

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM (JCEDC) & THRIVE ED BOARD AGENDA

REVISED

Thursday, February 27, 2025

8:00 a.m. – Madison College Vision 2030 – Includes Breakfast

8:30 a.m. - Meeting

UW Extension/Workforce Development, 864 Collins Road, Room 8, Jefferson, WI 53549

AND VIA Zoom

<https://us06web.zoom.us/j/87171937419?pwd=n00k87NLJJzdgJPVc2JbmS3ejrtMVW.1>

Meeting ID: 871 7193 7419

Passcode: 826702

Dial by your location: 1-309-205-3325

Board Members – Jefferson County Economic Development Consortium (JCEDC)

Rebecca Houseman - City of Fort Atkinson, Drake Daily – City of Lake Mills, Timothy Freitag – City of Jefferson, Jeanne Ritter – City of Waterloo, **Mason Becker** – City of Watertown, Taylor Zeinert – City of Whitewater, Lisa Moen – Village of Cambridge, Kyle Ellefson - Village of Johnson Creek, Kathy Weiss – Village of Palmyra, County Supervisor Bruce Degner, County Supervisor Amanda Truax, County Supervisor Karl Zarling

Board Members – ThriveED

David Schroeder, Kevin Kaufman, Casey Malesevich, Tom Dehnert, Scott Lausten, Don Lunak, Sr., Matt Mauthe, Andy Nelson, Kevin Paynter, Nate Salas, Stewart Wangard, Rebecca Houseman, Everett Butzine, Elizabeth Thelen, Tina Crave, Kellie Karpinski, Richard Keddington, Shawna Marquardt, James Nelson, Josiah Gamroth

- I. Call To Order
- II. Roll (Establish a quorum)
- III. Certificate of Compliance with Open Meeting Laws
- IV. Approval of Agenda – February 27, 2025
- V. Approval of JCEDC/ThriveED Minutes – December 19, 2024
- VI. Public Comment – Members of the public who wish to address the board on specific agenda items must register their request at this time.
- VII. Election of JCEDC Vice Chair
- VIII. Discussion and possible action – Create a ThriveED Board Seat for MadREP**
- IX. JCEDC/ThriveED Reports
 - a. Staffing Update
 - i. Program Assistant
 - b. Discussion and Approval of Finance Reports for JCEDC
 - c. Discussion and Approval of Finance Reports for ThriveED
 - d. Discussion Regarding Strategic Plan Update
 - e. Report: Milwaukee 7 (M7) Partnership
 - i. Waukesha County Center for Growth
 - f. Report: Michael Best Strategies
 - g. Thriving Business
 - i. Presentation: Opportunity Pipeline
 - ii. Report: Wetland Permitting

- h. Diverse Housing
 - i. Report: Housing Committee
 - ii. Report: Tracy Cross Market Study
 - iii. Report: Live Local Development Fund (LLDF)
- i. Activated Workforce
 - i. Kikkoman Recruiting
- j. Trust & Partnerships
 - i. Discussion: Biz Times Media – Jefferson County “Ovation” Awards
 - ii. Report: Jefferson County Administrator Search
 - iii. Report: Recent Presentations / Community Involvement
 - 1. NAIOP Wisconsin Public Policy Committee
 - 2. Fort Atkinson Chamber Annual Dinner
 - 3. Chambers – Business Over Breakfast
 - 4. Jefferson Chamber Annual Dinner
 - 5. Whitewater City Council Presentation
 - 6. Maranatha Leadership Breakfast Presentation
 - 7. Capitol – Visit Legislators
 - iv. Community Discussion
 - 1. JCEDC board members are encouraged to share a brief update about their community, initiatives and/or challenges
 - v. Thrive Board Discussion
 - 1. Thrive board members are encouraged to share a brief update about their company, initiatives and/or challenges
- k. General Updates
 - i. Upcoming Events
 - 1. March 12, 2025 – Rescheduled Conversations with ThriveED
 - 2. April 3, 2025 – Education Session; Legislative Update with Bill McCoshen of Michael Best Strategies
 - 3. April 16, 2025 – Biz Times - Madwaukee 2050
 - 4. April 29 – May 17, 2025 (Tuesday, Wednesday, Thursday & Saturday) Habitat for Humanity Women Build
 - 5. April 30 – May 1, 2025 – Wisconsin Rural Partners Annual Summit – Fort Atkinson

X. Adjournment.

Our Vision Statement is: JCEDC / ThriveED will lead change necessary to support economic growth in Greater Jefferson County that results in healthy, thriving, and growing communities.

Our Mission Statement is: JCEDC / ThriveED will engage the public and private sectors in actions focused on attracting and supporting business growth that benefits the residents and communities in the Greater Jefferson County area.

Jefferson County Economic Development Consortium (JCEDC) and ThriveED
Board of Directors Meeting
December 19, 2024 – Meeting held in person and via Zoom.

