



# 2014 ANNUAL REPORT: STATE OF THE ECONOMY

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM





A special thanks to the staff of Jefferson County, elected officials of the County's communities, and the local leaders of the area.

### **2015 JCEDC Board of Directors**

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Jefferson County Supervisor - Glen Borland

### **Report Preparations Completed By:**

JCEDC Executive Director - Genevieve Borich, PhD, AICP

Program Specialist - RoxAnne Witte

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April 14, 2015

To whom it may concern,

With a year as the Executive Director of the Jefferson County Economic Development Consortium (JCEDC), I have been tremendously impressed with the work of the organization, its partners, and the communities within the County. I have enjoyed joining the JCEDC team and am looking forward to the year to come.

Enclosed is Jefferson County's Economic Development's 2014 Annual Report. Included within this document are three main sections overviewing the work of the JCEDC and its partners over the last year as well as looking forward to next year: 1) an overview on the State of Jefferson County and its economy, 2) a 2014 Year in Review of the work of the JCEDC, and 3) Looking Forward to 2015 with the work of JCEDC and its partners. We encourage you to review the report and share it with the local leaders and partners you work with.

### **State of the County's Economy**

Jefferson County is currently holding at about a 5.2% unemployment rate, lower than both the State of Wisconsin and the nation and down from 6.1% a year ago. However, when examining detailed economic data there are still opportunities for improvement in the County's economy. Over 11% of the County's residents fall below the poverty line. Nearly 15% of the County's children are living in poverty. While local industry has grown 1.5% since 2011, several industries have experienced losses. Business retention and expansion is becoming increasingly competitive, necessitating a professional and coordinated local support system for business executives and site selectors.

### **Year in Transition & Looking to the Future**

The work the JCEDC staff completed in 2014 has laid a solid foundation for the work to come in growing both the quality of life and economy of the area. Work continued to center around the five areas of the JCEDC focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. In 2015, the JCEDC Board and its staff look to continue to grow collaborations with economic development partners and the County's communities focused on work within these five core areas. A primary focus will be developing a direct business engagement program and to continue to support the launch of a county-wide tourism and economic development marketing brand.

If I have not had the opportunity to meet you yet, please do reach out to introduce yourself - I very much would like to learn the work you and your organization or agency is doing to improve the region. In addition, I look forward to talking with you about both continuing existing partnerships you have had with the JCEDC and discussing new initiatives we can collaborate with you on in the future. I am honored to work with the region, and appreciative of the opportunity to help serve Jefferson County.

Sincerely,

Genevieve C. Borich, PhD, AICP  
Executive Director, Jefferson County Economic Development Consortium



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# State of Jefferson County

## SUCCESS STORIES

- Trek Distribution Center, Johnson Creek (new facility being built with approximately 80 new jobs)
- Eaton Corporation, Watertown (diversify production lines with approx. 50 new jobs)
- Chapter 2, Lake Mills (expansion)
- Horizon, Lake Mills (expansion)
- Hammerhead, Lake Mills (new location)
- Redi-Serve, Fort Atkinson (expansion with approx. 30+ new jobs)
- Cool Tools, Jefferson (new facility)
- Kendall Manufacturing, Jefferson, (expansion)
- Clasen, Watertown (expansion)

## TOP EMPLOYERS

- Nasco | 1,100
- Generac Power Systems | 1,050
- Trek Bicycle Corporation | 800
- Fort Healthcare | 650
- Cygnus Business Media | 450
- SpaceSaver | 450
- Maranatha Baptist College | 449
- Jefferson County | 430
- Fort Atkinson School District | 368
- McCain Foods USA | 300

Source: NETS Database, 2013  
(note: all employee counts estimates)

## Household Income

Less than \$10,000	1,546
\$10,000 to \$14,999	1,431
\$15,000 to \$24,999	3,467
\$25,000 to \$34,999	3,472
\$35,000 to \$49,999	4,976
\$50,000 to \$74,999	6,798
\$75,000 to \$99,999	4,539
\$100,000 to \$149,999	4,138
\$150,000 to \$199,999	1,109
\$200,000 or more	661
<b>Median household income</b>	<b>\$53,454</b>
<b>Mean household income</b>	<b>\$65,414</b>
<b>Total Households</b>	<b>32,137</b>

Household Income Source: 2013 5-Year ACS US Census. Numbers in red indicate households, depending on household size, that may be in danger of being at or below self-sufficiency threshold as published by MIT.

