



February 4th, 2016, 8:30 a.m.
864 Collins Road, Room 103, Jefferson, WI 53549

JCEDC BOARD AGENDA

Revised

Board Members

Chairman: John David – City of Watertown

Timothy Freitag – City of Jefferson, Linda Bagley-Korth – Cambridge, Steve Wilke – City of Lake Mills, Mark Johnsrud - Village of Johnson Creek, Mo Hansen – City of Waterloo, Pat Cannon – City of Whitewater, Matt Trebatoski – City of Fort Atkinson, Augie Tietz – County Supervisor, Jim Mode – County Supervisor, Glen Borland – County Supervisor

I. Call to Order

II. Roll Call (Establish a quorum)

III. Certification of Compliance with Open Meeting Laws

IV. Approval of February 4, 2016 Agenda

V. Approval of Minutes – December, 2015 *#

VI. Citizens' Comments. *Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.*

VII. JCEDC Reports

A. Preliminary Finance Report – December, 2015 *#

VIII. General Orders

A. Director's Report #

IX. Special Orders

A. Discussion and Possible Action of Potential JCEDC/WEDO Merger *#

X. Citizens' Comments

XI. New Business

A. Future Agenda Items

B. Upcoming Meetings/Seminars

XII. Adjournment

**** Indicates a vote will be taken. # Indicates a document is enclosed.***

A quorum of any Jefferson County Committee, Board, Commission or other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.



Board Action Form

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Action

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Docs Enclosed

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Future Review

Date: February 4, 2015

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: IV

Respective Issue: Motion to approve February 4, 2016 Agenda.

Action Taken:

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Motion Carried

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Not Carried / Denied

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Amended As Follows:



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Future Review

Date: February 4, 2015

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: V

Respective Issue: Motion to approve December, 2015 Minutes.

Action Taken:

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Motion Carried

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Not Carried / Denied

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Amended As Follows:



Jefferson County Economic Development Consortium BOARD MINUTES

December 9, 2015

Meeting called to order at 8:30 am.

Board members present: Supervisors Jim Mode, Augie Tietz, Glen Borland; Mo Hansen – City of Waterloo; Patrick Cannon – City of Whitewater; John David – City of Watertown; Steve Wilke – City of Lake Mills; Matt Trebatoski-City of Fort Atkinson; Tim Freitag – City of Jefferson;

Others Present: Ben Wehmeier-County Administrator, Agriculture Agent LaVern Georgson, Jennifer Bakke – MATC, Thomas Harrigan-Whitewater CDA, Paul Jadin-MadRep, Executive Director Genevieve Coady, and Program Specialist RoxAnne Witte, Ali Kualheim – JCEDC Intern.

Roll Call – Quorum Established

R. Witte certified compliance for the agenda dated 12/9/2015.

Approval of December 2015 Agenda

Mode/Trebatoski moved to amend agenda to take up discussion on Special Orders A and B after Citizens Comments. Motion Carried.

Minutes

Tietz/Wilke moved to approved October 2015 minutes as presented. Motion Carried

Citizen Comments

None.

Special Orders –

A. Discussion on Moving Towards a New JCEDC Organization Model.

Presentation and discussion on the challenges and opportunities of developing a 501c3 or a 501c6/4 Organization Model for JCEDC to better suite engagement of the privacy sector administratively and financially. Freitag/Wilke moved to work with von Briesen & Roper, S.C. to on the development of a 501c3 Organization Model for JCEDC. Motion Carried.

B. Authorization of a Capital Campaign Feasibility Study Request for Proposals.

Hansen/Cannon moved to approve JCEDC staff to move forward with the Request for Proposals for a Capital Campaign Feasibility Study for JCEDC, Funds for the study to come from the \$25,000 allocated to JCEDC by Jefferson County. Cost of the study not to exceed \$23,000 with the balance of the funds to be used for marketing Jefferson County. Motion Carried.

JCEDC Reports

Tietz/Wilke moved to approve JCEDC October 31, 2015 and November 30, 2015 Finance Report as presented, Motion Carried.

DISCLAIMER: These minutes are uncorrected and any corrections made thereto will be noted in the proceedings at which these minutes are approved.

JCEDC-December 2015

General Orders –

A. Directors Report

1. G. Borich highlighted several activities that staff have been working on from the Directors Report submitted to the board.
2. Tyson Update – Discussion was held on the potential loss of more than 1,000 jobs due to Tyson closing plants in Wisconsin and Illinois. Ongoing meetings are being held with area businesses and the state to address this issue.

B. Homebuyer Counseling Report

1. R. Witte distributed an updated report on the Home Buyer program through December 9, 2015.

Citizens Comments

None

New Business

A. Future Agenda Items

1. Possible presentation by Pat Schramm – February/March

B. Upcoming Meetings/Seminars –

1. JCEDC Board of Directors Meeting, January 28, 2016, 8:30 am, 864 Collins Road, Room 8, Jefferson, WI

Adjournment

There being no further business for consideration, motion by Cannon/Trebatoski to adjourn. Motion carried.