Zoom Link: <https://us06web.zoom.us/j/86431259008?pwd=U2FveTM4TTUyTDF1dzJUcGp2SGpZZz09>
Meeting ID: 864 3125 9008
Passcode: 417932

Board Members - JCEDC

Rebecca Houseman - City of Fort Atkinson, Drake Daily– City of Lake Mills, Timothy Freitag – City of Jefferson, Everett Butzine– City of Waterloo, Emily McFarland – City of Watertown, John Weidl– City of Whitewater, Lisa Moen – Village of Cambridge, Kyle Ellefson - Village of Johnson Creek, Kathy Weiss – Village of Palmyra, County Supervisor Bruce Degner, County Supervisor Mark Groose, County Supervisor Karl Zarling

Board Members – ThriveED

David Schroeder, Kevin Kaufman, Casey Malesevich, Tom Dehnert, Scott Lausten, Don Lunak, Sr., Karie Martin, Matt Mauthe, Andy Nelson, Kevin Paynter, Nate Salas, Stewart Wangard, Rebecca Houseman, Everett Butzine, Paul Ambrose, Tina Crave, Kellie Karpinski, Richard Keddington, Shawna Marquardt, James Nelson, Ben Wehmeier

I. **Call to Order** - Meeting called to order at 8:30 am.

II. **Roll Call – Quorum Established**

- JCEDC Board Members Present:
Rebecca Houseman - City of Fort Atkinson, Drake Daily– City of Lake Mills, Everett Butzine– City of Waterloo, Emily McFarland – City of Watertown, Taylor Zeinert – City of Whitewater, Kyle Ellefson - Village of Johnson Creek, County Supervisor Bruce Degner, County Supervisor Amanda Truax, County Supervisor Karl Zarling
- ThriveED Board Members Present
Tina Crave, Tom Dehnert, Kevin Kaufman, Casey Malesevich, Andy Nelson, Kevin Paynter, Nate Salas, Rebecca Houseman, Everett Butzine, Shawna Marquardt, Ben Wehmeier, Scott Lausten, Don Lunak, Josiah Gamroth, James Nelson, Elizabeth Thelen, Matt Krogman, Stewart Wangard
- Staff Present: Julie Olver, Deb Reinbold, RoxAnne Witte
- Others Present: Mason Becker, John Donahue, Chief Deputy Hunter

III. Tina Crave and Brian Armstrong were thanked for their many years of service to the ThriveED Board of Directors.

IV. **Certification of compliance with Open Meeting Law Requirements**

Staff certified compliance for the agenda dated December 19, 2024.

V. **Approval of Agenda**

Dehnert/Salas moved to approve the agenda as presented. Motion passed.

VI. **Approval of Minutes**

Zarling/Nelson moved to approve August 22, 2024 JCEDC & ThriveED minutes as printed. Motion passed.

VII. **Public Comments – None**

VIII. **Election of ThriveED Officers for 2025.**

Paynter/Wehmeier moved to approve the following slate of officers for ThriveED – Chairman – Kevin Kaufman, Vice Chairman – Nate Salas, Secretary/Treasurer – Tom Dehnert. Motion passed.

IX. **JCEDC/ThriveED Reports**

a. **Staffing Update**

Emily Clavette was introduced as the new Financial Partnership Manager.
With the addition of the Financial Empower Center to Jefferson County and the need to get additional county staff HUD certified Witte will be transitioning over to the Economic Support Department for Jefferson County and continue the homebuyer/rehab programs through that department.

b. **Discussion Regarding Strategic Plan Update**

Reinbold presented the results from the Strategic Plan Update Session. Discussion was held on the four general topics and how this work will impact JCEDC/ThriveED going forward.

c. **Discussion of Milwaukee 7 (M7) Partnership.**

Discussion was held on the partnership that JCEDC/ThriveED will be forming with M7. Going forward JCEDC/ThriveED will be working with both M7 and MadREP regarding economic development/support in Jefferson County.

d. **Discussion and Approval of continuation of Michael Best Strategies Contract**

Dehnert/Zarling to approve extending the contract with Michael Best Strategies for 6 months at a rate of \$5,000 per

month. Motion passed.