## INDUSTRY

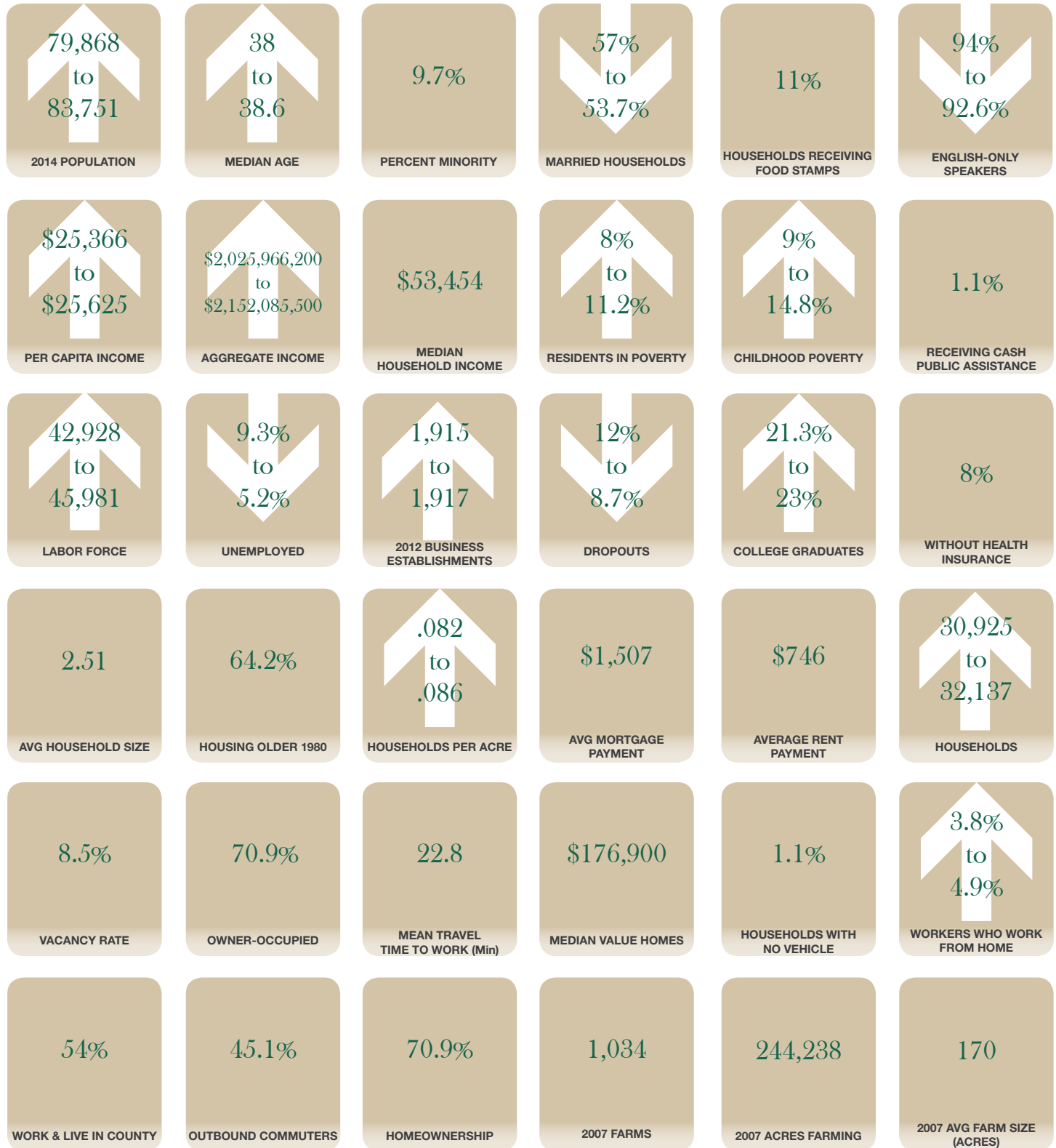
Industry areas of growth for Jefferson County since 2011 include agriculture (.1% growth), construction (.8% growth), manufacturing (.7% growth), professional services (.1% growth), and public administration (.6% growth). Areas of largest decline include trade/transportation/warehousing (-.2% loss), information (-.4% loss), finance and insurance (-.3% loss), educational/health care/social services (-.2% loss), and other services (-.6% loss).

# State of Jefferson County

All data is for 2009 and 2013 and from the 5-Year ACS US Census unless otherwise noted.