Meeting adjourned at 9:10 am

Respectfully submitted,

RoxAnne Witte, Recording Secretary

DISCLAIMER: These minutes are uncorrected and any corrections made thereto will be noted in the proceedings at which these minutes are approved.

JCEDC-December 2015



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Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: VII.A

Respective Issue: Motion to approve preliminary 2015 December Finance Report.

Action Taken:

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Motion Carried

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Not Carried / Denied

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Amended As Follows:

Jefferson County Economic Development Consortium
December 31, 2015

	December	YTD Estimate	YTD Budget	Pct YTD Budget	Adjusted 2015 Budget
Income					
2014 Home Buyer Counseling	-	1,950.00	-	-	-
2015 Home Buyer Counseling	3,300.00	38,237.00	10,000.00	402%	10,000.00
Brownfield Grant Administration	-	3,840.00	4,000.00	96%	4,000.00
Jefferson County	-	83,974.00	83,974.00	100%	83,974.00
Cambridge	-	156.00	156.00	100%	-
Fort Atkinson	-	12,364.00	12,364.00	100%	12,364.00
Jefferson	-	7,922.00	7,922.00	100%	7,922.00
Johnson Creek	-	2,873.00	2,873.00	100%	2,873.00
Lake Mills	-	5,758.00	5,758.00	100%	5,758.00
Waterloo	-	3,323.00	3,323.00	100%	3,323.00
Watertown	-	15,472.00	15,472.00	100%	15,472.00
Whitewater	-	1,593.00	1,593.00	100%	1,593.00
Transfer from Reserve - Rail & Econ Services	-	-	47,847.00	0%	47,529.00
Transfers & Other Financing Sources	25,000.00	37,513.87	-	0%	-
TOTAL INCOME	\$ 28,300.00	214,975.87	\$ 195,282.00	110.35%	\$ 194,808.00
Expenses					
Wages/Payroll	10,000.00	115,196.26	113,312.00	102%	113,312.00
Employee Benefits	3,300.00	36,306.09	35,091.00	103%	35,091.00
521219 Other Professional Services	-	3,900.25	-	-	-
529305 Web Page	-	12.43	200.00	6%	200.00
531301 Office Equipment	-	-	200.00	0%	200.00
531303 Computer Equipment/Software	-	1,465.33	840.00	174%	840.00
531311 Postage	10.00	59.09	260.00	23%	260.00
531312 Office Supplies	-	2,590.10	4,000.00	65%	4,000.00
531313 Printing & Duplicating	-	20.35	60.00	34%	30.00
531322 Subscription	-	7,660.45	10,820.00	71%	10,820.00
531324 Membership Dues	-	945.00	815.00	116%	815.00
531326 Advertising	-	213.55	-	-	-
532325 Registration	-	456.99	400.00	114%	400.00
532332 Mileage	150.00	3,576.70	2,000.00	179%	2,000.00
532334 Commercial Travel	-	316.70	550.00	58%	550.00
532335 Meals	50.00	487.44	750.00	65%	750.00
532336 Lodging	-	85.32	300.00	28%	300.00
532339 Other Travel & Tolls	-	317.54	100.00	318%	100.00
532350 Training Materials	-	382.45	500.00	76%	500.00
533225 Telephone/IP Telephone	23.00	313.00	420.00	75%	420.00
533236 Wireless Internet	84.00	996.64	1,020.00	98%	1,020.00
535242 Maintain Machinery & Equipment	-	840.85	850.00	99%	850.00
571004 IP Telephony Allocation	31.00	365.62	346.00	106%	346.00
571009 MIS PC Group Allocation	530.00	6,064.83	6,359.00	95%	6,359.00
571010 MIS Systems Group Allocation	86.00	1,140.17	1,162.00	98%	1,162.00
591519 Other Insurance	49.00	552.42	483.00	114%	483.00
593413 Wisconsin River Rail Transit Comm	-	14,000.00	14,000.00	100%	14,000.00
TOTAL EXPENSES	\$ 14,313.00	198,265.57	\$ 194,838.00	102%	\$ 194,808.00

**Note these numbers are estimates*



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Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: VIII.A

Respective Issue: Directors Report



JCEDC DIRECTOR'S REPORT

February 4th, 2016

JCEDC ADMINISTRATIVE SUMMARY

Enclosed is the JCEDC Director's Report for February 4th, 2016. Included within this document are a summary of JCEDC's work centered around the five areas of the organization's focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. Looking ahead to the remainder of 2016, 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.

Brownfields Grant

Two sites (one in Waterloo and Johnson Creek a piece) nominated for Phase I ESA assessments through the brownfields program have been pre-qualified by SCS Engineering and staff are working with SCS to submit the sites to the EPA for formal qualification. Staff will also continue to work with SCS to finish the countywide inventory.

Area-wide Business Alliance

The Jefferson County Economic Development Consortium has been introducing the area business alliance to area economic development partners. Staff are meeting with partner staff and Boards to introduce the alliance as well as answer any questions posed. The Alliance is still on track to launch the spring of 2016.