- e. **Discussion and Approval of Finance Reports for JCEDC**
Houseman/Zinert moved to approve the finance reports for Jefferson County Economic Development as printed. Motion passed.
- f. **Discussion and Approval of Finance Reports for ThriveED**
Wehmeier/Paynter moved to approve the finance reports for ThriveED as printed. Motion passed.
- g. **Discussion – JCEDC 2025 Budget**
An updated JCEDC 2025 budget which included final numbers for payroll and WI Department of Administration (DOA) population numbers for Jefferson County was distributed to the board. No action was taken.
- h. **Discussion and Approval of ThriveED 2025 Budget**
Dehnert/Wehmeier moved to approve the ThriveED 2025 Budget as presented. Motion passed.
- i. **Thriving Business**
 - i. **Presentation: Opportunity Pipeline**
Reinbold gave an update on projects in the Opportunity Pipeline. No action was taken.
- j. **Diverse Housing**
 - i. **Report: HUD Audit**
Reinbold reported that we passed the HUD audit, and our certification has been extended until January 28, 2028. No action was taken.
 - ii. **Report: Jefferson County Housing Counseling**
Prepurchase – Witte updated the board on the homebuyer activity for the year. No action was taken.
Rehab – Witte updated the board on the City of Watertown's rehab program. No action was taken.
 - iii. **Report: Live Local Development Fund (LLDF)**
Reinbold and Clavette updated the board on meetings that are being held with potential investors and applications that have been received to date. No action taken.
- h. **Activated Workforce**
 - i. **Report – JCHRNA Pinnacle Award**
Reinbold update the board on the award that Jefferson County recently received for the Kikkoman Project at the Mid-America EDC Competitive Conference in Ohio. No action was taken.
- i. **Trust & Partnership**
 - i. **Report: Recent Presentations**
Presentations given to Jefferson and Fort Atkinson Rotary Clubs, Cordia Energy, WEDA Best Practices Conference – Attraction Panel, WI Real Estate & Economic Outlook Conference – Housing Panel, and Watertown Plan Commission. No action was taken.
 - ii. **Community Discussion**
JCEDC board members are encouraged to share a brief update about their community, initiatives, and/or challenges.
Updates were given on community initiatives, current projects, and challenges. No action was taken.
 - iii. **Thrive Board Discussion**
THRIVE board members are encouraged to share a brief update about their company, initiatives and/or challenges.
Updates were given on business activity, initiatives, and challenges. No action was taken.
- j. **General Updates**
 - i. **Upcoming Events**
 - February 12, 2025 – Conversations with ThriveED
 - April 16, 2025 – Biz Times – Madwaukee 2050
 - April 30-May 1, 2025 – Wisconsin Rural Partners Annual Summit -Fort Atkinson

X. Adjournment

There being no further business to come before the JCEDC or ThriveED board for consideration at this time Dehnert/Salas moved to adjourn. The meeting adjourned at 10:10 am.

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

Jefferson County Economic Development Consortium
December 31, 2024

	12/31/2024 Forecast	12/31/2024 Year To Date Forecast	2024 Budget	
Revenue				
JCEDC GHDP Service fees	-	135,000.00	135,000.00	100.00%
GHDP Reimbursable Expenses	-	2,164.50	1,500.00	144.30%
JCEDC Service Fees - Homebuyer	127.00	6,566.00	10,000.00	65.66%
JCEDC Service Fees - LLDF	-	-	35,000.00	0.00%
V-Cambridge	-	151.50	149.00	101.68%
V-Johnson Creek	-	5,097.00	5,103.00	99.88%
V-Palmyra	-	2,566.50	2,582.00	99.40%
C-Fort Atkinson	-	18,753.00	18,875.00	99.35%
C-Jefferson	-	11,620.50	11,621.00	100.00%
C-Lake Mills	-	10,039.50	9,678.00	103.74%
C-Waterloo	-	5,469.00	5,447.00	100.40%
C-Watertown	-	22,000.50	22,137.00	99.38%
C-Whitewater	-	6,465.00	6,300.00	102.62%
Jefferson County	-	129,897.00	129,864.00	100.03%
ARPA Funds	78,284.54	78,284.54	131,379.00	59.59%
WEDC Funds	-	-	50,000.00	0.00%
Municipal - Other Charges	600.00	600.00	-	
TOTAL	\$ 79,011.54	\$ 434,674.54	574,635.00	85.30%

	12/31/2024 Forecast	12/31/2024 Year To Date Forecast	2024 Budget	
Expenditures				
Personnel	38,306.64	419,082.06	507,867.00	83%
Professional Services	8,500.00	28,368.78	25,000.00	113%
Web Page Development	-	2,615.24	4,000.00	65%
Office Expense	271.95	9,189.56	9,663.00	95%
Instructional Materials - Homebuyer Program	-	125.38	500.00	25%
Subscriptions	-	9,790.47	9,000.00	109%
Membership	-	1,492.83	4,000.00	37%
Meeting Expenses	96.60	915.68	1,000.00	92%
Professional Development	628.19	5,563.62	8,750.00	64%

Expenditures	12/31/2024	12/31/2024		
	Forecast	Year To Date Forecast	2024 Budget	
Internet/Phones/Mis	435.55	17,425.21	18,502.00	94%
Travel Related	265.05	2,887.27	5,300.00	54%
Other Insurance	312.92	3,514.80	4,057.00	87%
Railroad Consortium	-	14,000.00	14,000.00	100%
Fleet Allocation	712.77	2,454.40	1,900.00	129%
R & M - Office - Office	-	0.00	500.00	0%
Other Operating	-	0.00	1,000.00	
TOTAL	\$49,529.67	\$517,425.30	615,039.00	84%

