

**AGENDA  
JOINT MEETING OF THE BOARDS OF  
JCEDC AND THRIVE ED  
THURSDAY, JANUARY 28, 2021**

Jefferson County Courthouse, 311 S. Center Ave. Room 205, Jefferson, WI 53549

*AND VIA Zoom*

**EVERYONE** who intends to attend this meeting via Zoom, including board members, staff, and members of the public, **must register in advance.**

**REGISTRATION LINK:**

<https://zoom.us/meeting/register/tJMqfu6trjsvGdK-S-1TX1revn4jGYcCnhQl>

**After registering, you will receive a confirmation email containing information about joining the meeting.**

**Call to Order & Introductions: Mo Hansen, Chair, JCEDC and David Schroeder, Chair, ThriveED**

- I. Certification of Compliance with Open Meeting Laws**
- II. Approval of Agenda: Hansen/Schroeder**
- III. Approval of Meeting Minutes:**
  - a. JCEDC 12/17/2020 Hansen**
  - b. ThriveED 12/09/2020 Schroeder**
- IV. Public Meeting Compliance – M. Hansen**
  - a. Three minutes for Registered Speakers**
- V. Review of Financials:**
  - a. JCEDC V. Pratt**
  - b. ThriveED V. Pratt/M. Wallace**
  - c. Review of 2021 Plan of Work V. Pratt**
  - d. Review of 2021 Budgets for ThriveED and JCEDC – V. Pratt**
- VI. Meetings Schedules for 2021**
  - a. JCEDC: 12 meetings to be held the 4<sup>th</sup> Thursday of the month except for the months of November and December – 3<sup>rd</sup> Thursdays of the month from 8:30-9:30 am. Six of the meetings will be education sessions. Locations TBD**
  - b. ThriveED:**
    - i. Quarterly Regular meetings of the Board; Wednesdays as below – Locations TBD**
      - 1. March 10**
      - 2. June 9**

- 3. September 8
- 4. December 8 (Annual Meeting of ThriveED BOD)
- ii. Annual Meeting of the Council of Investors: Wed. October 6, 2021
- iii. Potential Conversations with Investors: 4; all locations and dates TBD
- VII. **Staff Report**
  - a. 2021 Plans of Work
  - b. Draft 2022-2026 Strategic Plan
- VIII. **Preparing for Campaign 2021**
  - a. Resource Development Group: Feasibility Study Findings and next steps
- IX. **Chairmen's Reports:**
  - a. JCEDC – Hansen
  - b. ThriveED – Schroeder
- X. **Adjourn**

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.

# Minutes

JCEDC – 12/17/2020

**Jefferson County Economic Development Consortium (JCEDC)  
Board of Directors Meeting  
December 17, 2020 – Meeting held in person and via Zoom**

Board members –TBD - 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, Russ Kottke - Dodge County, Lisa Moen - Village of Cambridge, Brad Calder of Johnson Creek, David Drayna - Jefferson County Supervisor, Richard Jones - Jefferson County Supervisor, Amy Rinard - Jefferson County Supervisor.

- I. **Call to Order** - Meeting called to order by Chairman Hansen at 8:31 am.
- II. **Roll Call – Quorum Established**
  - JCEDC Board Members Present: Mo Hansen-City of Waterloo, Steve Wilke-City of Lake Mills, Emily McFarland-City of Watertown, Tim Freitag-City of Jefferson, Cameron Clapper-City of Whitewater Brad Calder-Village of Johnson Creek, David Drayna-County Supervisor, Dick Jones-County Supervisor, Amy Rinard-County Supervisor, Russell Kottke – Dodge County
  - Absent: Lisa Moen-Village of Cambridge
  - Staff Present: Ben Wehmeier-Jefferson County Administrator, Victoria Pratt-JCEDC Executive Director, Julie Olver-Marketing Manager, Deb Reinbold-Business Development Manager, RoxAnne Witte-Program Specialist
  - Members of the Public Attending: Nate Olson-Dodge County, Michael Testa, Jen Pinnow, Rebecca Grioux, Andy Selle, Rebecca Glewen, Frankie Fuller, Jason Scott, Gene Dalhoff, Jay Lang, Ronald Chisholm, Dan Botich, David Schroeder, Vassil Zanez
- III. **Certification of compliance with Open Meeting Law Requirements**

Staff certified compliance for the agenda dated December 17, 2020.
- IV. **Approval of Agenda**

December 17, 2020 JCEDC agenda approved as printed by consensus of board.
- V. **Approval of Minutes**

Wilke/Drayna moved to approve November 19, 2020 JCEDC minutes as printed. Motion passed.
- VI. **Public Comments**

None
- VII. **JCEDC Reports**
  - A. **Finance Report** – Drayna/Wilke moved to approve November 30, 2020 JCEDC and Homebuyer Program finance reports as presented. Motion passed.
- VIII. **General Orders**
  - A. **Update on the JCEDC administered CDBG Competitive Award Program**

Reinbold and County Administrator Wehmeier updated the board on conversations with DOA regarding closeout of the current Jefferson County’s CDBG RLF program and application for the statewide CDBG-CLOSE program.
- IX. **December Education Session**

Eric Maki-Market President of Bremer Bank and Vassil Zanev-Director of Capital Markets of Bremer Bank gave a presentation and answered questions on New Market Tax Credits.
- X. **Upcoming Meeting/Seminars**
  - **JCEDC & ThriveED Joint Board of Directors Meeting** – January 28, 2021, 8:30 am, Jefferson County Courthouse, Room 205 and via Zoom.
- XI. **Adjournment**

There being no further business for consideration, motion by Drayna/McFarland to adjourn. Motion passed.  
Meeting adjourned at 9:42 am

Minutes prepared by:  
RoxAnne L. Witte, Program Specialist  
Jefferson County Economic Development Consortium

# Finance Reports

JCEDC – 12/31/2020

HB Program 12/31/2020

2021 Budget – Breakout by Goals

## Jefferson County Economic Development Consortium

December 31, 2020

	November Actual	December Estimates	Year to Date	2020 Budget	
<b>Revenue</b>					
JCEDC GHDP Service fees	-	67,500.00	135,000.00	135,000.00	100.0%
GHDP Reimbursable Expenses		1,000.00	1,705.00	-	
V-Cambridge	-	-	156.00	156.00	100.0%
V-Johnson Creek	-	-	4,473.00	4,473.00	100.0%
C-Fort Atkinson	-	-	18,585.00	18,585.00	100.0%
C-Jefferson	-	-	12,196.50	12,196.50	100.0%
C-Lake Mills	-	-	9,145.50	9,145.50	100.0%
C-Waterloo	-	-	4,984.50	4,984.50	100.0%
C-Watertown	-	-	36,556.50	36,556.50	100.0%
C-Whitewater	-	-	4,473.00	4,473.00	100.0%
Jefferson County	-	-	127,894.50	127,894.50	100.0%
Dodge County	-	-	135,048.00	135,660.00	99.5%
Contra Account	-	-	(14,564.30)	(14,564.30)	100.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 68,500.00</b>	<b>\$ 475,653.20</b>	<b>\$ 474,560.20</b>	<b>100.2%</b>