Upcoming Focus

The JCEDC staff will work in the coming months to continue to garner support for the Jefferson County Area-wide Business Alliance and the area's first State of the Area's Economy event (estimated to be hosted for late-Spring 2016). Staff will continue to develop the CRM contact database for communications for the JCABA. Staff continue to move forward with the capital campaign feasibility study in next several months with two in-person interviews with firms (Power 10 and Convergent). Staff is also beginning to work with Von Briesen and Roper on developing a plan for the JCEDC board to consider encompassing the steps needed to move towards a new organizational model and also with Carlson Dettmann on doing a preliminary

HR review as the JCEDC moves towards a new organizational model. Finally staff are working to complete the area hotel/event space market demand analysis.

FOCUS AREA 1: COMMUNICATION

Work Accomplished

- Advised Fair Park staff on financial modelling, expansion opportunities for growth
- Attended several meetings to further support for the osteopathic medical college initiative as well as to share findings and story of the statewide economic impact analysis completed for the initiative
- Continuing to build contact database for both the JCEDC quarterly e-newsletter as well as other announcements, etc. Adopted online CRM platform Insightly
- Presented to WEDO Board on JCEDC's new direction and probable capital campaign process
- Attended Jefferson RDA meeting
- Met with local officials to explore collaborations between the Jefferson County Fair Park and the new Sports Complex in Jefferson
- Met with the new foundation director for the Watertown Hospital
- Attended hearing at state capitol for med college initiative

FOCUS AREA 2: MARKETING OF JEFFERSON COUNTY

Work Accomplished

- Updated JCEDC marketing website
- Reached out to local partners for content for JCEDC E-Newsletter
- Working on development of suite of marketing pieces that can be used as a general development marketing set for Jefferson County
- Attended several Chamber annual dinners in area and continuing work to join all chambers in the area

FOCUS AREA 3: SUPPORTING A POSITIVE BUSINESS CLIMATE & WORKFORCE DEVELOPMENT

Work Accomplished

- Worked with RLF Committee to do phone interviews with consulting firms that submitted proposals for a capital campaign feasibility study
- Working on finalizing county-wide hotel and event space demand analysis
- Working on additional information requested for the CDI WEDC grant application submitted for a site in Fort Atkinson
- Finishing work on developing county-wide brownfields inventory
- Met with several business executives in area for preliminary business retention/expansion interviews
- Met with several businesses in area looking to expand or diversify
- Continuing to develop an analysis for business park development and marketing program opportunities for JCEDC communities
- Working to build a continuously up-to-date database of commercial and industrial properties available (both buildings and sites) to market through both LOIS and Locate in Wisconsin as well as local agencies websites'
- Began work to co-host (with the Workforce Development Board) an area-wide expanded Job Fair
- Presenting Area-wide Business Alliance at area Chambers and other local ED partners
- Continued to develop work program for ExperienceWorks staff to assist the JCEDC with 20 hours of support per week
- Continue to assist with implementation of AdvanceNow, the Greater Madison Region's Comprehensive Economic Development Strategy (CEDS) and partner with MADREP on various activities
- Serve as support and as a liaison to local planning and economic development staff and local leaders

FOCUS AREA 4: FACILITATION AND COORDINATION

Work Accomplished

- Attended GIS user group meeting for Jefferson County
- Toured Tyson plant with area officials
- Assisted with EDA grant application for Tyson reuse initiative
- Attended Home Consortium Meeting
- Talked individually with each JCEDC Board member to talk through organizational model opportunities
- Attended several meetings with Watertown representatives from the CDA, City, WEDO, and Chamber/Main Street program to explore alignment of projects and opportunities
- Attended Waterloo Visioning Session for work on their Economic Development Strategic Planning process
- Hosted meetings on Tyson announcement of closure



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Future Review

Date: February 4, 2015

Point of Contact: Genevieve Borich
JCEDC Executive Director

Agenda Item: IX.A

Respective Issue: Discussion and Possible Action of Potential JCEDC/WEDO Merger.

Motion to authorize staff and select JCEDC board members to work with WEDO representatives and Von Briesen & Roper to develop a proposed transition plan and organizational model for a JCEDC-WEDO merger.