2024 SUMMARY

	12/31/2024	12/31/2024	
	Forecast	Year To Date Forecast	2024 Budget
Revenues	\$ 79,011.54	\$ 434,674.54	\$ 574,635.00
Expenses	\$49,529.67	\$ 517,425.30	\$ 615,039.00
Total Profit/Loss	\$ 29,481.87	\$ (82,750.76)	\$ (40,404.00)

1/1/2024 JCEDC Operating Reserve Carryforward Balance

Vested Benefits Balance	(\$36,783.00)
JCEDC Operating Reserve Balance	\$425,914.00

These numbers will be adjusted to actual once finance has closed out 2024 books.

Jefferson County Economic Development Consortium
January 31, 2025

	January 31, 2025		January 31, 2025	
	Forecast	Forecast	2025 Budget	
Revenue				
JCEDC GHDP Service fees	-	-	175,000.00	0.0%
JCEDC Service Fees - LLDf	-	-	100,000.00	0.0%
GHDP Reimbursable Expenses	-	-	1,500.00	0.0%
Municipality Reimbursable Expenses	-	-	9,000.00	0.0%
JCEDC Service Fees - Homebuyer	500.00	500.00	7,500.00	6.7%
V-Cambridge	153.00	153.00	153.00	100.0%
V-Johnson Creek	5,130.00	5,130.00	5,130.00	100.0%
V-Palmyra	2,569.50	2,569.50	2,569.50	100.0%
C-Fort Atkinson	18,699.00	18,699.00	18,699.00	100.0%
C-Jefferson	11,659.50	11,659.50	11,659.50	100.0%
C-Lake Mills	10,204.50	10,204.50	10,204.50	100.0%
C-Waterloo	5,466.00	5,466.00	5,466.00	100.0%
C-Watertown	21,924.00	21,924.00	21,924.00	100.0%
C-Whitewater	6,664.50	6,664.50	6,664.50	100.0%
Jefferson County	-	-	130,282.50	0.0%
TOTAL	\$82,970.00	\$82,970.00	\$505,752.50	85.30%
Expenditures	January 31, 2025		January 31, 2025	
	Forecast	Forecast	2025 Budget	
Personnel	39,692.24	39,692.24	463,368.20	8.6%
Professional Services	-	-	45,000.00	0.0%
Web Page Development	1,719.00	1,719.00	3,000.00	57.3%
Advertising	-	-	3,000.00	0.0%
Office Expense	1,269.41	1,269.41	9,256.00	13.7%

Expenditures	January 31, 2025	January 31, 2025		
	Forecast	Year To Date Forecast	2025 Budget	
Membership	1,575.00	1,575.00	4,000.00	39.4%
Professional Development	514.00	514.00	8,500.00	6.0%
Meeting Expenses	-	-	1,000.00	0.0%
Training Materials - Home Buyer Program	31.60	31.60	500.00	6.3%
Subscriptions	8,603.69	8,603.69	9,000.00	95.6%
Internet/Phones/Mis	1,673.28	1,673.28	20,375.00	8.2%
Travel Related	113.02	113.02	5,300.00	2.1%
Other Insurance	311.67	311.67	3,740.06	8.3%
Railroad Consortium	14,000.00	14,000.00	14,000.00	100.0%
Fleet Allocation	158.33	158.33	1,900.00	8.3%
R & M - Office - Office	-	-	500.00	0.0%
Other Operating	-	-	1,000.00	0.0%
TOTAL	\$69,661.24	\$69,661.24	\$593,439.26	11.7%

2025 SUMMARY

	January 31, 2025	January 31, 2025	
	Forecast	Year To Date Forecast	2025 Budget
Revenues	\$82,970.00	\$82,970.00	\$505,752.50
Expenses	\$69,661.24	\$69,661.24	\$593,439.26
Total Profit/Loss	\$13,308.76	\$13,308.76	(\$87,686.76)
1/1/2024 JCEDC Operating Reserve Carryforward Balance			
Vested Benefits Balance	\$36,783.00		
JCEDC Operating Reserve Balance	\$425,914.00		
Note - These balances will update once County closes the year and makes their adjustments.			

