

JCEDC/ThriveED Joint Board Meeting

January 23, 2020

8:30-10:30 am

Room 8-9, lower level

864 Collins Rd., Jefferson

Call Meeting to Order/Introductions: Chairman Trebatoski – JCEDC & Chairman Schroeder – ThriveED

- I. Approval of Agenda
- II. Approval of Minutes from ThriveED 12/3/19 and JCEDC 12/19/19
- III. Public Meeting Compliance
- IV. Public Comment – 3 minute maximum per registered speaker
- V. Review of Financials
 - a. JCEDC year end 2019/2020 budget
 - b. ThriveED year end 2019/2020 budget
- VI. 2020 Meetings Schedules for both organizations
- VII. JCEDC/ThriveED Staff Report
- VIII. Preparing for 2022-2026 Fund Raising Campaign - Steering Committee Chair Mauthe & Chairman Schroeder
- IX. Other Items
- X. Adjournment

**Jefferson County Economic Development Consortium
Board of Directors Meeting
December 19, 2019**

Board members –Matt Trebatoski-City of Fort Atkinson, Steve Wilke – City of Lake Mills, Timothy Freitag – City of Jefferson, Mo Hansen City of Waterloo, Emily McFarland – City of Watertown, Cameron Capper – City of Whitewater, Rebecca Glewen – City of Beaver Dam, Lisa Moen- Village of Cambridge, Kyle Ellefson – Village of Johnson Creek, Jim Mode – Jefferson County Supervisor, Richard Jones – Jefferson County Supervisor, Amy Rinard – Jefferson County Supervisor

I. Call to Order - Meeting called to order by Chairman Trebatoski at 8:30 am.

II. Roll Call – Quorum Established

JCEDC Board Members Present: Matt Trebatoski-City of Fort Atkinson, Mo Hansen-City of Waterloo, Steve Wilke-City of Lake Mills, Cameron Clapper-City of Whitewater, Emily McFarland-City of Watertown, Lisa Moen-Village of Cambridge, Kyle Ellefson-Village of Johnson Creek, Jim Mode-County Supervisor, Dick Jones-County Supervisor

Absent: Tim Freitag-City of Jefferson, Amy Rinard-County Supervisor, Rebecca Glewen-City of Beave Dam

Staff Present: Victoria Pratt-JCEDC Executive Director, Steve Jenkins- Business Development Consultant, Nate Olson- Dodge County, Julie Olver-Marketing Manager, RoxAnne Witte-Program Specialist

Members of the Public Present: Frankie Fuller, John Foust, Dan Neitzel-Kunkel Engineering Group, Brad Marquardt-City of Whitewater, Chris Munz Pritchard-City of Whitewater, Jim Grabowski-WE Energies, Mattie Ziegler

III. Certification of compliance with Open Meeting Law Requirements

Staff certified compliance for the agenda dated December 19, 2019.

IV. Approval of Agenda

Clapper/Mode moved to approve December 19, 2019 JCEDC agenda as printed. Motion passed.

V. Approval of Minutes

Mode/Jones moved to approve November 21, 2019 JCEDC minutes as printed. Motion passed.

VI. Public Comments

Community member expressed concerns regarding open records requests, specifically related to the time lag of receiving the documents and redacted information. Chairman Trebatoski thanked constituent for his comments.

VII. JCEDC Reports

A. Approval of Finance Report

Mode/Clapper moved to approve November 30, 2019 JCEDC finance reports as presented. Motion passed.

VIII. Education Session

Victoria Pratt and Steve Jenkins gave a presentation on Preparing for Development – What Every Municipal Leader Should Know About Making Your Industrial Sites “Development Ready”.

IX. General Orders

A. New Business/Future Agenda Items

B. Upcoming Meetings/Seminars

- JCEDC/ThriveED Joint Board of Directors Meeting, January 23, 2020, 8:30 am.