Commuter data from 2006-2010 ACS Census.

Employment data from Worknet Wisconsin.



# Employment Trends

## Employment by Occupation

	2013 Number Employed	2013 Percent Employed	2012 Percent Employed	Typical Hourly Wage
Management	3,827	8.8%	8.3%	\$40.49
Business and Financial Operations	1,200	2.8%	3%	\$26.27
Computer and Mathematical	894	2.1%	1.9%	\$31.00
Architecture and Engineering	540	1.2%	1.3%	\$29.82
Life, Physical and social Science	321	.7%	0.6%	\$25.51
Community and Social Services	616	1.4%	1.5%	\$19.72
Legal	236	0.5%	0.7%	\$27.70
Education, Training and Library	2,113	4.9%	5%	\$21.22
Arts, Design, Entertainment, Sports and Media	638	1.5%	1.3%	\$18.13
Healthcare Practitioner and Technical	2,565	5.9%	6.1%	\$27.88
Healthcare Support	1,393	3.2%	3.3%	\$12.24
Protective Service	660	1.5%	2.2%	\$17.33
Food Preparation and Serving Related	2,426	5.6%	5%	\$8.77
Building and Grounds Cleaning and Maintenance	1,737	4%	3.5%	\$10.94
Personal care and Services	1,426	3.3%	2.9%	\$9.70
Sales and Related	4,228	9.7%	9.9%	\$11.05
Office and Administrative Support	5,842	13.4%	13.5%	\$14.49
Farming, Fishing and Forestry	494	1.1%	1.3%	\$12.16
Construction and Extraction	1,915	4.4%	4.8%	\$21.46
Installation, Maintenance and Repair	1,607	3.7%	3.6%	\$19.49
Production	5,548	12.8%	12.9%	\$15.72
Transportation and Material Moving	3,227	7.4%	7.6%	\$14.18
<b>Total</b>	<b>43,453</b>			

Employment by Occupation Source: 2013 5-Year ACS US Census and 2013 MIT Living Wage Study. Wages that are below the living wage for one adult supporting one child are marked in red.

## Employment by Industry

	Difference from 2014 to 2011	2014 Total	2014 Percent	2011 Total	2011 Percent
Agriculture, Forestry, Fishing and Hunting, Mining	0.1%	754	2.3%	716	2.2%
Construction	0.8%	1,375	4.2%	1,115	3.4%
Manufacturing	0.7%	9,238	28.0%	8,871	27.3%
Trade, Transportation, Warehousing, Utilities	-0.2%	6,850	20.7%	6,817	20.9%
Information	-0.4%	584	1.8%	704	2.2%
Finance and Insurance	-0.3%	861	2.6%	952	2.9%
Professional Services	0.1%	3,017	9.1%	2,937	9.0%
Educational Services, Health Care, Social Assistance	-0.2%	5,021	15.2%	5,017	15.4%
Arts, Entertainment, Recreation, Accommodation, and Food Services	0%	3,317	10.0%	3,274	10.0%
Other Services	-0.6%	709	2.1%	889	2.7%
Public Administration	0.6%	1,322	4.0%	1,258	3.4%
<b>Total</b>		<b>33,048</b>		<b>32,550</b>	

Employment by Industry Source: 2014 3Q, 2011 Wisconsin Worknet. Industries in red indicate loss of employment share since 2011.



# Industry Trends

## Top Industries by Employment

1ST Q 2014 | Source: Wisconsin Department of Workforce Development

- Food Manufacturing
- Food Services and Drinking Places
- Educational Services
- Administrative and Support Services
- Nursing and Residential Care Facilities

# Housing Characteristics

## Housing Profile

Housing starts have slowed to a greater degree than in other areas of the state to some degree. The county is working on a housing gap analysis and recently participated in the region's Consolidated Plan update for HUD to identify housing needs in the area.