	November Actual	December Estimates	Year to Date	2020 Budget	
<b>Expenditures</b>					
Personnel	31,223.67	31,853.60	337,592.87	325,835.00	104%
Professional Services	208.50	20,963.00	30,668.47	75,000.00	41%
Web Page Development	-	-	2,041.34	2,125.00	96%
Office Expense	244.88	470.92	4,201.09	13,904.00	30%
Membership	1,190.00	-	2,729.00	3,250.00	84%
Professional Development	16.48	49.20	5,611.72	7,800.00	72%
Meeting Expenses	65.94	-	136.85	2,000.00	7%
Training Materials	-	-	-	1,400.00	0%
Subscriptions	221.37	82.57	4,332.10	3,000.00	144%
Internet/Phones/Mis	890.46	836.81	10,125.27	11,288.00	90%
Other Operating	-	-	-	1,000.00	0%
Travel Related	944.13	235.00	4,354.18	4,700.00	93%

Expenditures	November Actual	December Estimates	Year to Date	2020 Budget	
Other Insurance	160.96	160.96	1,931.52	1,683.00	115%
Railroad Consortium	-	-	14,000.00	14,000.00	100%
Operating Reserve			-	-	
<b>Total</b>	<b>\$ 35,166.39</b>	<b>\$ 54,652.06</b>	<b>\$ 417,724.41</b>	<b>\$ 466,985.00</b>	<b>89%</b>

## SUMMARY

December 31, 2020

	November Actual	December Estimates	Year to Date	2020 Budget
<b>Revenues</b>				
Income	\$ -	\$ 68,500.00	\$ 475,653.20	\$ 474,560.20
<b>Expenses</b>				
	\$ 35,166.39	\$ 54,652.06	\$ 417,724.41	\$ 466,985.00
<b>Capital Outlay Expenditures</b>				
Vested Benefits	\$ 35,758.26			
<b>1/1/2020 Carry Forward Balance</b>		<b>\$247,943.90</b>		

## Breakdown By Goals

Goal 1	November Actual	December Estimates	Year to Date	2020 Budget	
Personnel	8,294.78	8,591.50	87,114.21	83,355.00	105%
Professional Services	72.98	7,337.05	10,733.98	26,250.00	41%
Web Page Development	-	-	714.47	743.75	96%
Office Expense	85.72	164.83	1,470.44	4,866.40	30%
Membership	416.50	-	955.15	1,137.50	84%
Professional Development	5.77	17.22	1,940.83	2,730.00	71%
Meeting Expenses	23.08	-	47.89	700.00	7%

Goal 1 Cont.	November Actual	December Estimates	Year to Date	2020 Budget	
Training Materials	-	-	-	490.00	0%
Subscriptions	77.48	28.90	1,539.52	1,050.00	147%
Internet/Phones/Mis	311.66	292.89	3,509.02	3,950.80	89%
Other Operating	-	-	-	350.00	0%
Travel Related	330.45	82.25	1,419.94	1,645.00	86%
Other Insurance	56.34	56.34	676.04	589.05	115%
Railroad Consortium	-	-	4,900.00	4,900.00	100%
<b>Total</b>	<b>\$ 9,674.74</b>	<b>\$ 16,570.97</b>	<b>\$ 115,021.48</b>	<b>\$ 132,757.50</b>	<b>87%</b>

Goal 2	November Actual	December Estimates	Year to Date	2020 Budget	
Personnel	8,294.78	8,591.50	87,114.21	83,355.00	105%
Professional Services	72.98	7,337.05	10,733.98	26,250.00	41%
Web Page Development	-	-	714.47	743.75	96%
Office Expense	85.72	164.83	1,470.44	4,866.40	30%
Membership	416.50	-	955.15	1,137.50	84%
Professional Development	5.77	17.22	1,940.83	2,730.00	71%
Meeting Expenses	23.08	-	47.89	700.00	7%
Training Materials	-	-	-	490.00	0%
Subscriptions	77.48	28.90	1,539.52	1,050.00	147%
Internet/Phones/Mis	311.66	292.89	3,509.02	3,950.80	89%
Other Operating	-	-	-	350.00	0%
Travel Related	330.45	82.25	1,419.94	1,645.00	86%
Other Insurance	56.34	56.34	676.04	589.05	115%
Railroad Consortium	-	-	4,900.00	4,900.00	100%
<b>Total</b>	<b>\$ 9,674.74</b>	<b>\$ 16,570.97</b>	<b>\$ 115,021.48</b>	<b>\$ 132,757.50</b>	<b>87%</b>

Goal 3	November Actual	December Estimates	Year to Date	2020 Budget	
Personnel	14,634.12	14,670.60	163,364.42	159,125.00	103%
Professional Services	62.55	6,288.90	9,200.54	22,500.00	41%
Web Page Development	-	-	612.40	637.50	96%
Office Expense	73.45	141.26	1,260.20	4,171.20	30%
Membership	357.00	-	818.70	975.00	84%



Goal 3 cont.	November Actual	December Estimates	Year to Date	2020 Budget	
Professional Development	4.94	14.76	1,663.58	2,340.00	71%
Meeting Expenses	19.78	-	41.05	600.00	7%
Training Materials	-	-	-	420.00	0%
Subscriptions	66.41	24.77	1,319.58	900.00	147%
Internet/Phones/Mis	267.13	251.04	3,107.51	3,386.40	92%
Other Operating	-	-	-	300.00	0%
Travel Related	283.24	70.50	1,514.32	1,410.00	107%
Other Insurance	48.29	48.29	579.47	504.90	115%
Railroad Consortium	-	-	4,200.00	4,200.00	100%
	<b>\$ 15,816.92</b>	<b>\$ 21,510.12</b>	<b>\$ 187,681.77</b>	<b>\$ 201,470.00</b>	<b>93%</b>