X. Adjournment

There being no further business for consideration, motion by Hansen/Clapper to adjourn. Motion passed.
Meeting adjourned at 8:44 am.

Minutes prepared by:

RoxAnne L. Witte,
Program Specialist
Jefferson County Economic Development Consortium

Glacial Heritage Development Partnership /Thrive ED
Board of Directors Meeting
December 3, 2019
Meeting held at: Hoard Museum, 401 Whitewater Avenue, Ft. Atkinson, WI

Present – Board of Directors – Jeff Caine, Tina Crave, James Falco, Beau Gellings, Paul Huebner, Bill Kehl, Brian Knox, Matt Moroney, Matt Mauthe, David Schroeder, Michael Wallace, Kyle Ellefson, Matt Trebatoski, Kevin Kaufmann

Others Present: Ben Wehmeier, Blair Ward, Victoria Pratt, Nate Olson, Julie Olver, Steve Jenkins, RoxAnne Witte

Meeting called to order at 8:42 am

Approval of Agenda

Motion by Crave/Mauthe to approve the December 3, 2019 agenda as presented. Motion Carried.

Approval of Minutes

Motion by Kaufmann/Huebner to approve minutes from the April 2, 2019 and August 6, 2019 ThriveED Board of Directors. Motion Carried.

Finance/Audit & Compliance Committee

1. Motion by Wallace/Schroeder to approve the October 31, 2019 GHDP ThriveED Profit & Loss Statement, October 31, 2019 GHDP ThriveED Balance Sheet, and the November 20, 2019 GHDP Accounts Receivable Statement as presented. Motion Carried.
2. Pratt presented the 2020 ThriveED Operating Budget for 2020. Motion by Wallace/Trebatoski to approve the 2020 ThriveED Operating Budget as presented. Motion Carried.
3. A copy of the 2020 Directors and Officers Insurance Policy was emailed to all board members; any questions regarding the policy should be directed to Victoria Pratt.

Branding/Marketing and Communications Committee Update

Crave updated the board on the activities of the committee and communication policy that was developed for ThriveED. Voting on policy tabled to be discussed at next meeting.

Olver gave presentation on the Heat of the Hartland. Discussion was held on how this will be used to market the organization.

President's Report

1. Pipeline Update - Pratt distributed an updated Opportunity Pipeline Report and gave a brief highlight on recruitment/retention/expansion projects that have been active in the past 60 days.
2. 2020 Plan of Work – Pratt distributed the ThriveED/JCEDC 2020 Plan of Work. Pratt explained which tasks will be given priority in 2020, how they are organized around the goals of the Strategic Plan and the work that will be done by contracted staff of the organization, board members and/or working committees.

Proposed 2020 Meeting Schedule

Proposed meeting schedule for 2020 was distributed to the board. Recommendations for locations of 2020 board meetings are to be directed to V. Pratt.

Contract Discussion

1. The Professional Services Agreement between Jefferson County and Glacial Heritage Development Partnership d/b/a ThriveED was distributed to the board. Pratt explained the parameters of the contract and the responsibilities of both ThriveED and Jefferson County. The proposed contract will be amended to include use of county vehicle for Victoria Pratt. Motion by Crave/Caine to approve the amended 2020 Professional Services Agreement between Jefferson County and Glacial Heritage Development Partnership dba ThriveED. Motion carried.
2. Preliminary discussion was held on the 2022-2026 Capital Campaign and the work of the Steering Committee.

Future Meetings

JCEDC/ThriveED Joint Board of Directors Meeting, January 23, 2020, UW Extension/Workforce Development Building, 864 Collins Rm 8-9, Jefferson, WI.

Adjournment

There being no further business to come before the board motion by Wallace/Schroeder to adjourn. Motion Carried.

Meeting adjourned at 9:39 am.