SF new construction permits, 2009 | 160

Occupied Housing Units | 92.8%

Homeowner Vacancy Rate | 2.9%

Rental Vacancy Rate | 1.6%

Median Housing Value | \$162,200

Median rent | \$711

Source: American Community Survey 1-Year Estimate, 2013

Median List Price - \$153,900 | Up 3% (\$4,000 ) vs Jan 2014

Homes for Sale - 483

Homes Recently Sold - 464

Source: RealtyTrac, 2015

Average Net Worth: \$344,414

Median Net Worth: \$65,552

Source: Claritas Site Reports, 2015

## Foreclosure Rates

Source: REALTYTRAC, DATE - FEBRUARY, 2015

Jefferson County, WI  
1 in every 1149

### Top 5 Cities

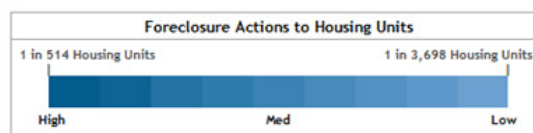
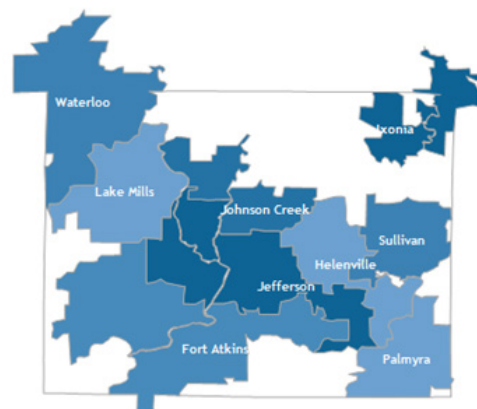
Jefferson  
1 in every 514

Ixonia  
1 in every 517

Johnson Creek  
1 in every 538

Waterloo  
1 in every 1105

Sullivan  
1 in every 1175





# Year in Review

## Introduction

The Jefferson County Economic Development Consortium (JCEDC) serves as the lead economic development organization in Jefferson County. The Consortium was formed to implement Jefferson's overall economic development program and to achieve the economic development goals of the County, its communities, and its businesses. Its overall goals are to foster and encourage responsible, sustainable economic development activities that result in job creation, job retention, increase the tax base and improve the quality of life for the citizens of Jefferson County.

The Consortium consists of eleven voting members, which includes a representative from each of seven member villages or cities in the county (this includes the cities of Cambridge, Watertown, Jefferson, Fort Atkinson, Whitewater, Lake Mills, Waterloo and the Village of Johnson Creek), and three county board supervisors. Serving in an ex-officio and non-voting capacity are a representative from the Department of Commerce, the UW-Extension, and the Jefferson County Administrator. In addition, the board has advisory members from the banking, agriculture, education, and utility sectors of the business community.

The Jefferson County Economic Development Consortium's mission is to foster and encourage responsible economic development activities that result in job creation, retention, increased tax base and an improved quality of life for the citizens of Jefferson County. This mission is to be achieved through goals adopted by the Board of Directors, as amended from time to time. In 2012, a County-wide Economic Development Visioning Plan was adopted by the Board. And, in 2012-2013 the County was included in the Comprehensive Economic Development Strategy for the Madison Region, "AdvanceNow".

The JCEDC has five generalized operating principles. These serve as annual guideposts in developing work plans and forming partnerships within both the county but also the greater Madison and Milwaukee regions. They include:

- Communication
- Marketing the County
- Workforce Development, Training, and Education
- Supporting a Positive Business Climate
- Facilitation and Coordination

2014

# Year in Review

Since 2008, Jefferson County has been awarded approximately \$4.7M in grant funds to assist business and communities in flood mitigation activities.

## Program History

The Jefferson County Economic Development Consortium (JCEDC) was founded in 2003. 2014 saw transition in leadership for the organization, as the decade-long tenure of the Executive Director, Dennis Heling came to a close. Resigning in August 2013, Mr. Heling elected to take a new position in northern Wisconsin to be closer to family.

In March of 2014, Genevieve Clare Borich PhD, AICP, was hired as the new Executive Director of the Jefferson County Economic Development Consortium. With a full year with the JCEDC, Genevieve is focusing on continuing to develop key partnerships and focus on collaborating on developing direct business engagement programming with local and regional partners.

Prior to working with the JCEDC she founded SnapSense in 2011, a company helping communities measure and track data for more effective decision-making. Her previous positions included serving as the former Executive Director of the Rockford Region Economic Development District, the quasi-governmental agency charged with overseeing economic development planning for the region. For her education, Genevieve received a Doctorate in Regional Planning at the University of Illinois at Champaign-Urbana, a Masters of Science in Urban Planning from UIUC, and a Bachelors of Science from Iowa State University in Community and Regional Planning with a minor in Design.