## SUMMARY

December 31, 2020

			Year to Date	2020 Budget
<b>Revenues</b>				
Income			\$ 475,653.20	\$ 474,560.20
	November Actual	December Estimates	Year to Date	
<b>Expenses</b>				
Goal 1	\$ 9,674.74	\$ 16,570.97	\$ 115,021.48	\$ 132,757.50
Goal 2	\$ 9,674.74	\$ 16,570.97	\$ 115,021.48	\$ 132,757.50
Goal 3	\$ 15,816.92	\$ 21,510.12	\$ 187,681.77	\$ 201,470.00
<b>*Totals</b>	<b>\$ 35,166.40</b>	<b>\$ 54,652.07</b>	<b>\$ 417,724.74</b>	<b>\$ 466,985.00</b>
Capital Outlay Expenditures				
Vested Benefits	\$ 35,758.26			
1/1/2020 Carry Forward Balance	\$247,943.90			

\*Note breakout differences due to percent rounding

Jefferson County Economic Development Consortium  
Home Buyer Program  
December 31, 2020

<b>Income</b>	<b>November Final</b>	<b>December Estimates</b>	<b>Year to Date</b>	<b>Budget</b>	
V- Cambridge	-	-	10.40	10.40	100%
V-Johnson Creek	-	-	298.20	298.20	100%
C- Fort Atkinson	-	-	1,239.00	1,239.00	100%
C-Jefferson	-	-	813.10	813.10	100%
C-Lake Mills	-	-	609.70	609.70	100%
C-Waterloo	-	-	332.30	332.30	100%
C-Watertown	-	-	2,437.10	2,437.10	100%
C-Whitewater	-	-	298.20	298.20	100%
Jefferson County	-	-	8,526.30	8,526.30	100%
DPP Home Buyer Program	300.00	900.00	7,100.00	10,000.00	260%
DPA Home Buyer Program	-	7,800.00	18,850.00	-	-
Additional HBC Inc. Contract Restricted	2,500.00	4,000.00	12,200.00	-	0%
Applied Operating Reserve	-	-	-	28,347.70	0%
<b>TOTALS</b>	<b>\$ 2,800.00</b>	<b>\$ 12,700.00</b>	<b>\$ 52,714.30</b>	<b>\$ 52,912.00</b>	<b>100%</b>

<b>Expenses</b>	<b>November Final</b>	<b>December Estimates</b>	<b>Year to Date</b>	<b>Budget</b>	
Personnel	3,113.97	3,017.11	36,491.71	36,678.00	99%
Web Page Development	-	-	114.00	150.00	76%
Office Expense	84.15	64.15	1,289.94	3,730.00	35%
Membership	-	-	-	250.00	0%
Professional Development	-	-	175.00	3,700.00	5%
Legal Notices - Southern Housing	-	-	-	-	-
Training Materials	-	-	543.12	3,200.00	17%
Subscriptions	-	-	598.00	1,700.00	35%
Internet/Phones/Mis	149.05	149.04	1,789.27	2,386.00	75%
Travel Related	-	-	6.90	930.00	1%
Other Insurance	17.67	17.67	212.05	188.00	113%
Recording Fees	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 3,364.84</b>	<b>\$ 3,247.97</b>	<b>\$ 41,219.99</b>	<b>\$ 52,912.00</b>	<b>78%</b>

# Jefferson County Economic Development Consortium

## 2021 Budget - Breakout by Goals

Income	Total
GHDP - Reimbursed Expenses	135,000.00
V- Cambridge	160.50
V-Johnson Creek	4,524.00
C- Fort Atkinson	18,712.50
C-Jefferson	12,156.00
C-Lake Mills	9,228.00
C-Waterloo	4,977.00
C-Watertown	22,851.00
C-Whitewater	4,588.50
Jefferson County	128,568.00
Dodge County	135,445.50
Contra Account - Homebuyer	(13,717.70)
<b>TOTALS</b>	<b>462,493.30</b>

Expenses	Goal 1	Goal 2	Goal 3	Total
Personnel	134,982.70	102,665.18	151,929.7	389,577.51
Professional Services	20,000.00	20,000.00	20,000.00	60,000.00
Web Page Development	708.33	708.33	708.33	2,125.00
Office Expense	3,445.33	3,445.33	3,445.33	10,336.00
Membership	1,100.00	1,100.00	1,100.00	3,300.00
Professional Development	1,600.00	1,600.00	1,600.00	4,800.00
Meeting Expenses	500.00	500.00	500.00	1,500.00
Training Materials -	166.67	166.67	166.67	500.00
Subscriptions	2,000.00	2,000.00	2,000.00	6,000.00
Internet/Phones/Mis	4,046.67	4,046.67	4,046.67	12,140.00
Other Operating	333.33	333.33	333.33	1,000.00
Travel Related	1,933.33	1,933.33	1,933.33	5,800.00
Other Insurance	689.42	689.42	689.42	2,068.26
Railroad Consortium	4,666.67	4,666.67	4,666.67	14,000.00
Total	176,172.45	41,189.75	41,189.75	\$513,146.77

Profit/Loss -\$50,653.47

Reserve Applied Operating - Balance 1/1/2020	\$261,996.00
Reserve Applied	<u>-\$50,653.47</u>
Reserve Applied Operating - Balance 12/31/2021	<u>\$211,342.53</u>
Vested Benefits Balance - 1/1/2020 - \$28,436.40	


# Staff Reports

2021 Plan of Work

Draft 2022-2026 Strategic Plan

# THRIVE ECONOMIC DEVELOPMENT/JCEDC 2021

## PLAN OF WORK

Note: Items inside purple shaded boxes and marked with this icon  represent Board and Committee work

### GOAL 1: BUSINESS DEVELOPMENT

#### **Objective: Business Retention and Expansion**

- Conduct at least 50 BRE visits
- Continuous refinement of target lists and outreach to set and complete visits
- Develop a shared repository for aggregate reporting of visits made to businesses in both counties that retains confidentiality
- Report out quarterly to Boards of Directors, on key points from businesses visited
- Provide an annual report to investors and other stakeholders that aggregates data from existing business visits
- Project Management - Provide direct and indirect support to existing businesses on all issues raised related to stabilization or expansion of business. Services may include:
  - Access to programs or services necessary to help business overcome obstacles impinging business growth
  - Confidential site/building search assistance
  - Access to financing for investments in the business
  - Access to other services as needed

#### **Objective: Business Attraction**

- All activities necessary to provide a current, relevant, and robust sites and buildings database.
- All activities necessary to provide accurate demographic information and other relevant local data for community leaders, business executives and site selectors searching for information
- Project Management - Provide direct and indirect support to businesses looking to making capital investments to include:
  - Confidential site/building search assistance
  - Access to financing for property acquisition or rehabilitation
  - Access to available incentives needed to support new investment
  - Access to other services as needed
- Execution of targeted business attraction activities: Campaign focused on Food and Beverage Processors and key suppliers within a 3-hour drive radius
- Partnerships - As resources allow:
  - Participate in familiarization tours of area assets and opportunities
  - Partner with MadREP and M7 to attend specific outreach activities that include meeting with corporate decision makers to promote the business assets of the two-county area

- Partner with WEDC and surrounding EDO's for direct calls with Chicago/Milwaukee area CRE's and Site Selectors
- Partner with existing businesses to attend trade shows in target sectors

**Objective: Building Business Investment Capacity (In the Plans of Work for 2022 and beyond, some of these activities will fall under the newly added Goal 4: Building Capacity)**

- Ongoing work to document built resources that are attractive to businesses in our target industry sectors; I.e., working with municipalities to document water/wastewater capacity at specific locations, to promote available sites/buildings to food processing businesses.
- 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 invest in new machinery and equipment, etc.