Recorded by
RoxAnne L. Witte

Jefferson County Economic Development Consortium
December 31, 2019

	Nov 30, 2019 Actual	Dec 31, 2019 Estimates	Year to Date	2019 Amended Budget	
Revenue					
JCEDC GHDP Service fees	-	68,500.00	136,000.00	135,000.00	101%
V-Cambridge	-	-	149.80	149.80	100%
V-Johnson Creek	-	-	4,160.00	4,160.00	100%
C-Fort Atkinson	-	-	17,372.60	17,372.60	100%
C-Jefferson	-	-	11,354.00	11,354.00	100%
C-Lake Mills	-	-	8,521.80	8,521.80	100%
C-Waterloo	-	-	4,610.20	4,610.20	100%
C-Watertown	-	-	33,916.40	33,916.40	100%
C-Whitewater	-	-	4,107.60	4,107.60	100%
Jefferson County	-	-	118,896.40	118,896.40	100%
Dodge County	-	-	85,000.00	85,000.00	100%
Dodge County - Amended Contract	-	-	24,961.75	24,961.75	100%
Total	\$ -	\$ 68,500.00	\$ 449,050.55	\$ 448,050.55	100%
Expenditures					
	Nov 30, 2019 Actual	Dec 31, 2019 Estimates	Year to Date	2019 Amended Budget	
Personnel	22,231.97	23,005.98	271,296.16	270,962.00	100%
Professional Services	4,267.96	4,790.53	19,774.77	70,000.00	28%
Web Page Development	-	122.68	2,122.68	2,125.00	100%
Office Expense	815.70	450.59	8,925.30	16,488.00	54%
Membership	325.00	-	1,740.00	1,600.00	109%
Professional Development	719.20	-	7,183.85	7,350.00	98%
Meeting Expenses	3.38	36.59	115.17	2,000.00	6%
Training Materials	-	-	554.79	1,350.00	41%
Subscriptions	907.93	183.42	4,128.90	2,401.00	172%
Internet/Phones/Mis	785.82	939.88	10,467.38	11,486.00	91%
Other Operating	-	-	-	1,000.00	0%
Travel Related	112.09	1,243.00	5,670.52	5,020.00	113%

Expenditures	Nov 30, 2019	Dec 31, 2019	Year to Date	2019 Amended	
	Actual	Estimates		Budget	
Other Insurance	205.64	205.64	1,754.16	1,040.00	169%
Railroad Consortium	-	-	14,000.00	14,000.00	100%
Operating Reserve	-	-	-	-	
Total	\$ 30,374.69	\$ 30,978.31	\$ 347,733.68	\$ 406,822.00	85%

SUMMARY

December 31, 2019

Revenues	Nov 30, 2019	Dec 31, 2019	Year to Date	2019 Amended	
		Estimates		Budget	
Income	\$ -	\$ 68,500.00	\$ 449,050.55	\$ 448,050.55	
Carryover			\$ 109,625.05	-	
Total	\$ -	\$ 68,500.00	\$ 558,675.60	\$ 448,050.55	
Total Expenses	\$ 30,374.69	\$ 30,978.31	\$ 347,733.68	\$ 406,822.00	

Jefferson County Economic Development Consortium

December 31, 2019

Breakdown By Goals

	Nov 30, 2019, 2019 Actual	Dec 31, 2019 Estimates	Year to Date	2019 Amended Budget	
Goal 1					
Personnel	5,280.30	5,676.48	63,844.56	64,754.37	99%
Professional Services	1,493.79	1,676.69	6,921.18	24,500.00	28%
Web Page Development	-	42.94	742.94	743.75	100%
Office Expense	285.50	157.71	3123.88	5,770.80	54%
Membership	113.75	-	609.00	560.00	109%
Professional Development	251.72	-	2,514.36	2,572.50	98%
Meeting Expenses	1.18	12.81	40.31	700.00	6%
Training Materials	-	-	194.18	472.50	41%
Subscriptions	317.78	64.20	1445.13	840.35	172%
Internet/Phones/Mis	274.34	339.33	3664.84	4,020.10	91%
Other Operating	-	-	-	350.00	0%
Travel Related	39.23	435.05	1698.23	1,757.00	97%
Other Insurance	71.97	71.97	613.94	364.00	169%
Railroad Consortium	-	-	4,900.00	4,900.00	100%
Operating Reserve	-	-	-	-	
Total	\$ 8,129.56	\$ 8,477.18	\$ 90,312.55	\$ 112,305.37	80%