Exploring Partnerships

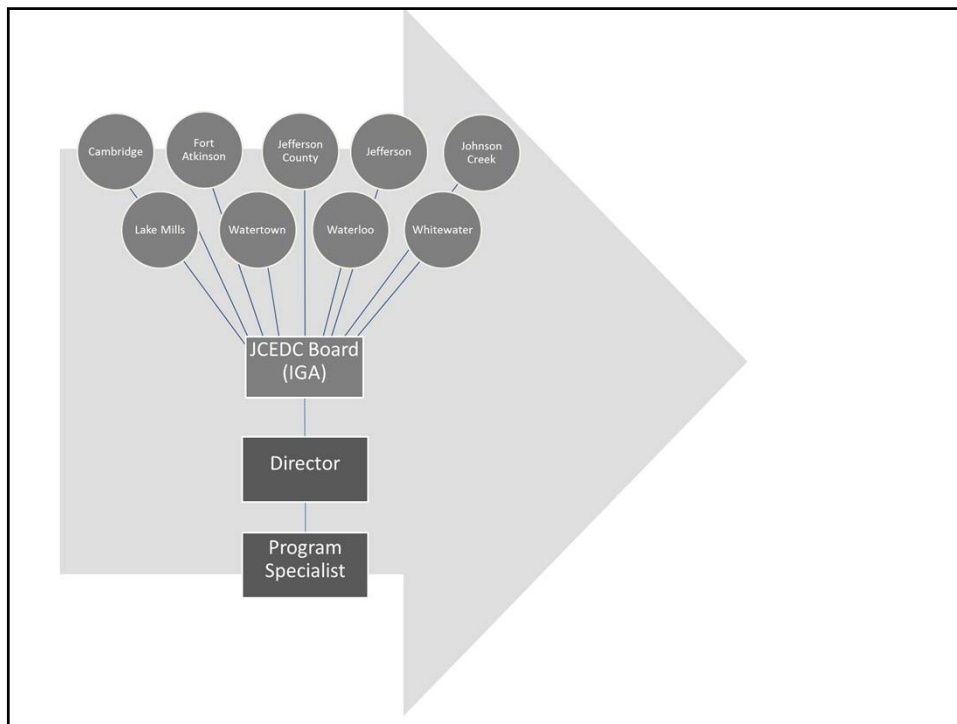
The Potential for a JCEDC
& WEDO Merger



JCEDC Model – Economic Components

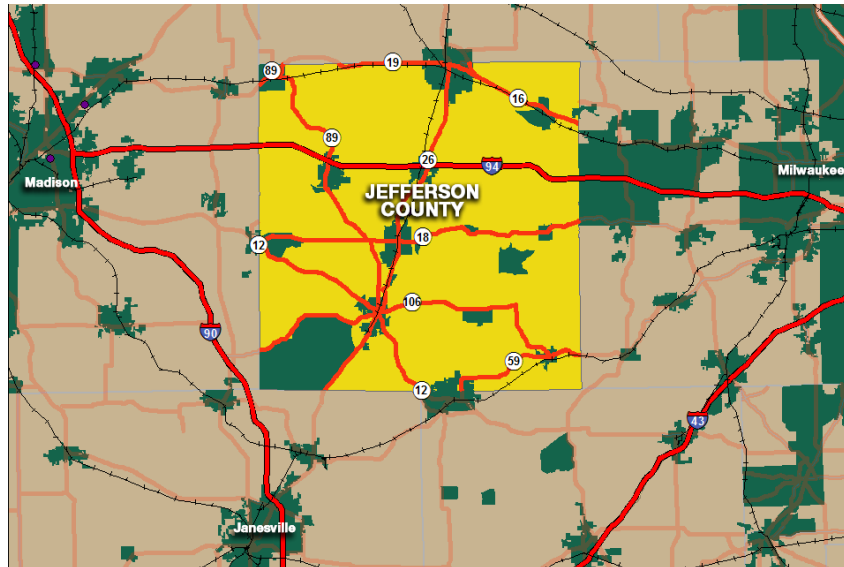
- 2008 County Comp Plan with Economic Focus
- Direct:
 - Primary Employers Business Attraction, Retention, Expansion
 - Workforce
 - Entrepreneurship/Small Businesses
- Indirect:
 - Community Development/Poverty/Housing
 - Planning/Downtown Revitalization
 - Tourism/Marketing/Branding
 - Infrastructure/Transportation





WORKING AT THE SPEED OF
BUSINESS REQUIRES RESULTS.
How do we best support the local economy?

JCEDC Model (New Direction)



JCEDC Model (New Direction)

How do we best support the local economy?

- Two years community and business interviews
- Private Sector does not follow gov't boundaries
 - Supply chains
 - Customer bases
 - Employee base / laborshed
- Business support between area's communities - supplement community work
- Serve as conduit between communities & region



WORKING AT THE SPEED OF
BUSINESS REQUIRES RESULTS.
How do we emulate best practices in
economic development?

Organization/ Community	Public Funds Invested	Private Funds Invested	Total Annual Funds Invested	5- Year Rate	Number Businesses	Org Type	Population	Business Est. per \$ Invested	\$ Invested per Capita
Oshkosh Area Economic Development Corporation	\$506,800	\$2,534,000	\$3,040,800	\$15,204,000	3,010	501c4	166,994	1,010	\$18.21
Forward Janesville/City of Janesville/Rock County 5.0	\$293,374	\$607,697	\$901,071	\$4,505,355	2,831	501c3	64,009	318	\$14.08
Jackson County Industrial Development Corporation (IN)	-	-	\$396,748	\$1,933,740	915	501c3	43,466	423	\$8.90
WEDO	\$65,000	\$128,550	\$193,550	\$967,750		501c6	23,905		\$8.10
Door County Economic Development Corporation	-	-	\$212,000	\$1,060,000	1,227	501c3	27,896	173	\$7.60
Fond du Lac Economic Development Corporation	-	-	\$624,000	\$3,120,000	2,113	501c4	101,798	295	\$6.13
Eau Claire Economic Development Corporation, City, County	\$390,300	\$205,000	\$595,300	\$2,976,500	2,309	501c6	101,438	258	\$5.87
Sauk County Economic Development	-	-	\$351,000	\$1,755,000	1,590	501c4	63,162	221	\$5.56
Shawano County Economic Progress Inc	\$80,598	\$116,358	\$196,956	\$984,780	838	501c3	41,776	235	\$4.71
Sheboygan County Economic Development Corporation	\$211,300	\$222,537	\$433,837	\$2,169,185	2,332	501c4	114,922	186	\$3.78
Columbia County Economic Development Corporation	\$133,841	N/A	\$190,434	\$952,170	1,268	501c4	56,647	150	\$3.36
Washington County Economic Development Corp & County	\$100,000	\$317,829	\$417,829	\$2,089,145	2,852	501c4	132,739	147	\$3.15
Kenosha Area Business Alliance	\$125,000	\$353,869	\$478,869	\$2,394,345	2,736	501c4	166,874	175	\$2.87
La Crosse Area Development Corporation & City	\$270,908	\$118,897	\$389,805	\$1,949,025	2,563	501c6	136,749	152	\$2.85
Jefferson County Economic Development Consortium	\$143,435		\$143,435	\$717,175	2,209	County Dept/IGA	108,000	65	\$1.33