**BOARD/COMMITTEE WORK: Revitalize the Product Improvement Committee to focus 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) and/or creating a Development Corridor

## GOAL 2: WORKFORCE DEVELOPMENT

**Objective: Workforce/Talent Skill Development and Alignment**

Launch pilot program that links primary industry sector businesses with area K-12 institutions within the businesses' labor basin area and links K-12 students with all career opportunities that exist within their commutation area.

This proposal hinges on identifying an existing team member or hiring a contract team member, to focus on working with the participating school district and the businesses located in that district's labor basin.

Work will include:

- Create a list of all employers within a 20-mile radius of participating school district and document all career opportunities available at all these employers' facilities
- Inventory all careers available (not jobs) within the 20-mile or 'commuting' radius of the participating high school
- Documenting wage ranges and minimum education necessary to access the prevailing career options within the commuting radius
- Develop a process to ensure that all high school students in the pilot district have access to the full range of information about careers within their commuting radius; and are made aware of the current wage ranges and minimum education necessary to access these options

- Establish key contacts at the participating 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 the participating school district
- Connecting employers with key contacts at ALL the schools within their current labor draw area to promote their career opportunities to high school students

#### Documenting the Workforce/Talent Pipeline

- As funding allows, conduct a skills analysis of working aged residents within the labor basin (target area TBD)
- Track enrollment numbers in all K-12 institutions in the region, including changes over time

### GOAL 3: MARKETING AND COMMUNICATIONS

#### **Objective: Support Business Development and Workforce Development goals**

- CRM and database building
  - Continuously maintain accurate database of targeted audience sectors, which includes:
    - Business attraction targets (2021 Focus: Food and Beverage Processors and their key suppliers within a 3-hour drive)
    - Business Retention targets (Primary industry sector businesses in the 2-county region)
    - Current investors
    - Potential investors
    - Municipal leaders
    - Chambers of Commerce
    - School Superintendents
- Update existing marketing materials as needed
- Execute targeted outreach campaign to Food and Beverage Processors and their key suppliers within a 3-hour drive
  - Gather data and research that builds the competitive messaging
  - Design/develop marketing materials tailored for specific target audiences and each distribution channel
  - Location-specific 'why' messaging for key real estate that meets the needs of FAB
  - 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
  - Expand regional/local/state media contacts to promote earned media opportunities
  - Identify key FAB trade publications

- Develop co-authored articles with businesses in FAB 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)
- Social Media
  - Focus on LinkedIn and Twitter for ThriveED; some FB for JCEDC
  - Promote ThriveED events and work on social media
  - Post 4-5 times per week
  - Conduct campaign for Manufacturing Month (October)
  - 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
  - Make backlinks available to organizations that wish to link back to ThriveED or homebuyer site
  - Maintain Success Stories map that shows where ThriveED has assisted projects
  - Develop two themed 'micro-sites' – one workforce-related and one FAB related
- Events/Presentations
  - Continue Business Education Sessions in conjunction with JCEDC board meetings and invite ThriveED board/investors, prospects, elected officials and the general public to attend
  - Continue Conversations with ThriveED event series
  - Host/co-host 2-4 virtual (or in person, depending on status of COVID-19) sessions.
    - Possible topics:
      - Making Your Community Investment Ready (target audience: municipalities)
      - State of Jefferson/Dodge County Update (target audience: local businesses, municipalities, residents, community leaders)
      - Resilient and Rural – Promoting Rural Prosperity
      - Trends in Workforce Attraction (maybe co-sponsored by SHRM?)
- Annual Meeting and Presentation

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

- ThriveED Annual Report: Published and disseminated in October
- JCEDC Annual Report: Published each Spring and disseminated to municipalities in Jefferson County
- E-updates – to investors/target audiences
- Video series – 1 per month, short videos providing best practices info about economic development related issues. Videos shared with all audiences, on social media and website.



**BOARD WORK: Secure sponsors for events**



## OUTSIDE OF STRATEGIC PLAN WORK TO BE DONE – CAPITAL CAMPAIGN FOR 2022-2026

### **Objective: Retain and Grow Private Sector Investment to support ThriveED efforts over time**

- Capital Campaign – CAMPAIGN is envisioned to wrap no later than 6/30/2021. Funding goal is currently set at \$2.4 million for the five years; with at least 50% of this coming from the Private Sector. Work done in 2020 secured Resource Development Group (RDG) as the fundraising consultant group. RDG began feasibility stage of Campaign work in Q420. Work in 2021 will include:
  - Set appointments and complete logistics/administrative work as needed and at direction of campaign consultants
  - Conduct research and gather necessary data for campaign (specific contacts, etc.)
- Create campaign materials
  - Build a Case for support
  - Develop Testimonials/possibly develop a video for campaign use
  - Create new pledge forms
  - Update website to include a Campaign page
  - Developing Talking points for campaign cabinet and board members and other ambassadors
  - Outreach via various mediums to promote campaign/achieve goals.
  - All other marketing/promotional/communications as required
- Create campaign cabinet
  - Invite community and private sector business leaders to participate
  - Educate Campaign Cabinet members on campaign goals/ThriveED work to date/projected work
- Events and Meetings
  - Establish regular meetings between RDG and ThriveED board and staff as needed
  - Define “Campaign Kick-off” event and all work necessary to execute
  - Expand use of Conversations with ThriveED events to focus on Campaign goals in Q1-2, 2021



#### BOARD/COMMITTEE WORK: Investor Relations Committee and Executive Committee and other members as necessary:

- Recruit Campaign Cabinet members
- Assist with efforts to secure meetings with key decision makers for Campaign asks
- Participate in Campaign asks with key contacts
- Develop a long-term investor relations strategy