	Nov 30, 2019, 2019 Actual	Dec 31, 2019 Estimates	Year to Date	2019 Amended Budget	
Goal 2					
Personnel	5,280.30	5,676.48	63,844.56	64,754.37	99%
Professional Services	1,493.79	1,676.69	6,921.18	24,500.00	28%
Web Page Development	-	42.94	742.94	743.75	100%
Office Expense	285.50	157.71	3123.88	5,770.80	54%
Membership	113.75	-	609.00	560.00	109%
Professional Development	251.72	-	2,514.36	2,572.50	98%
Meeting Expenses	1.18	12.81	40.31	700.00	6%
Training Materials	-	-	194.18	472.50	41%

Goal 2		Nov 30, 2019,	Dec 31, 2019	Year to Date	2019 Amended	
		2019 Actual	Estimates		Budget	
	Subscriptions	317.78	64.20	1445.13	840.35	172%
	Internet/Phones/Mis	274.34	339.33	3664.84	4,020.10	91%
	Other Operating	-	-	-	350.00	0%
	Travel Related	39.23	435.05	1698.23	1,757.00	97%
	Other Insurance	71.97	71.97	613.94	364.00	169%
	Railroad Consortium	-	-	4,900.00	4,900.00	100%
	Operating Reserve	-	-	-	-	
	Total	\$ 8,129.56	\$ 8,477.18	\$ 90,312.55	\$ 112,305.37	80%

Goal 3		Nov 30, 2019	Dec 31, 2019	Year to Date	2019 Amended	
		Actual	Estimates		Budget	
	Personnel	11,671.38	11,653.02	143,607.20	141,453.26	102%
	Professional Services	1,280.39	1,437.16	5,932.42	21,000.00	28%
	Web Page Development	-	36.80	636.80	637.50	100%
	Office Expense	244.71	135.18	2,677.61	4,946.40	54%
	Membership	97.50	-	522.00	480.00	109%
	Professional Development	215.76	-	2,155.16	2,205.00	98%
	Meeting Expenses	1.01	10.98	34.55	600.00	6%
	Training Materials	-	-	166.44	405.00	41%
	Subscriptions	272.38	55.03	1,238.69	720.30	172%
	Internet/Phones/Mis	235.16	287.30	3,137.77	3,445.80	91%
	Other Operating	-	-	-	300.00	0%
	Travel Related	33.63	372.90	2,274.12	1,506.00	151%
	Other Insurance	61.69	61.69	526.26	312.00	169%
	Railroad Consortium	-	-	4,200.00	4,200.00	100%
	Operating Reserve	-	-	-	-	
	Total	\$ 14,113.61	\$ 14,050.06	\$ 167,109.02	\$ 182,211.26	92%

SUMMARY

December 31, 2019

			<u>Year to Date</u>	<u>2019 Amended Budget</u>
Revenues				
Income			\$ 449,050.55	\$ 448,050.55
Carryover			\$109,625.05	-
Total			\$ 558,675.60	\$ 448,050.55
	Nov 30, 2019	Dec 31, 2019		
	Actual	Estimates	Year to Date	
Expenses				
Goal 1	\$ 8,129.564	\$ 8,477.18	\$ 90,312.55	\$ 112,305.37
Goal 2	\$ 8,129.56	\$ 8,477.18	\$ 90,312.55	\$ 112,305.37
Goal 3	\$ 14,113.61	\$ 14,050.06	\$ 167,109.02	\$ 182,211.26
			\$ -	
Totals	\$ 30,372.72	\$ 31,004.42	\$ 347,734.12	\$ 406,822.00