Key Takeaways

Competitive Analysis

- Sole government-only organization
- Two organizations working on same mission
- Volume (marketing, programming)
- Private sector ownership in economic development
 - Administratively
 - Fiduciary
- Emulate best practice - Rock County model



WORKING AT THE SPEED OF
BUSINESS REQUIRES RESULTS.
Economies of scale - develop
smart programming for businesses.

Evolving Area Economic Development

5-Year Strategic Plan

- Increase Econ Dev programming, responsiveness
- Improve visibility of region/state/global
- Align area communities, businesses, and Econ Dev partners with work
- Better use qualified, actionable info to make Econ Dev decisions
- Set expectations and goals under new model

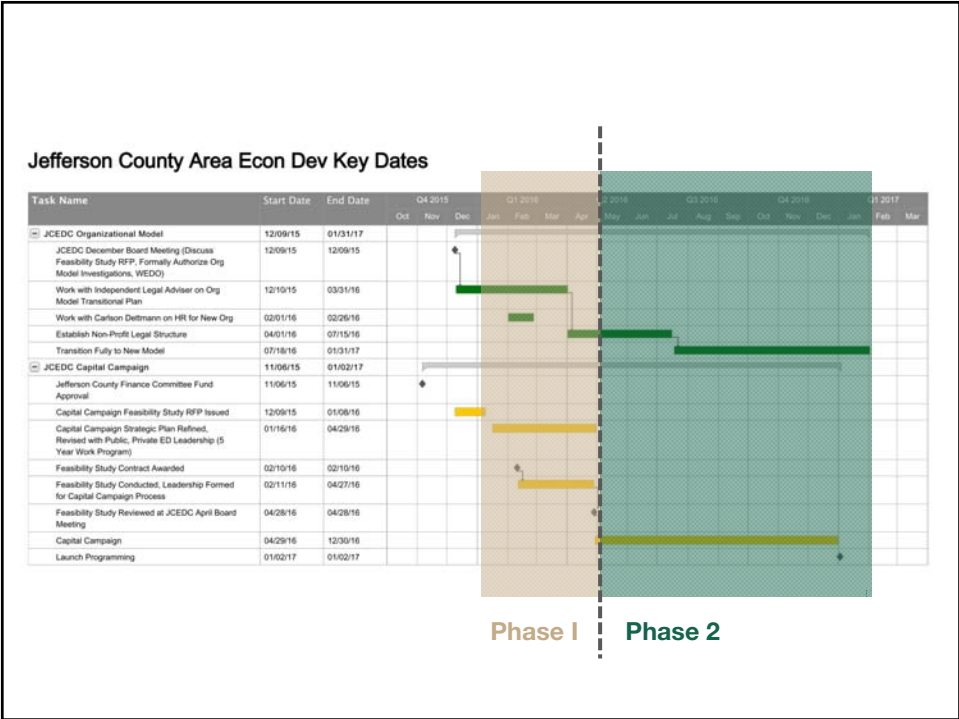
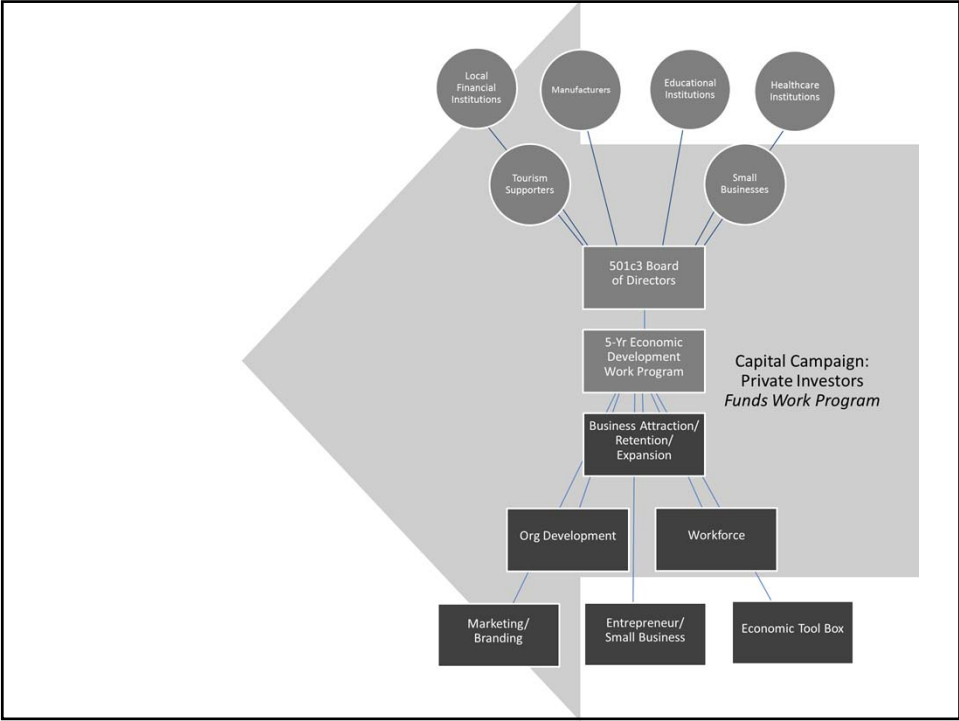


