Goal: \$3,200,000
Pledged to Date: \$2,291,500 (7/26/2017)

Platinum Division \$100,000+

Jefferson County
Dodge County
United Cooperative, Beaver Dam
Fort Healthcare, Fort Atkinson
W.D. Hoard & Sons, Fort Atkinson

Gold Division \$50,000 - \$99,999

Bank of Lake Mills
Fort Community Credit Union
Maas Brothers Construction, Watertown
Marquardt Village, Watertown
Watertown Regional Medical Center

Silver Division \$10,000 - \$49,999

Watertown Daily Times
7-Up Bottling Co. of Watertown
Baker-Rullman, Watertown
Bank of Sun Prairie
Greater Watertown Community Health Foundation
Partnership Bank, Watertown
Badger Bank, Fort Atkinson

Bronze Division <\$10,000

Ixonia Bank
American Transmission Company, Waukesha
Bender, Levi, Larson, & Associates, S.C., Watertown
First Citizens State Bank, Whitewater
Grinwald Ford, Watertown
Realty Executives Platinum, Watertown
State Bank of Reeseville
Brian Knox, GHDP Board Member
Jim Mode, JCEDC Board Member
Nate Salas, GHDP Board Member
Augie Tietz, JCEDC Board Member
Victoria Pratt, GHDP
Jay Werth, GHDP

TIP Proposal to WEDC

July 26, 2017

Situational Analysis/Data: Manufacturers in Dodge and Jefferson Counties, and across the State of Wisconsin, are struggling to find workers at multiple skill levels. At the time of this application, the City of Jefferson is completing work on a grant from the Economic Development Administration related to the Tyson closing, that includes completion of a "Labor Shed Analysis" for a cost of up to \$26,000; with \$13,000 coming from the Jefferson County Economic Development Consortium (JCEDC) and \$13,000 to be included in the grant to the City. Given the current labor market, a more traditional labor study will not provide the existing manufacturing businesses with the data they need.

Commutation data suggests residents in both Jefferson and Dodge Counties are commuting to work in manufacturing-related businesses outside of the two-county area at high numbers.

The following data was compiled at the request of JCEDC, by MadREP.

Jobs & Earnings - Jefferson and Dodge Counties combined:

	Jobs	Change 2011-16	Earnings	LQ
Advanced Manufacturing	6769	5% Inc.	\$61,666	8.75
Food & Beverage Mfg.	2146	3% Inc.	39,796	4.65

Dodge County Employed Residents: 43,011 (Less than 40% within County)

<u>Location of Work (County)</u>	<u>Number</u>	<u>Percent</u>
Dodge	16,955	39.4%
Dane	4,510	10.5
Washington	3,659	8.5
Jefferson	3,105	7.2
Waukesha	3,091	7.2
Fond du Lac	2,655	6.2

Milwaukee	1,608	3.7
Columbia	1,525	3.5

Jefferson Co. Employed Residents 39,086 (Less than 40% within County)

<u>Location of Work (County)</u>	<u>Number</u>	<u>Percent</u>
Jefferson	14,812	37.9%
Waukesha	6,763	17.3
Dane	4,383	11.2
Milwaukee	3,026	7.7
Walworth	1,779	4.6
Dodge	1,520	3.9
Rock	1,283	3.3

Combined Data - Jefferson & Dodge: 82,097 Residents Employed

Commuting to Waukesha Co.	9,854	12%
Commuting to Dane Co.	8,893	10.8%
Commuting to Milwaukee Co.	4,634	5.6%
Commuting between Dodge & Jefferson Counties:	4,625	5.6%
Employed residents working in Dodge & Jefferson:	31,767	38.7%

Area manufacturing employers consistently ask why residents are commuting out of Jefferson & Dodge Counties for employment. The following wage data by Occupation Code suggests one reason may be money.

Wage Data: 2011-2016 EMSI - by SOC

<u>County</u>	<u>SOC</u>	<u>Avg. Hrly.</u>	<u>Median Hrly.</u>
Dane	51-Production	\$17.48	\$16.70
	53-Transp/Material Movg.	17.14	16.59

Dodge	51	17.02	16.52
	53	16.22	15.64
Jefferson	51	16.93	16.41
	53	15.58	14.96
Waukesha	51	18.83	17.67
	53	16.06	14.98

DIFFICULT POSITIONS TO FILL:

The JCEDC asked manufacturing employers in Jefferson and Dodge to provide a list of 'toughest positions to fill'. The following summarizes the responses received from 14 manufacturing businesses in July 2017:

CNC Machinists	CNC Brake Press Operators	CNC Turret Punch operators
Powder Painters	Experienced Painters	Maintenance Mechanics
General Labor	Brake Press Operators	Machine Operators
CDL Class A Drivers	Shipping/Rec/Whse	Delivery Drivers
Maintenance	Maintenance Supervisors	Machine Maintenance
Assemblers	Clean up/Sanitation	Entry level Assembly
Welders	Entry level production	Bindery & Press operators
General Prodctn.	Robotic Welders	Indus. Pipefitters
Indus. Electricians	Installers (Comm & Res)	Repair Specialists
Manual Machinists	Product Tech Support	Electro-mechan. Techs
Laser operators	Production Supervisors/Mgrs.	Mfg. & Sales Engineers

Other issues noted by manufacturing company responders:

- Tough to fill any 12-hour shift positions
- Tough to fill 2nd and 3rd shift positions
- Hard to find candidates with basic or advanced mechanical aptitude
- Hard to find candidates with good technical and communication skills who are capable of training others
- Hard to find candidates with troubleshooting skills
- Difficulty finding qualified candidates who can get past background checks
- Unwillingness of lower-skilled workers to be trained/up-skilled; resistance to accept greater responsibility

Project Purpose/Goals: The study is proposed to:

- Reverse out-commuting of manufacturing workers who are residents of Jefferson and Dodge Counties;
- Provide needed information to existing manufacturing employers in Jefferson and Dodge Counties;
- Create a template for gathering vital labor data that is replicable and scalable for other regions throughout the state. (As a pilot project, we will be able to refine and enhance the scope of the project as needed.)
- Share all data gathered and all reports delivered with WEDC;
- Provide an overview of the project and the outcomes, to the economic development community in the labor basin area;
- Promote Business & Education Collaborations in Jefferson and Dodge Counties that include increased career-focused investments in K-12 education institutions.