*Note - difference in breakout of goals to Total Expenses is due to percentage and rounding calculations

Beginning Carryover 1/1/2019	\$ 143,345.69
Vested Benefits 1/1/2019	<u>(33,720.64)</u>
	\$ 109,625.05

Jefferson County Economic Development Consortium
Home Buyer Program
December 31, 2019

Income	Nov 30, 2019	Dec 31, 2019	Year to Date	Budget	
	Actual	Estimates			
V- Cambridge	-	-	10.70	10.70	100%
V-Johnson Creek	-	-	297.20	297.20	100%
C- Fort Atkinson	-	-	1,240.90	1,240.90	100%
C-Jefferson	-	-	811.00	811.00	100%
C-Lake Mills	-	-	608.70	608.70	100%
C-Waterloo	-	-	329.30	329.30	100%
C-Watertown	-	-	2,422.60	2,422.60	100%
C-Whitewater	-	-	293.40	293.40	100%
Jefferson County	-	-	8,492.60	8,492.60	100%
DPP Home Buyer Program	600.00	600.00	8,200.00	10,000.00	245%
DPA Home Buyer Program	-	1,950.00	16,250.00	-	-
Additional HBC Inc. Contract Restricted	30.00	2,700.00	28,650.56	-	-
Applied Operating Reserve	-	-	-	28,694.00	0%
TOTALS	\$ 630.00	\$ 5,250.00	\$ 67,606.96	\$ 53,200.40	
Expenses					
Personnel	2,973.07	2,978.45	34,237.97	36,628.00	93%
Web Page Development	-	-	114.00	125.00	91%
Office Expense	74.15	64.15	1,037.84	3,680.40	28%
Membership	-	-	-	200.00	0%
Professional Development	-	-	428.00	3,600.00	12%
Legal Notices - Southern Housing	295.75	-	295.75	-	-
Training Materials	-	223.90	1,292.91	3,150.00	41%
Subscriptions	3.00	3.00	700.97	799.00	88%
Internet/Phones/Mis	295.34	269.00	3,194.04	3,828.00	83%
Travel Related	2.40	73.08	309.50	844.00	37%
Other Insurance	(3.52)	(3.52)	151.92	346.00	44%
Recording Fees	-	-	900.00	-	-
Operating Reserve	-	-	-	-	-
TOTALS	\$ 3,640.19	\$ 3,608.06	\$ 42,662.90	\$ 53,200.40	80%

Jefferson County Economic Development Consortium

2020 Board of Directors Meeting Schedule

8:30 am - 864 Collins Rd, Jefferson, WI

January 23, 2020	Joint Board Meeting w/ThriveED	Rooms 8 & 9
February 27, 2020	Board Meeting	Room 12
March 26, 2020	Education Session	Room 12
April 23, 2020	Board Meeting & Election of Officers	Room 12
May 28, 2020	Education Session	Rooms 8 & 9
June 25, 2020	Board Meeting	Room 12
July 23, 2020	Education Meeting	Rooms 8 & 9
August 27, 2020	Board Meeting	Room 12
September 24, 2020	Education Session	Rooms 8 & 9
October 22, 2020	Board Meeting	Room 12
November 19, 2020	Education Session	Rooms 8 & 9
December 17, 2020	Education Session	Rooms 8 & 9