JCEDC: New Direction

2015: JCEDC + 501c3

- Less time on admin, more time on economic development
- Fluid geographic boundaries
- Allow businesses to mainly fund programming
- Qualify for additional grants
- Keep public funds public
- Tax write-off for businesses
- County Affiliation:
 - Keep current admin/HR structure
 - Have support staff of county (payroll, IT, etc)
 - HR benefits a recruitment plus







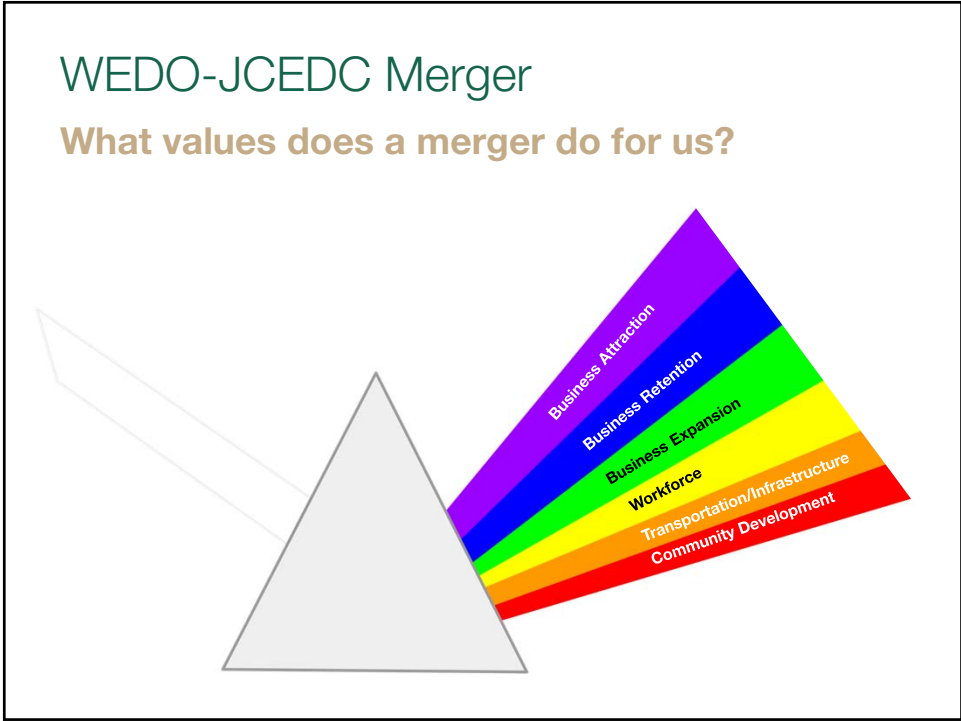
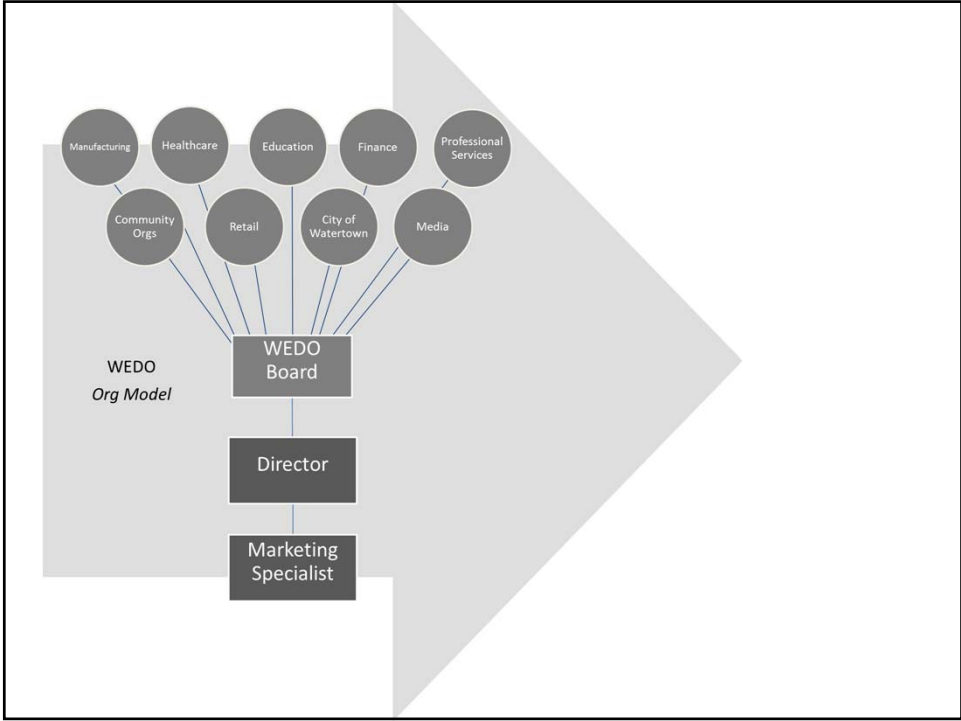
WORKING AT THE SPEED OF
BUSINESS REQUIRES RESULTS.
Exploring a JCEDC-WEDO Merger