Short Term Goals:

- Determine the labor basin area for Dodge and Jefferson Counties. This will be done by dropping a pin in the Cities of Mayville (Dodge) and Jefferson (Jefferson) and then determining the primary commuting distance from these locations. It is anticipated that this will encompass communities in Columbia, Dane, Dodge, Fond du Lac, Green Lake, Jefferson, Rock, Walworth, Washington and Waukesha Counties.
- Determine *quantity* of available labor in the labor basin, interested in working in manufacturing related jobs at firms in Dodge and/or Jefferson Counties.
- Determine the *quality* of available labor interested in working in manufacturing related firms in Jefferson and/or Dodge Counties.
- Determine the wage and compensation currently being offered by manufacturing employers in specific occupations in Dodge and Jefferson Counties.
- Determine the wage and compensation currently being offered by manufacturing employers in specific occupations in the remaining counties constituting the labor basin.
- Compare compensation packages currently being offered by Dodge & Jefferson County firms by SOC against those offered by others in the labor basin.
- Identify the wage and benefit package necessary for manufacturing employers to offer, to reverse out-commuting of residents of Dodge and Jefferson Counties.

Long-Term Goals:

- Promote the need for a pipeline of future workers to retain and grow manufacturing businesses in Dodge and Jefferson Counties by using the data to:
 - a) Promote careers in manufacturing to K-12 Students, teachers, administrators and School Board Member; to include the potential to:
 - i) Form a Business & Education Consortium to oversee programs such as:
 - Job Shadowing
 - Youth Apprenticeship
 - Internships
 - ii) Expand Inspire participation to all school districts in the 2-county area.
- Educate the economic development community on how and why to conduct labor availability analyses and use the findings to support growth in the manufacturing sector.

Tactics:

- Complete a Labor Availability Analysis for the labor basin area
- Complete a Wage & Benefit Survey for jobs in specific occupations in manufacturing, for the labor basin area
- Use data to prepare reports for manufacturers'; K-12 and higher education institutions and the public;
- Develop marketing materials that promote career opportunities related to manufacturing in the 2-county area
- Promote use of labor availability analyses and wage & benefit surveys as effective tools for economic development use.

Applicant: Jefferson County Government; project to be managed by JCEDC

Partners:

- Dodge County Government
- City of Jefferson
- Glacial Heritage Development Partnership
- JCEDC
- Dodge County Manufacturer's Business Alliance
- Fort Atkinson Chamber of Commerce
- Watertown Chamber of Commerce

- Dodge County SHRM
- Economic Development Administration

Proposed Costs:

Labor Availability Analysis	\$35,000
On-site Presentation to Economic Development Community	3,000
Wage & Benefit Survey	\$20,000
Marketing Related	\$ 5,000
Project Management	<u>\$15,000</u>
Total Project	\$78,000
EDA funding	<u>-13,000</u>
	\$68,000

Local Match*: \$34,000

Request to WEDC: \$34,000

*Local Match: Several manufacturing businesses in the 2-county region have expressed an interest in the study findings and a willingness to assist with matching funds. This will be more fully explored should WEDC agree to support this project. Without WEDC support; this project as proposed will not move forward.

Opportunity Pipeline Report

24-Jul-17

Active in past 30 Days

Project Name	Status	Elimination Reason	Active Date	Business Type	Project Type	Industry Type	
AO3	Active		5/10/2017	New	Manufacturing	Food Processing	focused discussions w/City
Discover	Active		2/7/2017	New	Manufg. Facility	Food Processing Related	site search
Pipe	Delayed		10/24/2016	Existing	Mfg. fac. w/rail	Manufacturing	meetings ongoing
Tots	Active		6/21/2017	Existing	Service	Other Services	site search
Laminate	Preliminary		6/21/2017	New	Manfg. Facility	Japanese-US expansion	site search
Core	Active		6/8/2017	Existing	Mfg. facility	Expansion	site search
Tethis	Preliminary		6/26/2017	New	Mfg. facility w/rail	Manufacturing	site search
Grill	Preliminary		2/1/2017	New/Existing	possible logistics/whse	TBD	Assistance w land assembly & design/build options
Bippy	Preliminary		7/3/2017	New	Mfg/Assembly/Distr.	Advanced Manufacturing	asst. w incentive proposal
Freddy	Preliminary		7/17/2017	New	Restaurant	Retail	site search
Casper	Preliminary		7/19/2017	New	Mfg. facility	Food Processing	RFI completion
Binx	Preliminary	No sites meet criteria	7/19/2017	New	Mfg. facility	Aerospace Mfg.	NA

Color Key

Blue:	HIGH likelihood of project occurring
Purple:	50-50 likelihood of project occurring
Orange:	LOW likelihood of project occurring
Green:	Too new to know!