11:24 AM

01/07/25

Cash Basis

Thrive ED
Profit & Loss
 January through December 2024

	Jan - Dec 24
Ordinary Income/Expense	
Income	
4000 · Investor support	10,000.00
4100 · Event revenue	3,630.00
4200 · Investor Support 2022-2026 CC	193,500.00
4250 · Housing Initiative	37,188.25
4300 · Grants Received	500.00
Total Income	244,818.25
Expense	
5000 · Management fees	135,000.00
5100 · Events	4,140.57
5500 · Insurance	450.00
5600 · Filing fees	79.00
5800 · Accounting Services	999.50
6000 · Web Page	2,000.00
6100 · Void Checks/Transactions	0.00
6500 · Miscellaneous	250.00
6700 · Meals	318.28
6800 · LLDF	31,259.00
6900 · Bank Fees	20.00
Total Expense	174,516.35
Net Ordinary Income	70,301.90
Other Income/Expense	
Other Income	
9000 · Interest income	235.10
Total Other Income	235.10
Net Other Income	235.10
Net Income	70,537.00

11:22 AM

01/07/25

Cash Basis

Thrive ED
Balance Sheet
As of December 31, 2024

	Dec 31, 24
ASSETS	
Current Assets	
Checking/Savings	
1002 · Checking - Badger Bank	95,791.76
1003 · Savings - FCCU	77,639.75
1004 · Checking - FCCU	6.14
1005 · CD - Ixonia Bank	15,000.00
1006 · CD - Premier Bank	15,000.00
1007 · CD -- First Citizens Bank	15,000.00
1008 · CD - Johnson Bank	15,000.00
1009 · CD - Bank First	15,000.00
1010 · CD - Badger Bank	12,500.00
1011 · CD - FCCU	12,500.00
Total Checking/Savings	273,437.65
Total Current Assets	273,437.65
TOTAL ASSETS	273,437.65
LIABILITIES & EQUITY	
Equity	
3200 · Unrestricted Net Assets	202,900.65
Net Income	70,537.00
Total Equity	273,437.65
TOTAL LIABILITIES & EQUITY	273,437.65

Glacial Heritage Development Partnership d/b/a Thrive ED

Statement of Activity

January 2025

	TOTAL	
	JAN 2025	JAN 2024 (PY)
Revenue		
4100 Event revenue	20.00	
4200 Investor Support 2022-2026 CC	15,100.00	15,000.00
4250 Housing Initiative		30,211.53
Total Revenue	\$15,120.00	\$45,211.53
GROSS PROFIT	\$15,120.00	\$45,211.53
Expenditures		
5400 Professional fees	7,500.00	
6800 LLDF	6,636.00	
Total Expenditures	\$14,136.00	\$0.00
NET OPERATING REVENUE	\$984.00	\$45,211.53
Other Revenue		
9000 Interest income	1,048.58	16.58
Total Other Revenue	\$1,048.58	\$16.58
NET OTHER REVENUE	\$1,048.58	\$16.58
NET REVENUE	\$2,032.58	\$45,228.11

Glacial Heritage Development Partnership d/b/a Thrive ED

Statement of Financial Position Comparison

As of January 31, 2025

	TOTAL	
	AS OF JAN 31, 2025	AS OF JAN 31, 2024 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1002 Checking - Badger Bank	103,416.90	133,810.58
1003 Savings - FCCU	62,639.75	77,467.44
1004 Checking - FCCU	8,372.29	36,850.74
1005 CD - Ixonia Bank	15,000.00	
1006 CD - Premier Bank	15,000.00	
1007 CD -- First Citizens Bank	15,378.08	
1008 CD - Johnson Bank	15,000.00	
1009 CD - Bank First	15,226.85	
1010 CD - Badger Bank	12,815.83	
1011 CD - FCCU	12,620.53	
Total Bank Accounts	\$275,470.23	\$248,128.76
Accounts Receivable		
11000 *Accounts Receivable	0.00	16,500.00
Total Accounts Receivable	\$0.00	\$16,500.00
Total Current Assets	\$275,470.23	\$264,628.76
TOTAL ASSETS	\$275,470.23	\$264,628.76
LIABILITIES AND EQUITY		
Liabilities		
Total Liabilities		
Equity		
3200 Unrestricted Net Assets	273,437.65	219,400.65
Net Revenue	2,032.58	45,228.11
Total Equity	\$275,470.23	\$264,628.76
TOTAL LIABILITIES AND EQUITY	\$275,470.23	\$264,628.76

Glacial Heritage Development Partnership
ThriveED

Capital Campaign - Accounts Receivable
February 24, 2025

2022-2026 CC Investor Pledges Invoiced and unpaid as of 02/24/2025

2024 Pledges		\$5,000.00
Bank First	\$5,000.00	
2025 Pledges		\$78,250.00
Crave Brothers Farm/Farmstead Cheese	\$10,000.00	
Fort HealthCare Inc.	\$35,000.00	
Horicon Bank	\$5,000.00	
Jones Dairy Farm	\$5,000.00	
Madison College	\$4,000.00	
Sure-Fire, Inc.	\$5,000.00	
Thermo Tech Mechanical Insulation - 1st quarter	\$1,250.00	
UW Whitewater	\$3,000.00	
WDS Construction	\$5,000.00	
Wisker	\$5,000.00	
TOTAL INVOICED		\$83,250.00