2020 Schedule

ThriveED Board of Directors Meeting & Conversations with ThriveED

Board of Directors Meeting	March 10, 2020 8:30 – 10:00 am	Location To be Determined
Conversations with ThriveED Investors	April 27 2020 4:00 – 6:00 pm	Location to be Determined
Board of Directors Meeting	June 9, 2020 8:30 -10:00 am	Crave Brothers – Waterloo
Conversations with ThriveED Investors	June 22, 2020 4:00 – 6:00 pm	Location To Be Determined
Conversations with ThriveED Investors	August 31, 2020 4:00 – 6:00 pm	Location To Be Determined
Board of Directors Meeting	September 8, 2020 8:30 – 10:00 am	Location To Be Determined
Glacial Heritage Development Partnership Annual Meeting	October 6, 2020 8:30 – 10:00 am	Location To Be Determined
Conversations with ThriveED Investors	November 2, 2020 4:00 – 6:00 pm	Location To Be Determined
ThriveED Board of Directors Annual Meeting	December 8, 2020 8:30 – 10:00 am	Location To Be Determined

Note: The location for the Conversations with ThriveED Investors events will be split between Dodge and Jefferson County – two in each county.



864 Collins Rd. Suite 111 | Jefferson, WI 53549 | 920-674-8711

ThriveED/JCEDC

2020 Plan of Work

Staff compiled survey results, reviewed 2019 work and discussed work to be done in 2020 to achieve goals of 5-year Strategic Plan. The following tasks will be given priority for calendar year 2020. These are organized around the goals of Thrive ED's Strategic Plan and include work to be done by the contracted staff to the organization, as well as by the members of the Board of Directors and/or Working Committees.

For JCEDC – the first three goals are all related to our Economic Development Work. The fourth goal is related to the Home Buyer Program, which is run under the JCEDC only.

I. BUSINESS DEVELOPMENT WORK: ON-GOING

Objective: *Enhance Competitiveness*

BOARD - The ThriveED Working Committee focused on Product Improvement met several times in 2019 and primarily focused on documenting water and wastewater treatment capacity available by municipality and tied to appropriate industrial sites & buildings. This proved to be a very difficult 'resource' to document and future work to document this may be replaced with questionnaires to individual municipalities to document the capacity at specific locations, rather than as a municipality as a whole.

The Product Improvement Committee needs to be revitalized and focused on:

- Gap financing or higher-risk Loan Fund(s) (individual county or two-county)
- Streamlining the permitting process
- Consistency in zoning language (i.e., manufacturing)

Objective: *Attraction:* Procedural Initiatives: **(Staff)**

- Continue to add & verify sites/buildings and correlated data points
- Maintain accurate overlay maps of all TID's in the two-county area, and an overlay map of all OZ's in the site and building database
- Maintain an accurate Mill Rate sheet for all industrial park locations in both counties, updated annually, and posted on website
- Continue professional management of all investment opportunities
- Develop a matrix of available incentives by 'bucket of interest' from the businesses' perspective; i.e., support to upskill existing workers, support to hire new workers, support to add new machinery & equipment, support to purchase or new construction
- Develop a program to help municipalities 'verify' that their greenfield sites are 'Construction Ready'

Outreach/Attraction:

- Targeting businesses in the following Industry sectors, that are located within a 3-hour drive from 26/94 intersection. Sort by NAICS – for postcard mailing designed to drive them to website or directly to ThriveED:
 - Food & Beverage Processing Industry
 - Advanced Manufacturing industry
- Partnering for Earned Media – work with existing businesses in target industry sectors to develop content for placement in appropriate trade publications for that industry sector
- Partnering for direct calls with Chicago/Milwaukee area CRE's and Site Selectors – with REDO's; WEDC and surrounding EDO's as possible.
- Partnering with existing businesses to attend trade shows in target sectors, as possible

Objective: *Retain existing primary industry sector businesses and support their growth.* This is staff work and includes:

- Continuing refinement of target lists and outreach to set up visits
- Develop a shared repository for aggregate reporting of visits made to businesses in both counties that retains confidentiality
- Report out quarterly on key points from businesses visited

II. **WORKFORCE/BUSINESS RETENTION/BUSINESS ATTRACTION/ENHANCING COMPETITIVENESS INITIATIVES**

Survey responses and staff input all point to the reality of the need to address the area's lack of workers issue as a focal point to retain existing employers, to attract new employers and to promote our region as competitive.