WEDO Model

Watertown Economic Development

- Formed in 2010
- 501c6
- Approximately 25+ Investors
- Total budget similar to JCEDC





JCEDC-WEDO Merger Net Gain

JCEDC

- True public-private partnership
- Jump-start private-sector leadership
- Assistance with capital campaign
- Organizational sustainability for long-term
- Cleaner capital campaign
- Greatly expanded marketing capacity for each community

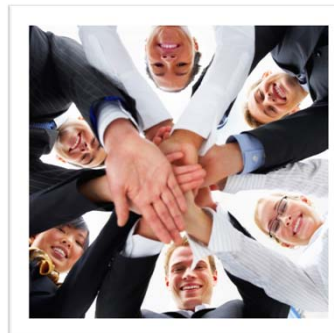
WEDO

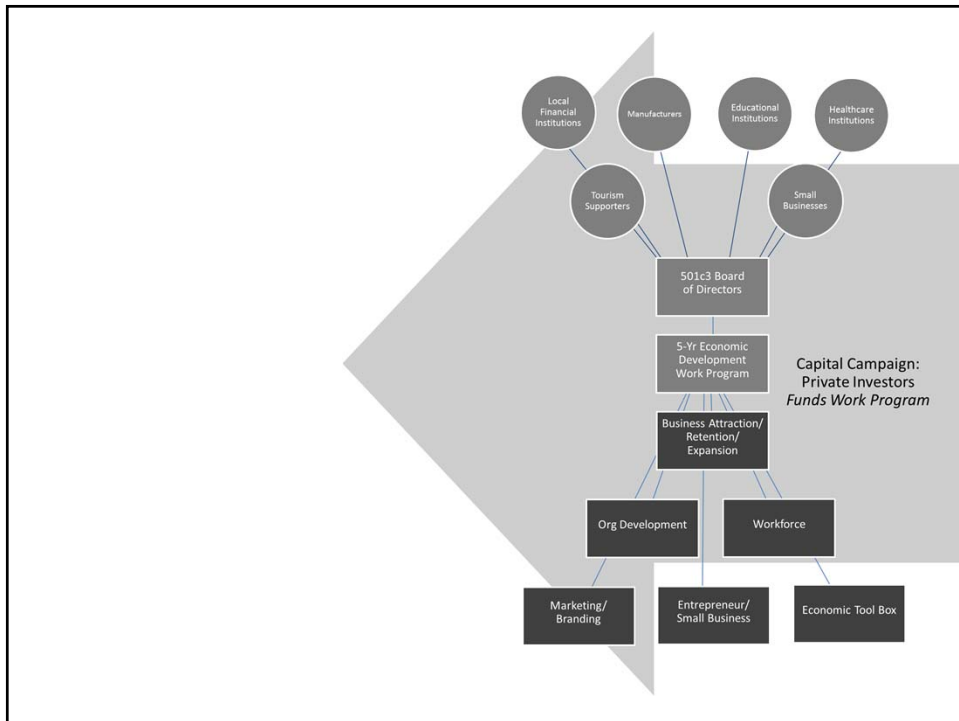
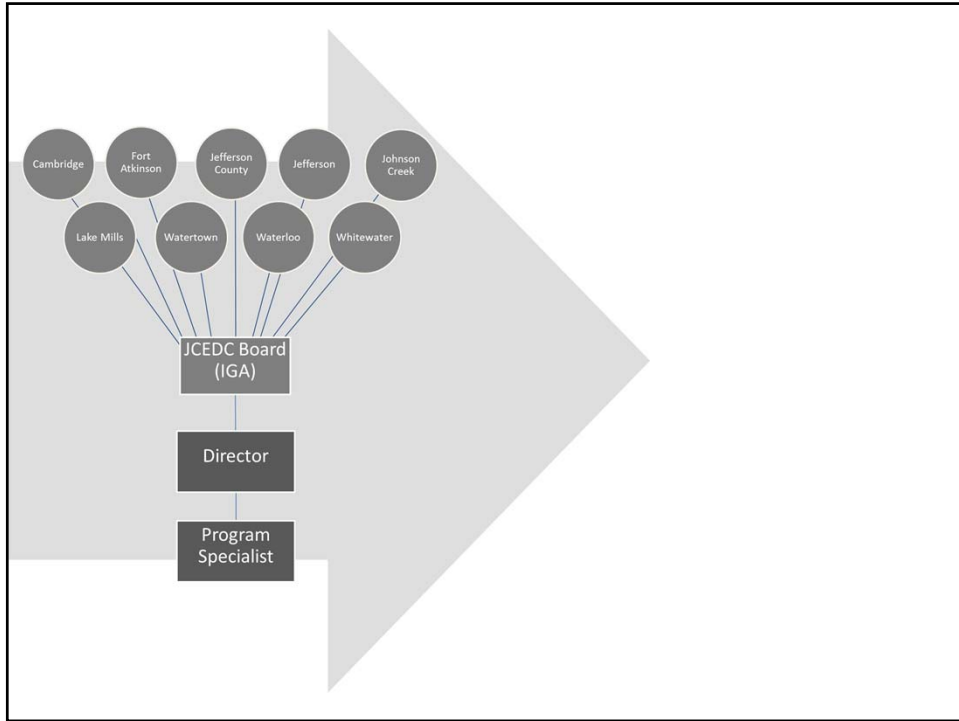
- Raise private-sector funds county-wide to support Watertown businesses
- Support Watertown businesses more effectively (most primary employers operate area-wide)
- Specialize work
- Extend city brand highlighting community's assets