## JEFFERSON COUNTY HOME BUYER & HOME REHAB PROGRAMS

### ***Objective: Increase the number of homeowners 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
- Update program website

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

- Deliver the HOME consortium post-purchase rehab and the Southern Housing Region Homeowner 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



2022-2026 STRATEGIC PLAN  
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# TABLE OF CONTENTS/SUMMARY

<b>TABLE OF CONTENTS/SUMMARY</b> .....	<b>1</b>
<b>A NOTE</b> .....	<b>4</b>
<b>GOAL ONE: BUSINESS DEVELOPMENT</b> .....	<b>5</b>
<b>GOAL ONE: STRATEGY ONE</b> .....	<b>5</b>
Business Retention and Expansion: Work with existing businesses to remove barriers and promote an expedited process for business investments. Facilitate access to resources inside and outside the two-county area. ....	5
<b>GOAL ONE: STRATEGY TWO</b> .....	<b>6</b>
Recruit/Attract New Driver Industry Businesses: Actions designed to attract new investment in our region, from businesses in primary industry sectors. (More related activities are found in Goal Three.) .....	6
<b>GOAL TWO: WORKFORCE DEVELOPMENT AND ALIGNMENT</b> .....	<b>6</b>
<b>GOAL TWO: STRATEGY ONE</b> .....	<b>7</b>
Heartland Talent Initiative: Provide businesses with access to future workers, and provide young people who already live in the area with greater exposure to careers within their current commuting area in ways where they can experience the real world of work and see how their academic and technical skills are applicable to the real world of work. ....	7
<b>GOAL TWO: STRATEGY TWO</b> .....	<b>7</b>
Talent Development and Training: Help employers in the two-county region ensure that they have a pool of skilled workers to meet their ongoing needs. Promote worker readiness and training to develop the skills needed by employers. ....	8
<b>GOAL THREE: BRANDING, MARKETING AND COMMUNICATIONS</b> .....	<b>8</b>
<b>GOAL THREE: STRATEGY ONE</b> .....	<b>9</b>
Marketing for Business Attraction/New Business Investment: Use data-driven messaging to attract investment in the Jefferson and Dodge County area. ....	9
<b>GOAL THREE: STRATEGY TWO</b> .....	<b>10</b>
Developing our Brand: Using data, storytelling and outreach to build the brand of the Jefferson and Dodge County region and Thrive Economic Development. ....	10
<b>GOAL FOUR: BUILDING CAPACITY</b> .....	<b>11</b>
<b>GOAL FOUR: STRATEGY ONE</b> .....	<b>11</b>
Building Business Investment Capacity: Support and grow the area’s competitiveness and stature as a prime location for business and industry. (Many of these activities are aspirational; and can only be achieved with if adequate funding and staffing levels are also achieved.) .....	11
<b>GOAL FOUR: STRATEGY TWO</b> .....	<b>12</b>
Building Board Strength: To ensure professional and relevant governance, it is important to continuously cultivate and motivate members of the board and working committees. It is imperative that the ThriveED board and related	

groups are governed by business leaders from the region, who are committed to the area’s economic growth. Success is measured by the number of C-level board members and their support for the work we do.....12

**GOAL FOUR: STRATEGY THREE ..... 12**

Ensure Sustained Funding: A strong organization must have a sustainable revenue source. This strategy is focused on maintaining and growing the investor base and/or service deliverables of the organization, to ensure that sufficient resources are available to execute strategic initiatives in this document..... 12

**GOAL FOUR: STRATEGY FOUR ..... 13**

Ensuring Professional Staffing: Economic development is a knowledge-dependent business requiring professional practitioners. Its success relies upon the skills and abilities of its workforce. Therefore, every desired outcome and measure of success in this plan depends upon the quality of the talent of the organization..... 13

**PROPOSED BUDGET ..... 14**

**ECONOMIC IMPACT/BENEFITS OF THE STRATEGIC PLAN ..... 14**

DRAFT

**INTRODUCTORY INFORMATION** (Will not be in final version of plan)

As we near the end of 2020, we are preparing for our next 5-year fundraising campaign. Campaign work has begun; however, the launch will not occur until early 2021. The goal is to finish the 2022-2026 fundraising campaign by June of 2021 to ensure that all government entities have time to make budget adjustments for calendar year 2022 within their typical budget planning cycle – which begins in July of the previous year.

The 2022-2026 campaign marks the first time that ThriveED will run a fundraising campaign based upon previous work and outcomes. The entity remains a hybrid operation in practice, however not in structure. Both county government entities and several municipal government entities within Jefferson County provide financial support directly to Jefferson County; while private sector businesses provide financial and in-kind support directly to GHDP, DBA ThriveED. Since ThriveED has no staff to execute its strategic plan; they contract for the staff necessary to execute the work in the Strategic Plan. All contracted staff are employees of Jefferson County who are accounted for under the Jefferson County Economic Development Consortium (JCEDC).

The Boards of Director of ThriveED and the JCEDC have historically adopted the same 5-year strategic plan, to guide the economic development work. Both Boards agreed to hire a consulting firm to manage the 2022-2026 fundraising campaign for the next 5 years' work. A new 5-year strategic plan covering this time frame, will be brought to both Boards at their joint meeting in January 2021. Oversight of the work in this plan is vested in the Board of Directors of Thrive ED, all of whom commit financial and leadership support to the program's success.

While the initial 2017 campaign was successful, pledged funds amounted to 30% less than what was believed to be possible from the original feasibility study. As we approach the next 5-year campaign, we are in the throes of COVID-19, which may or may not have an impact. The work in this draft plan is predicated upon the ability to secure pledges of at least \$2 million of funding over the 5-years. If pledges are secured at a lesser amount, the plan will be revised to align funding.

The 2022-2026 Strategic Plan is written as a living document, to be reviewed and revised as needed on an annual basis. It is important to note as well that the revised plan remains solely focused on economic development practices and outcomes.

The work behind the goals of this Strategic Plan supports economic growth in Jefferson and Dodge counties that will result in healthy, thriving and growing communities and promote our two-county region as an ideal place for businesses, specifically those businesses in our key industry sectors of manufacturing, food and beverage processing and agribusiness.

Our goals have been defined in response to input from our Board of Directors and our own analysis of the business and economic ecosystem of the Jefferson and Dodge County region.

The strategic initiatives in this plan are grouped into distinct areas of focus:

- Business Development: Grow businesses, capital investment and employment opportunities

- **Workforce Development:** Attract, develop and align talent
- **Branding/Marketing:** Raise awareness of the area's assets and the organization to attract business investments
- **Capacity Building:** Build local competitiveness to win business investments and build the capacity of the organization to continue this work.