RoxAnne Witte, also with the program since 2003, is the department's part-time Administrative Assistant. In addition to assisting with administrative activities of, RoxAnne focuses on continuing to grow the various homebuyer down payment assistance and counseling programs for the County. She also focuses on counseling individuals wanting to open a new business and administers and advises businesses with the Jefferson County Revolving Loan Fund and other programs available for business startups in the County. Collaboration with other agencies is a very important role in her position as this results in job creation, retention, an increased tax base and improve sustainability and quality of life for the citizens of Jefferson County.

## Flood Recovery

In 2014, as a continuation of our flood recovery program a major portion of JCEDC staff time was devoted to working with businesses and local communities on projects resulting from the 2008 flooding disaster. This included projects of flood recovery as well as workforce related issues. The JCEDC created and completed in 2008 a survey and published a Flood Business Assessment. The report documented the losses sustained in Jefferson County's business community.

## RLF Fund

At the end of 2008, the JCEDC and Jefferson County worked with the Wisconsin Department of Administration,

## SOUTHERN HOUSING REGION CONSORTIA

In 2013, Jefferson County along with Dodge, Columbia, Kenosha, Ozaukee, Racine, Rock, Sauk, Walworth and Washington Counties formed the Southern Housing Region Consortia. These counties applied and were awarded a Community Development Block Grant- Housing Rehabilitation Program (CDBG-HRP) for \$2,422,000 renewable for two years to assist low-moderate income families.

Each county was awarded \$210,000 to be used for down payment assistance, home owner rehabilitation or tenant based housing rehabilitation. Jefferson County decided to use funding for the home owner rehabilitation program. If the county was unable to spend their allowance the monies were put in the general fund for the other counties to use. Currently, Jefferson County has nine families that have applied for assistance and been approved. The total amount of these rehab projects was \$274,298.00. As you can see this has been a popular program for Jefferson County.



formerly the Wisconsin Department of Commerce, on creating a flood recovery program. The City of Jefferson contributed \$115,040 to the lending pool, and the State of Wisconsin awarded \$93,960 in grant funds for this FRSB program. This loan pool became what is now known as the FRSB Fund.

Eleven business loans were made totaling \$220,000. The 2014 activities for the Flood Recovery Small Business (FRSB) program included filing reports, updates and loan monitoring activities. Monitoring activities included site visits, conferences with the participating businesses and review of financial information. Five of the eleven loans were paid in full with the balance converted to amortized loans before the end of 2014. The loans now in repayment are available for future lending to business projects under Jefferson County's RLF Fund.

### **CDBG Economic Development Assistance**

The JCEDC is the administrator of a program known as the Community Development Block Grants-Economic Development (CDBG-ED) for Jefferson County. The loan funds come from repayments from grants initially released to assist businesses located in Jefferson County. The repayments act as a funding source for the Jefferson County Revolving Loan Fund (RLF) which is then available

to businesses with their job creation activities for such activities as start-up or expansion projects. As each loan is repaid, the Jefferson County RLF program balance replenishes and is then available to lend to other businesses in Jefferson County.

Staff continue to market the program and provide assistance for local business on potential lending assistance. The revolving loan fund balance as of December 31, 2014 was \$387,423.61 which reflects interest and principal payments received during the calendar year, less loans made in 2014. Loans award include a requirement for maintaining current staff and creating a prescribed number of new positions.

Current CDBG loans and the number of new jobs committed to be grown with each loan include:

- Griswald Dairy Farms - 8 positions in 7 years
- Jim's Cheese - 6 positions in 5 years

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**The Jefferson County Revolving Loan Fund (RLF) is available to businesses to help with their job creation activities for such activities as start-up or expansion projects.**

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- Johnson Creek Veterinary Clinic - 2 positions in 5 years
- Kendall Packaging Corporation - 10 – 22 positions in 5 years
- Rushing Waters Fisheries LLC - 5 positions in 5 years

### **CDGB Emergency Assistance Grant Program**

Involvement in the State of Wisconsin for Community Development Block Grant-Emergency Assistance Program (CDBG-EAP) helps assure job retention through business stabilization and long term flood recovery for the County. Over the last consecutive seven-year period the JCEDC prepared and filed applications, amendments, additional requests and modifications to the CDBG-EAP program for flood recovery funding assistance. These efforts resulted in Jefferson County being awarded approximately \$4,680,000 in grant funds to assist business and communities in flood mitigation activities.