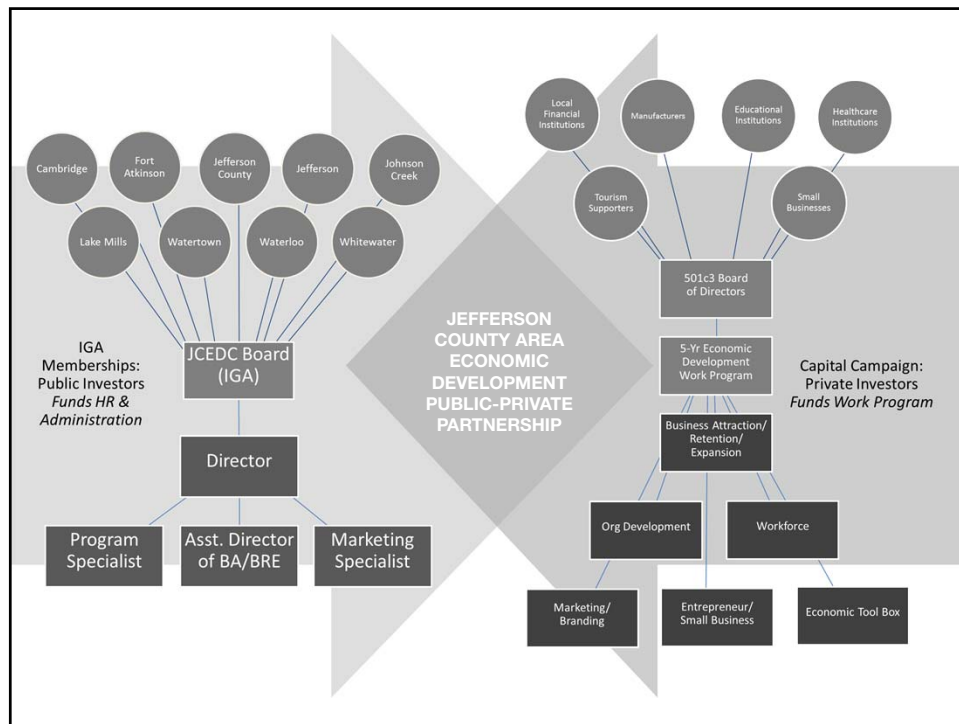
JCEDC-WEDO Merger

Mutual Benefits

- Emulate best practices
- Single PoC for business community
- Grow networking and programming beyond current capacity
- Area-wide programming
- Extend reach of marketing
- Grow staff capacity
- Align administrative function
- Better engage other partners







JCEDC-WEDO Merger

Strategic Deliverables – Pre-Merger

- Engage JCEDC, WEDO leadership
- Develop detailed plan to answer questions
- Admin and financial transition plan
- Human resources review
- Feasibility study
- Capital campaign



JCEDC-WEDO Merger

Strategic Deliverables Post-Merger

- Set # business retention interviews
- Serve as primary point person BA/BRE
- Attend key meetings in communities
- Host events in communities
- Council, investor updates
- Public relations program
- Robust marketing, property dev. of key sites
- Grow economic development tool box



JCEDC-WEDO Merger

Questions to be Answered

- Non-profit board makeup?
- Timing merger? MOU?
- WEDO Incubator?
- Office hours?
- Public investment levels?
- Update late February