Objective: *Strengthen efforts to ensure an ongoing pipeline of local workers to meet existing business growth demands over time.*

Reality: While many funding streams and entities exist that are 'workforce' focused; none is structured to provide links within the labor basin area in a meaningful manner.

Proposal:

Pilot a program (to prove effectiveness and scalability) that links primary industry sector businesses with area K-12 institutions within the businesses' labor basin area (i.e., may be a 20-mile radius) AND Link K-12 students with ALL career opportunities that exist within their commutation area (i.e., may be a 20-mile radius). Ultimate Goal is to have a robust Business Education Alliance that ensures:

- *Area businesses are connected to and have established relationships with their primary supplier of future workers; the K-12 population of students; families and educators that exist within their labor basin, and that;*
- *All K-12 students have the opportunity to be exposed to ALL the career options that exist close to home.*

Launch initiative in one community (possibly Juneau). Proposal hinges on identifying an existing team member or hiring a contract team member to focus on working with Dodgeland School and the businesses located in the Juneau Industrial Park AND with Dodge County Government to:

- Create a list of all employers within a 20-mile radius of Dodgeland School District facility
- Document ALL the career opportunities available at all these employer's facilities in the 20-mile radius;
- Identify a primary set of contacts at Dodgeland School District to allow for ease of setting up employer tours; promoting YA opportunities; bringing business representatives into the classrooms to talk about careers close to home, etc.
- Identify a primary contact at businesses interested in promoting career opportunities to K-12 students enrolled at Dodgeland SD
- Expand business focus to link them with all K-12 education institutions within a 20-mile radius of them; and establish contacts at those K-12 institutions for businesses to get more engaged in future worker pipeline development.

Documenting the Workers: The number one issue driving new business investments is access to workers. To be competitive, we must be able to tell anyone making or influencing decisions about new business investments the story of our workforce as we understand it today – and the story of our future workforce.

Our 2018 Labor Availability Analysis documented a point-in-time summary of possible workers for businesses in the manufacturing sector only. Consistent input from businesses considering investments in our region and from site selectors, indicate a need to document today and tomorrow's workers. Tomorrow's workers include K-12 students in our region (or within labor basin areas). Decision makers want to know more about that population, and are looking for data that tracks trends in that population; such as increases/decreases in enrollment, students graduating, students learning specific skills, etc.

Proposal: As money allows, conduct a skill analysis of working aged residents within the labor basin (target area TBD). Done well, we should be able to create a point in time summary of 'transferable skills' and creativity, which translates to businesses and site selectors as a high degree of teach-ability.

Internally, staff will continue to track enrollment numbers in all K-12 institutions in the region, and track changes over time. We will continue to rely upon outside sources for information on enrollment, as well as information on numbers of school-aged residents being home schooled, etc.

III. **BRANDING/MARKETING/COMMUNICATIONS WORK: ONGOING**

All work under this section is designed to support the efforts listed above with a focus on:

- Increasing business investment opportunities
- Strengthening the worker pipeline
- Driving traffic to the website
- Building awareness of the Heart of the Heartland region as a prime business investment destination
- Promoting ThriveED as key source of economic development information for the region
- Building private and public sector financial support for economic development efforts

Objective: *Support Business Development & Workforce Development Goals with Branding/Marketing & Communications*

- Continue development of all “Readiness” materials and necessary databases; ONGOING and includes:
 - Refining ‘boiler plate’ WHY messaging
 - Data gathering and research that builds the competitive messaging.
 - Location-specific ‘why’ messaging for key real estate that meets the needs of target industry sector businesses
 - Refresh marketing materials to reflect Heart of the Heartland imagery
- Developing and Implementing Targeted Outreach Campaigns: FAB Q120, Advance Mfg. Q220, Site Selectors/CREs Q320 work includes:
 - Design/develop marketing materials tailored for specific target audiences and each distribution channel
 - Refine/validate contact information for each target audience segment:
 - FAB decision makers within 3-hour drive
 - Advanced Manufacturing decision-makers within 3-hour drive
 - Site Selectors/CRE’s
 - Identify appropriate distribution channels for each target audience