Each goal is accompanied by projected outcomes, corresponding strategic initiatives and measures of success. Staff under contract will develop Plans of Work on an annual basis to implement activities outlined in the Strategic Plan. Annual Plans of Work are dependent upon available funding and will be adjusted accordingly.

The Glacial Heritage Development Partnership, DBA ThriveED, extends its thanks to the Board and Working Committees of ThriveED, and the Board of the Jefferson County Economic Development Consortium, for their insight and feedback that contributed to the 2022-2026 strategic plan review. Their expertise expanded our understanding of the business growth challenges in Jefferson and Dodge counties, along with the opportunities ahead.

## A NOTE

Successful economic development depends upon several factors, and many are beyond the reach or control of local economic development efforts. Such factors include, but are not limited to:

- **Costs of doing business:** Impacted by many variables, including federal and state regulations, cost of living indicators, climate impacts, worker demands, insurance costs, transportation costs, etc.
- **Market volatility:** Which can neither be predicted nor controlled
- **Currency fluctuations/political unrest:** Increasingly important in a global economy
- **Global competitiveness:** The reality of the continued decline of purchasing power in North American countries against the growth of a middle-class on the Asian and African continents
- **Pandemics/Wars/Natural disasters:** COVID-19, flooding and other weather-related events

## GOAL ONE: BUSINESS DEVELOPMENT

***Efforts designed to increase employment opportunities in our region; expand the tax base through attraction of new business investments and/or retention of existing primary industry sector businesses.***

Projected Outcomes/Measures of Success:

- Increase number of business investment opportunities in the pipeline by 5% year over year (average for first 4 years of operation is 57/year)
- Visit at least 60 primary industry sector businesses annually, or 300 visits over 5 years
- Provide retention and/or expansion assistance to at least 5 businesses each year, or 25 existing businesses over 5 years
- Provide assistance to support at least \$100 million in new business investment over 5 years
- Provide assistance to attract 3 new primary employer businesses within 5 years
- Provide assistance that impacts at least 500 jobs over 5 years
- Maintain and promote the area's most robust available industrial/commercial site and building database to increase views by 10% year over year.

## GOAL ONE: STRATEGY ONE

***Business Retention and Expansion:*** Work with existing businesses to remove barriers and promote an expedited process for business investments. Facilitate access to resources inside and outside the two-county area.

Activities will include:

- Ongoing Business Retention and Expansion visits
- Ongoing Professional support to existing businesses making capital investments to include:
  - Confidential site/building search assistance
  - Access to financing for property acquisition or rehabilitation
  - Access to available incentives needed to support new investment
  - Access to other services as needed
- Delivery of annual reports to investors that aggregate data from existing business visits
- Coordination of business outreach activities across agencies in both counties, to collectively document business challenges and growth opportunities, and communicate aggregate results to area partners
- As funding allows, partner with regional EDO's (MadREP and M7) to expand access to services that assist existing businesses
- In collaboration with area Chambers of Commerce and other local CDA/RDAs, and as funding allows, host meetings with state and federal representatives focused on economic development issues raised by existing businesses



## GOAL ONE: STRATEGY TWO

***Recruit/Attract New Driver Industry Businesses:*** Actions designed to attract new investment in our region, from businesses in primary industry sectors. (More related activities are found in Goal Three.)

Activities will include:

- Expanding relationships with decision-influencers in the Madison and Milwaukee area to promote Jefferson and Dodge counties as an ideal place for businesses. These include Corporation Counsel, CFO membership groups, commercial & industrial broker groups, commercial lenders, CPA's, and other firms engaged in providing advice and counsel to corporate decision-makers.
- Continuing execution of attraction efforts focused on businesses in target industry sectors (listed below) within a 3-hour drive:
  - Agribusiness
  - Food Processing
  - Advanced Manufacturing
- Continuing prospect development efforts with existing business leaders, to identify new attraction targets. This effort mines relationships with existing businesses and creates opportunities for warm calls to attractions targets, defined as:
  - Identified as key suppliers or customers of existing businesses
  - Identified through networking activities as prime prospects for future capital investment potential in Dodge or Jefferson counties
- As funding allows, develop and maintain robust relationships with regional, national and global site selectors, developers and commercial/industrial realtors, individually or in partnership with regional EDO's through targeted outreach events and area familiarization tours.
- Promote ThriveED's timely and accurate demographic data, and the commercial/industrial sites and buildings database to business decision-makers, corporate real estate executives, and site selectors across the Midwest.

## GOAL TWO: WORKFORCE DEVELOPMENT AND ALIGNMENT

***To ensure an ongoing pool of qualified workers, ThriveED will focus its work on actions that align the pipeline of talent with the existing businesses in the region. Current workforce development services in Wisconsin are stretched across many state departments, with eight departments administering 38 programs focused on employment and training services. Despite these efforts, our businesses continue to struggle to find qualified workers. ThriveED will focus its efforts on filling gaps rather than duplicating existing efforts.***

Outcomes/Measures of Success:

- Complete at least two pilot programs of the Heartland Talent Initiative. (see Strategy One). Increased awareness of and participation in youth apprenticeship programs by area employers by 25% within five years
- A searchable Career Options Database containing geographically specific career options and relevant datapoints
- Increased employer awareness of existing programs and incentives for employers hiring certain underutilized populations

## GOAL TWO: STRATEGY ONE

**Heartland Talent Initiative:** Provide businesses with access to future workers, and provide young people who already live in the area with greater exposure to careers within their current commuting area in ways where they can experience the real world of work and see how their academic and technical skills are applicable to the real world of work.

- The initiative is designed to help businesses find talent, nurture their future talent and promote the career options they have available, and to help students in area high schools today understand the myriad of career opportunities available to them within their realm of geographic knowledge; in an effort to promote staying and working in the region. The initiative will:
  - Inventory career options within a given commuting time around a high school in the region.
  - Provide context to career options by adding information about basic educations/skills necessary and average annual wage
  - Promote this information broadly within the identified high schools chosen for the pilots
  - Work with employers within the identified commute time geography, to identify their commute time geography for their existing workers, and
  - Connect those participating employers with ALL the high schools within their commuting geography
  - Develop broad and deep relationships within the schools to ensure that ALL students are aware of the vast array of career options that exist close to home; and know how to prepare to secure a job in the field of their interest.

Related Activities will include:

- Building a searchable Career Options Database that contains career options within a district's labor basin. In addition to career options, this database will contain accurate and current information about skills and training needed for each option, as well as average wages.