ThriveED / JCEDC Strategic Plan - 2025 Tactics

Business Retention, Expansion & Attraction	Placemaking	Workforce Participation	Strategic Support, Awareness & Advancement
<ul style="list-style-type: none">• Business Attraction<ul style="list-style-type: none">○ Respond to RFP’s<ul style="list-style-type: none">▪ Work with MadREP / M7 to ease workload re: RFP responses○ Partner with MadREP / M7 to increase awareness of project / development opportunities○ Advertising / Promotion<ul style="list-style-type: none">▪ Targeted Industry Ads○ Development Friendly<ul style="list-style-type: none">▪ Municipal Ordinances & Zoning▪ Future Planning▪ Advocacy• BRE Visits<ul style="list-style-type: none">○ Business Retention Visits○ Support Existing Business Expansions• Revolving Loan Funds<ul style="list-style-type: none">○ Jefferson County RLF○ Fort Atkinson RLF○ Jefferson RLF• Explore Becoming A CDFI• Identify Sites for Growth<ul style="list-style-type: none">○ Dynamic GIS Map w/ Layers Including Utilities<ul style="list-style-type: none">▪ Partner with Zoning Dept▪ Communicate with Property Owners to Understand their Desired Future Use○ Property Control<ul style="list-style-type: none">▪ Shovel Ready• Advocate for Electric Utility Capacity Across the County <p>Future Projects:</p> <ul style="list-style-type: none">• Align Efforts with WMC <p>Proposed Elimination:</p> <ul style="list-style-type: none">• Sites and Buildings Database	<ul style="list-style-type: none">• Housing<ul style="list-style-type: none">○ Update Market Studies○ Development Incentives<ul style="list-style-type: none">▪ LLDF○ Involve Businesses / Non-Profits<ul style="list-style-type: none">▪ Investment▪ Advocacy○ Planned Growth<ul style="list-style-type: none">▪ Aligned w/ County Strat Plan• Brownfield Remediation <p>Future Projects:</p> <ul style="list-style-type: none">• Housing Development<ul style="list-style-type: none">○ Land Trusts• Housing Seminar Series <p>Support:</p> <ul style="list-style-type: none">• HUD<ul style="list-style-type: none">○ Incentives<ul style="list-style-type: none">▪ Housing Affordability▪ Home Renovation○ Creative Path to Home Ownership<ul style="list-style-type: none">▪ Interest Rates▪ Downpayment Assistance▪ Single Family TIF○ NOFO Application <p>Proposed Elimination:</p> <ul style="list-style-type: none">• Housing<ul style="list-style-type: none">○ P3 Partnership Model – Beaver Dam & Jackson• Placemaking<ul style="list-style-type: none">○ Revitalize Downtowns○ Tourism in Economic Development○ Quality of Life○ Culture○ Diversity	<ul style="list-style-type: none">• Workforce Participation<ul style="list-style-type: none">○ Identify & Communicate Business Needs to Schools / Workforce Development <p>Support:</p> <ul style="list-style-type: none">• High School Engagement as a County vs. Individual Schools• Apprenticeship• Workforce Participation<ul style="list-style-type: none">○ Transportation<ul style="list-style-type: none">▪ Van Pool▪ Partner with Employers▪ County Brown Cab Contract○ Child Care<ul style="list-style-type: none">▪ Affordability▪ Availability• Immigration<ul style="list-style-type: none">○ Path to Work• Walworth Propel Inspire Program• Workforce Participation<ul style="list-style-type: none">○ Job Board• Employer of Choice Program<ul style="list-style-type: none">○ Management Tracks for Career Mobility○ Hours<ul style="list-style-type: none">▪ PT Career Options<ul style="list-style-type: none">• “School Shift” (8:15 – 2:45)• Job Sharing○ Flexibility○ Values○ Wages (vs. Cost of Living)○ Child Care○ Work / Life Balance	<ul style="list-style-type: none">• Awareness & Communication<ul style="list-style-type: none">○ ThriveED / JCEDC = Best Practice○ Brand I-94 Corridor○ Promote our Wins• Influence / Educate <p>Audiences Include: Councils, Plan Commissions, School Districts, Business Leaders, Lenders, Brokerages, Faith-Based Groups</p> <ul style="list-style-type: none">○ Impact of Development & Housing (and Lack of)○ Development Friendly<ul style="list-style-type: none">▪ Municipal Ordinances, Master Planning & Zoning▪ Future Planning▪ Advocacy▪ Development Support<ul style="list-style-type: none">• Data• Model Statements / Talking Points• Advocacy▪ Community “Best Practices”<ul style="list-style-type: none">• Provide Templates for Communities• Documented & Streamlined Process for Businesses• Share Available Resources w/ Municipalities • Michael Best Strategies<ul style="list-style-type: none">○ Infrastructure○ DOT • Prioritize Relationships with Developers & Communities • Support Municipalities w/ WEDC Applications & Reporting <p>Future Projects:</p> <ul style="list-style-type: none">• Explore Regional Plan Commission <p>Support:</p> <ul style="list-style-type: none">• Awareness & Communication<ul style="list-style-type: none">○ Brand Jefferson County• Host Conferences<ul style="list-style-type: none">○ WI Rural Partners○ Biz Times○ Industry Specific <p>Proposed Elimination:</p> <ul style="list-style-type: none">• Awareness & Communication<ul style="list-style-type: none">○ Dynamic Dashboard (like Janesville)