Objective: *Build awareness of business investment advantages in the region and of ThriveED as a resource.*

- Earned Media: ONGOING
 - Develop & Strengthen relationships with local/regional/state media
 - Identify key FAB & Advanced Manufacturing trade publications
 - Develop ‘co-authored’ articles with businesses in FAB & Advanced Manufacturing for publication in key industry trade magazines/e-zines, etc. (businesses making capital

- investments - articles focused on growing your business and partnering with your economic development team)
 - Expand regional/local/state media contacts to promote earned media opportunities
- Social Media: Focus on LinkedIn and Twitter, some FB for JCEDC ONGOING
- Promote ThriveED events and work on social media
- Engage with investors on social media to amplify their message and support their endeavors
- Share articles related to economic development trends and news on a regular basis
- Website: Continuous updating of content, databases ONGOING
 - Backlinks: Make backlinks available to organizations that wish to link back to ThriveED or homebuyer site
 - Development of “hot Maps” that show where ThriveED has assisted projects;
 - Develop themed ‘micro-sites’ – ONGOING focused on workforce-related or key ED-related content;
- Events/Presentations
 - Add in up to 6 ‘education sessions’ in conjunction with JCEDC board meetings and invite ThriveED board/investors, prospects, elected officials and the general public to attend
 - Annual Meetings of the Partnership and the Board of Directors: (TBD)
 - Identify speakers
 - **BOARD WORK**: secure sponsors for events
 - Develop themed presentations to be delivered across the two counties, focused on “Improving our Competitiveness.”
 - Target audiences: Municipal boards, committees, planning, permitting, zoning staff, etc.
 - Potential to ‘share hosting’ with others
 - Continue Conversations with ThriveED event series – Work with board to secure hosts to underwrite these events

Objective: *Retain and Grow Private Sector Investment to support Thrive ED efforts over time.* ONGOING

INVESTOR OUTREACH: BOARD WORK – develop an IRC Strategy

- Work with Steering Committee and Investor Relations Committee to develop plan to enhance Board development/investor attraction efforts

Objective: *Communicate and Update Dodge & Jefferson County audiences*

- ThriveED Annual Report: Published each year and disseminated widely within 4 weeks of publication
- JCEDC Annual Report: Published each Spring and disseminated to municipalities in Jefferson County
- E-updates: current list of ~145; 30% opened. ONGOING
- Economic Development Minute video series – 1-2 per month. Short videos providing brief best practices info about economic development related issues (e.g., confidentiality, development ready sites) Videos shared with Update audience, on social media and website.

IV. DELIVERING JEFFERSON COUNTY'S HOME BUYER PROGRAM

Objective: *Increase the number of home owners in Jefferson County*

- Deliver the Down Payment Plus and HOME Consortium down-payment assistance programs according to mandated guidelines
- Remain current on all program guidelines*
- Provide 9 Education seminars
- Assist with at least 30 new home purchases
- Counsel and vet all prospects to ensure compliance with program guidelines
- Market and promote education seminars and use of programs
- Maintain up-to-date website

Objective: *Increase the value of homes in Jefferson County*

- Deliver the HOME consortium post-purchase rehab and the Southern Housing Region Home Owner Rehab programs
- Remain current on all program guidelines
- Provide counseling and vet all prospects to ensure compliance with program guidelines
- Promote programs across the County
- Assist at least 10 existing homeowners with funds necessary to upgrade their homes

Objective: *Retain access to HUD Programs (Dodd-Frank mandates that HUD certify all offices delivering home buying services; and all personnel delivering counseling – must be completed by YE 2020)*

Execute all preliminary work mandated by HUD, to ensure that JCEDC can achieve HUD certification in 2020. TBD