Ongoing maintenance and expansion of the Career Options Database to include more areas in the region, and additional relevant datapoints as resources allow

## GOAL TWO: STRATEGY TWO

**Talent Development and Training:** Help employers in the two-county region ensure that they have a pool of skilled workers to meet their ongoing needs. Promote worker readiness and training to develop the skills needed by employers.

Activities will include:

- In partnership with local programs, ongoing promotion of worker readiness initiatives:
  - Support expanded access to interns for area employers by promoting mandatory completion of a minimum of one-semester internship as a pre-requisite to two or four-year degree completion
  - Promote increased participation in youth apprenticeship programs, such as the Wisconsin Youth Apprenticeship Program
  - Encourage/promote collaborative efforts designed to improve and expand soft skills (financial literacy, etc.) for students and employees
  - Report results and findings to investors and business community to encourage financial support and expansion of work-ready development/ training options in area K-12 schools
- Raise awareness of existing programs and incentives for employers who hire military veterans, ex-offenders and other under-utilized populations
- Share information about issues employers are facing when engaged in outside recruitment with area Chambers and municipal leaders to inform their resident/worker attraction efforts
- Ongoing communication with area employers about:
  - Workforce development programs of interest
  - Area educational and training institutions and programs to ensure employer needs for licensed trades' workers, certified employees and college graduates are met
  - Tech Ed and other skill-focused programs offered by area high schools
- Conduct or support others in conducting a wage and benefit survey comparing manufacturing employers in Dodge and Jefferson counties against the wages and benefits offered by manufacturing employers in Dane, Waukesha, Fond du Lac and Washington counties
- Work with Workforce Development Board and other partners to support expanded pathways to employment that include offering work-ready training to rejected applicants.

### GOAL THREE: BRANDING, MARKETING AND COMMUNICATIONS

***Marketing is the core of everything we do in Economic Development and these activities are embedded in the work of all the goals of this Strategic Plan. However, branding and marketing as a separate goal is an opportunity to develop key indicators to measure marketing efforts and build a brand that raises awareness and promotes the area's economic development assets. Communications as a separate goal is designed to ensure that we are sharing pertinent information with targeted audiences on a regular basis.***

***The end goal of our marketing efforts is to increase leads. Our branding, marketing and communication efforts are focused to ensure that our two-county region is viewed as strong competitor for business retention and attraction projects and to add projects to the pipeline.***

**Communications plans are developed and executed each year. Our target audiences include:**

- **Existing businesses/decision-makers**
- **Business attraction targets/decision makers and decision influencers**
- **Residents of Jefferson and Dodge counties - general public**
- **Public sector investors**
- **Private sector investors**
- **Business Investment decision influencers: site selectors, corporate real estate executives, CPA's, M & A firms, etc.**

Projected Outcomes/Measures of Success: All efforts associated with this goal are designed to support Goals I and II, as well as:

- 5% increase year-over-year in site and building searches
- 10% increase year-over-year in ThriveED website page views
- Current and accurate database of business attraction prospects
- 5% increase year-over-year in opt-in marketing database
- Maintain the area's most robust database of available industrial and commercial sites and buildings
- Increase earned media, i.e., more interviews in print, radio, TV, etc.
- Increase attendance at ThriveED events
- Increase the investor base
- Position ThriveED as the subject matter experts on economic development in the region

### GOAL THREE: STRATEGY ONE

**Marketing for Business Attraction/New Business Investment:** Use data-driven messaging to attract investment in the Jefferson and Dodge County area.

Activities will include:

- Update and maintain marketing materials and messaging that promote the region's top business assets (location, documented available workforce and industry cluster strengths) and utilizes our Heart of the Heartland theme
- Execute outreach campaigns to site selectors as well as businesses in the FAB and Advanced Manufacturing sector within a 3-hour drive
- Database management and asset inventory:
  - Create and maintain a detailed asset inventory to quantify the value of the business assets in Dodge and Jefferson Counties
  - Create and maintain a database of business decision makers at Food and Beverage Processors and Advanced Manufacturers within a 3-hour drive
  - Create and maintain a database of decision influencers (corporate Real Estate executives, site selectors)

- Outreach to key target audiences with high-quality marketing materials. This work requires:
  - Researching and cataloging regional assets that are of interest to businesses in key industry sectors.
  - Researching and cataloging incentives available by community that may be of interest to businesses in target industry sectors
  - Quantifying/validating the costs of doing business for businesses in these key industry sectors, as compared to the costs of doing business in other areas
  - Maintaining a robust list of key contacts for outreach efforts
  - Follow up
- Partnering with state and regional entities when possible, to expand our outreach efforts as appropriate.
- Utilizing private sector business leaders who serve on the Branding/Marketing/Communications Committee of the ThriveED Board, to refine messaging and strategies.

### GOAL THREE: STRATEGY TWO

***Developing our Brand:*** Using data, storytelling and outreach to build the brand of the Jefferson and Dodge County region and Thrive Economic Development

Activities will include:

- Expand use of Heart of the Heartland branding into our messaging and branding touchpoints
- Maintain the ThriveED website to ensure its appeal to targeted audiences
- Increase our use of video to tell the story of our region and provide updates and education to our audiences
- Develop themed ‘micro-sites’ on ThriveED website focused on locally relevant issues
- Use social media platforms to engage with target audiences to increase our footprint
- Secure earned media placement through promotion of area successes in state, regional and national publications
- Develop and/or strengthen relationships with multiple media outlets to expand earned media opportunities
- Submit co-authored articles for publication to key trade publications to submit co-authored articles for publication
- Distribute e-newsletters highlighting the area’s economic success stories, programs and news
- Provide updates and/or presentations to area local governments, nonprofits and community organizations. These may include print materials, electronic updates and live presentations
- Provide up to six education sessions per year in conjunction with JCEDC Board meetings on economic development related topics
- Coordinate outreach with partners at WEDC, MadREP and M7 as appropriate

## GOAL FOUR: BUILDING CAPACITY

**Capacity building involves taking steps to ensure that the Jefferson/Dodge region is competitive and to ensure that Thrive Economic Development has the resources necessary to execute our strategic plan and achieve greater economic vibrancy for the region. Success requires having adequate resources, defined as: Talent, Time and Money. Efforts under this goal are designed to improve institutional structures and processes to allow for a better, more streamlined experience for our customers and stakeholders, and ensure that the region has a strong, capable EDO to drive activity.**

Projected Outcomes/Measures of Success:

- Build the ability of communities within the 2-county region, to compete for and win new business investment
- Bring best practice processes and procedures to the region to enhance competitiveness
- Build private sector financial support for continuous economic development efforts; including having adequate resources to manage any future fundraising campaigns as needed
- Increase the number of Board members on ThriveED and/or increase the number of working committee members
- Promote Thrive ED Board and Committee membership as a coveted position to area business

## GOAL FOUR: STRATEGY ONE

**Building Business Investment Capacity:** Support and grow the area's competitiveness and stature as a prime location for business and industry. *(Many of these activities are aspirational; and can only be achieved with if adequate funding and staffing levels are also achieved.)*

Activities will include:

- Expanding locally controlled incentives. For example, expand Revolving Loan Fund (RLF) options to include creation of a bank supported or public/private partnership two-county Loan Fund
- Completing a business-focused asset inventory
- Continuing product development work with municipal leaders, to support development of the infrastructure (connectivity/bandwidth, processes and timelines impacting expansion plans, available sites and building for commercial/industrial businesses) necessary for economic growth
- Create and continuously update marketing/promotion strategy to promote the area's assets that is aligned with available resources (See Branding/Marketing/Communications portion of this plan)
- Continuing product improvement work with municipal leaders, planning and zoning staff and boards, WI DOT and others, to create and implement corridor development plans focused on promoting business investments along key transportation corridors such as I-94, WI-26 and WI 151. This work may include:
  - Developing a shared zoning language (meanings) for each corridor
  - Developing a standard permitting process for each corridor

- Ensuring that all Comprehensive Land Use Plans are aligned with proposed corridor development plans
- Continuing work with municipal leaders to provide world-class ‘Development Readiness’ initiatives
- Partnering with community leaders/business focused groups to identify and develop amenities necessary to attract worker/residents

## GOAL FOUR: STRATEGY TWO

**Building Board Strength:** To ensure professional and relevant governance, it is important to continuously cultivate and motivate members of the board and working committees. It is imperative that the ThriveED board and related groups are governed by business leaders from the region, who are committed to the area’s economic growth. Success is measured by the number of C-level board members and their support for the work we do.

Activities will include:

- Expanding the Working Committee Structure of the board. These committees bring local business leaders and rising talent together, to expand and inform the work of ThriveED in key areas such:
  - Product Improvement/Asset Development
  - Finance, Audit and Compliance
  - Product Sales/Business Development
  - Investor Relations
  - Branding/Marketing/Communications
  - Projects/Prospect Management
- Developing a sustainable Investor Relations Strategy to ensure fiscal stability for ThriveED over time
- Nurturing the capacity of board members over time to take on leadership roles that impact the area’s overall economic competitiveness
- Delivering economic development general education sessions on a regular basis
- Conducting topic-specific board and municipal leadership education programs that enhance municipal and regional competitiveness, to include topics such as:
  - Streamlining the permitting process
  - Consistency in zoning language across municipalities
  - Developing locally controlled incentive tools

## GOAL FOUR: STRATEGY THREE

**Ensure Sustained Funding:** A strong organization must have a sustainable revenue source. This strategy is focused on maintaining and growing the investor base and/or service deliverables of the organization, to ensure that sufficient resources are available to execute strategic initiatives in this document.

Activities will include:

- Ongoing actions to raise awareness of the need for professional economic development programming and services
- Securing adequate investment to support an in-house investor relations manager
- Ongoing communications to promote the successes of ThriveED
- Ongoing outreach to raise awareness of the unique business assets of the Jefferson and Dodge County area
- Ongoing outreach to ensure that the region served is aware of our efforts to achieve new business investments
- Ongoing outreach to promote ThriveED as the sole entity in the region focused on initiatives designed to increase primary employment options for residents, to stabilize the economic climate of the region and to increase the tax base to support government services in the two-county area

#### GOAL FOUR: STRATEGY FOUR

***Ensuring Professional Staffing:*** Economic development is a knowledge-dependent business requiring professional practitioners. Its success relies upon the skills and abilities of its workforce. Therefore, every desired outcome and measure of success in this plan depends upon the quality of the talent of the organization.

Activities will include:

- As funding allows, grow the staff dedicated to professional economic development to include:
  - Business Development Professional
  - Housing & Community Development Professional
  - Marketing Professional
  - Research Professional
  - Investor Relations Professional
  - Economic Development Specialist/Administrative Support
- Promote professional development activities for staff



## PROPOSED BUDGET

The revised budget estimate at the end of the formal campaign assumes access to \$2,400,000, over five years, to execute the goals of this multi-year strategy. The budget will be reviewed and vetted by the Finance, Audit & Compliance Committee and the ThriveED Board and adjusted annually as needed. Based upon this number, the annual budget is projected to be \$480,000, funded by both the public and private sector.

The revised plan projects use of available funds as follows:

1.	Business Development:	\$750,000	Grow Businesses, Jobs & Capital Investment
2.	Workforce Development:	\$600,000	Develop and Align Talent
3.	Branding/Marketing	\$750,000	Outreach/Promotion
4.	Capacity Building:	\$300,000	Product Improvement/Org. Strength

## ECONOMIC IMPACT/BENEFITS OF THE STRATEGIC PLAN

This five-year strategy builds off the original plan and is informed by 4 years of operating in the Jefferson & Dodge county region. The goal of a good economic development focused strategy is to increase job opportunities and build the tax base. As we enter 2021 and are in the throes of a pandemic, we are cognizant that the work in this plan will be impacted by many factors; and that our role is to support sustainable business growth. This work is much more than running promotional campaigns; in that it requires deeper engagement with area businesses to understand their challenges and help them find solutions to remain viable and competitive in a rapidly changing marketplace.

Measures of success tend to focus solely on jobs and investment. While these are important, they are inadequate measures. Helping existing businesses navigate uncharted waters and remain in business requires measures that are sometimes difficult to document; i.e., did the business make specific investments to remain open despite losing workers to the pandemic? More to the point: if your EDO helped a business to make investments in automation that kept them in business with fewer employees, is that a “negative” measure? ThriveED is looking to measure the impact of our work in several ways beyond the traditional values. We are striving for outcomes that:

- Increase the number of students graduating from local high schools, who remain in the area for work/school
- Sustain the existing business base over time; or reduce business closures
- Increase the number of new businesses opening in the region
- Increase the number of existing business expansions in the region
- Increase new capital (taxable) investments in the region

- Expand the quantity and quality of job opportunities in the region
- Increase the number of qualified applicants available to businesses in the region
- Increase median household income levels over time
- Increased deposits at area financial institutions
- Increase property tax revenues to governments throughout the area
- Expand/Improve infrastructure necessary to support community building and economic development
- Increase awareness of the Jefferson and Dodge County region and its business assets

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