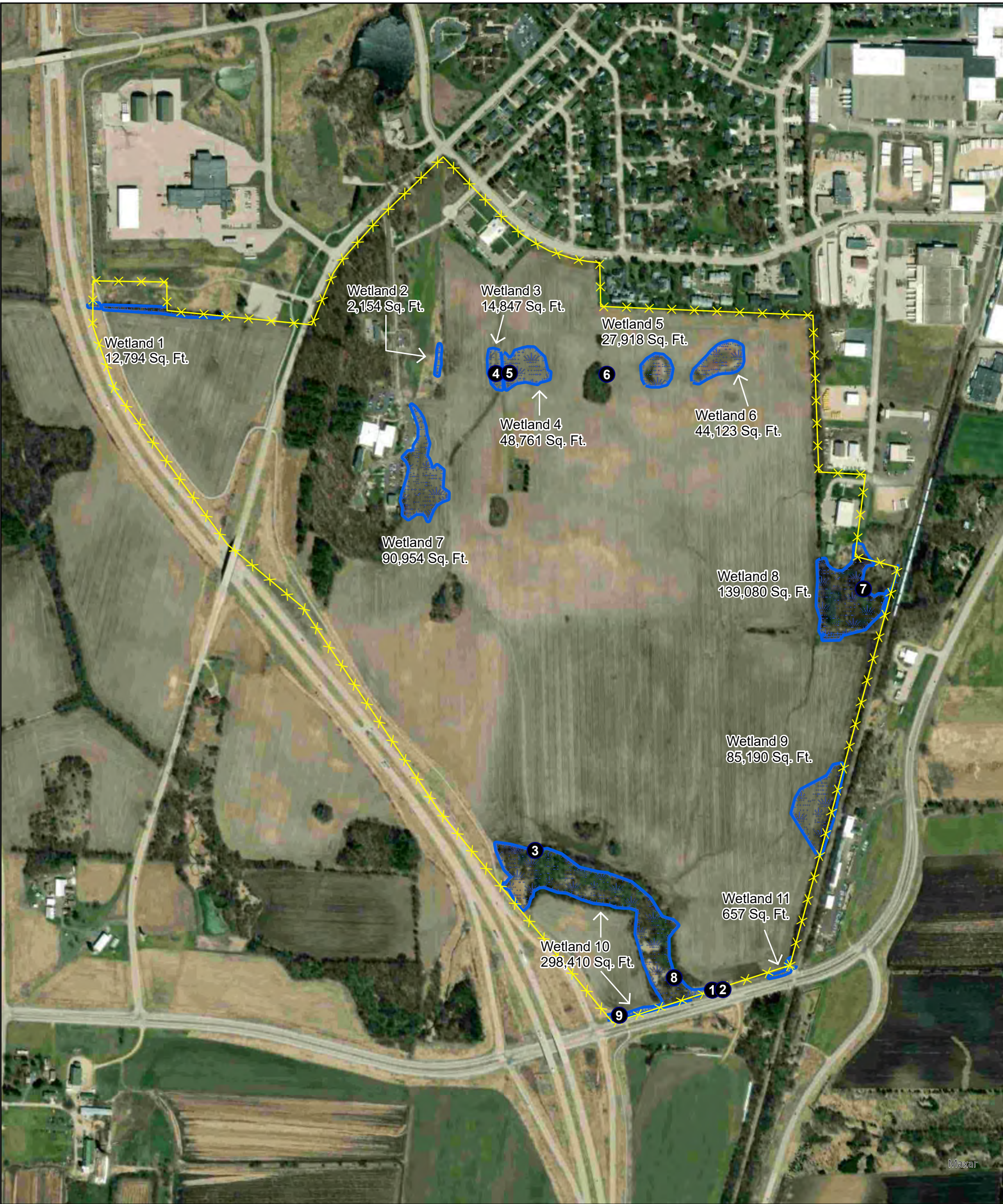
- 1) Allowing for capital stacks and other flexibilities under TIF
- 2) Bringing additional infrastructure investments from existing utilities into Jefferson County
- 3) Exempting grant awards from expenditure restraint program
- 4) Better understanding by state departments (especially DOT & DNR) about how municipalities promote economic development
- 5) PILOT payments from utilities / ability to create stormwater utility and/or transportation utility
- 6) Allow municipalities to not charge themselves for municipal water.

Full List

1. Pilot payment for utilities
2. Filling that TIF Gap that Emily described/ Finding other solutions to facilitate development besides TIF
3. Losing some of the rules so that EDO can stack programs. Often WHEDA and WCEDA's rules are so harsh that I can barely use the program, so using multiple would be amazing
4. Allow for the creation of Workforce Housing TIDs that are not capped at a percentage limit for newly platted residential within the TID.
5. Create incentives for private utilities (such as We Energies) to expand their delivery capacities and build out their infrastructure.
6. Ease limitations on what municipal water utility funds can be spent on for items relating to new developments (e.g., water main extensions).
7. Expand tax credits for small business startups.
8. Exempt grants received from expenditure restraint calculations.
9. Relax state oversight of local commercial building plans that meet local codes and approvals.
10. Allow for easier creation of Business Improvement Districts (BIDs).
11. Allow state surplus money to be used to fill project gaps that cannot be met with TIF funding.
12. Implement checks and balances on mandates from the DNR on stormwater and wastewater relating to new developments.
13. Legislation to allow municipalities to implement Transportation Utilities – the condition of our roads is one of the most consistent complaints that I receive. While I would love to fix all of the roads, I do not have enough money to do so. A transportation utility would allow users of the roads to pay for their share of the use of the roads and would allow non-profits, schools, and other entities that do not pay property taxes to contribute.
14. Protection of municipal borders. I am sure the urban towns bill will come back, and I know the counties did not weigh in on that, but it is important that growth and development in Jefferson County be intentional. If cities are forced to give away utility capacity, they won't be able to support their own intentional development or future development (which is required to grow tax base and NNC).
15. Power. I am sure that this will be a theme among the municipalities that are not in WPPI, but it would be great to have a better relationship with WE Energies on RFIs and development projects.
16. Medicare and Medicaid reimbursement for EMS services. It would be great to be able to get more money back for the services provided to patients on Medicare and Medicaid.
17. Financial support for local public safety. WI provides the least amount of money to support public safety of any state. And now we have MOE, so we have to maintain current levels of service. We cannot continue to pay for the increasing cost of health insurance and wages, vehicles, equipment, and supplies using the revenue sources we currently have (shared

revenue and property taxes). Neither revenue sources are increasing at the same rate as expenses.

18. Reimbursement to counties for support for co-responder units in local police departments – consisting of a mental health professional along with a police officer. We have seen success with this program, and I think more communities would benefit with additional resources and support from the state.
19. State support for consistent assessment services at the county level. If the counties provided assessment services (through staff or contracted services), then they would be consistent across the county. Municipalities would save money (and could contribute some of that to the county) and the counties could achieve economies of scale by providing service over a larger area.
20. Additional incentives/resources for utility infrastructure upgrade or expansion for development potential
21. More funding (incentive) opportunities for private/public environmental clean-up
22. Housing funding programs that allow capital stacks with TIF
23. Unrealistic WDOT access standards
24. Program assistance for small communities to acquire greenfield sites for development- to not clean-out general funds
25. More clear communication from state departments to small communities with program changes or future planning
26. Urban and rural areas should not always be treated alike
27. Being surrounded by State Parks has implications and challenges when it comes to development, as discussed in the meeting
28. Rail line improvements (potentially federal money sitting around for this?)
29. Housing – TIF flexibilities – assisting developers with making pro formas work
30. Industrial assessments – needs to be a different way of determining value that is closer to construction costs
31. Infrastructure investments in Jefferson County by our utility companies
32. Funding to support community investment in infrastructure – getting properties shovel ready & investing in wastewater treatment plants to support growth
33. Incentives to support rural housing development
34. Levy Limit Relief
35. Relaxation of Grant Awards/Principal Forgiveness (stacking of grants, eligibility requirements - income based is difficult and not reflective of how municipalities collect revenue)
36. Ability of municipalities to collect a PILOT from Wastewater Utilities.
37. Allow a municipality to invest in their municipal utilities at a level that exceeds the population projections from the DOA.

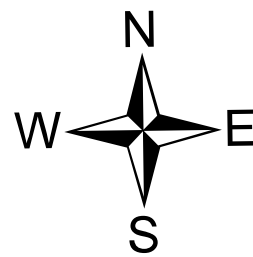


Legend

-  Site Boundary
-  Wetland Line
-  Wetland
-  Picture Location

Wetland Delineation was conducted by
Chad Fradette, EP, Chem,
WDNR Professionally Assured Wetland Delineator
with assistance from
Shyann Banker, Environmental Specialist

Jefferson Business Park ThrivED Wetland Delineation Map County Road W City of Jefferson Jefferson County, WI - Overall Map -



Project: JEF23-007-01

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Feet



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