CDBG-EAP activities for 2014 included budget modifications which allowed JCEDC to assist additional companies to relocate from flood plain areas. Other activities such as environmental reviews and preparing the required environmental records, state audits also saw substantial staff time commitment during the 2014 reporting period. JCEDC has assisted such business organizations as:

- Foremost Builders Inc., a metal building fabricator, Rivers Edge

# HOMEBUYER ASSISTANCE

## Homebuyer Education

The JCEDC continues to partner with the Home Consortium and the Wisconsin Partnership of Housing to provide homebuyer education for the various down-payment assistance/closing cost programs available to home buyers of Jefferson County. Since JCEDC took over the counseling program in 2011, staff have counseled 330 families which totaled 813 family members on homeownership and budget management.

Assisting homebuyers contributes to workforce stabilization and enhances the property tax base (due to these property acquisitions, improvements and rehabilitation). This translated into 45 home purchases in 2014, with a total home sales value of \$5,936,340.

In 2014, JCEDC counseled 91 families, comprised of 200 family members for home ownership. These families were then able to purchase their first home which had an average price of \$134,422 which reflects affordable housing in Jefferson County. The average cost of a home in 2014 for the program rose 20% over 2013 costs. These purchases represented \$258,000 of state and federal grant funds brought into Jefferson County for 41 of the home purchases.

## Pre-Purchase Rehab Program

A new program that was added in 2013 was the Pre Purchase Rehab Program. This program offers a 0% deferred loan to help home buyers fix code issues in their home so that they will qualify for the \$5,000 HOME Consortium Down Payment Assistance program. In 2014, Jefferson County had five families participate in this program. Average cost of these pre-purchase rehab loans was \$13,520.00.

## Post-Purchase Rehab Program

As the Administrator of the Jefferson County Home Rehabilitation Program, we assist low to moderate income (LMI- 80% of County Medium income) households with homes that are in need of rehabilitation.

In calendar year 2013, no program dollars were available to assist home owners as funding was placed on hold. Since the program beginning, late 2004, JCEDC provided over \$293,000 for home repairs to 23 separate families in Jefferson County.

Meat Market, and DJC CPA & Advisors relocated from the flood plain to their downtown Jefferson locations

- The former Chickens restaurant site has been flood proofed and is now called Heron's Landing with new dining and related amenities
- The Jefferson Area Business Center, a small business incubator, completed over \$3 million dollars of renovation due to the flooding and finalized its mitigation activities
- A1 Cable Co. relocated to a new facility in Waterloo to continue its wire harness manufacturing activities
- The Town of Sullivan saw the repairs to the Rome Mill Pond. These enhancement to the hydroelectric business operations had begun just prior to the 2008 flooding and are now back on track to begin operations
- Several public facility projects completed in Jefferson County included sewer repairs in Fort Atkinson and road and culvert repairs for the Town of Milford

## Tourism and Marketing

Tourism is a solid driver of economic development in Jefferson County. JCEDC is involved in tourism marketing activities such as assisting with the development and distribution of the 2013-2014 Jefferson County Official Guide. In addition, staff respond to requests for tourism information refers inquiries to various other organizations for further assistance, such as local municipalities, chambers of commerce, county parks and recreation departments.

## New JCEDC Website Launched

The JCEDC would like to announce the launch of the organization's new website. Found at <http://jcedc.net>, this site contains a rich array of resources for businesses, community leaders, and residents alike. Help us spread the word to local and regional partners about this new tool for Jefferson County Economic Development. To name a few of the new resources:

- Key Industry Analysis
- Business Solutions for new and existing businesses
- Information on home counseling services available

- Descriptions of living and working in Jefferson County
- Resource Library with economic and community data and info

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**In 2014, JCEDC counseled 91 families, comprised of 200 family members for home ownership. 45 families purchased first homes with an average price of \$134,422 and represented \$258,000 of state and federal grant funds brought into Jefferson County.**

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## *Coordinating Marketing for Tourism and Economic Development*

Staff have worked to collaborate with Glacial Heritage Area (GHA) and outdoor recreation partners in three different areas:

## *Business Engagement Marketing Plan*

GHA has identified a desire to increasingly engage the private sector in a coordinated manner through the development and implementation of a GHA Business Marketing Plan. The target audience will primarily be engaging businesses with GHA and secondarily to support the use and growth of GHA overall. Primary goals for the plan are to accomplish the following:

- Create awareness of the GHA in the area's private sector
- Outline how GHA's amenities can support local businesses
- Summarize how businesses can help promote GHA
- Provide a framework for continued private-public investment

In addition, outcomes of the development of a GHA marketing plan include:

- Aligning businesses with tourism and economic development efforts

- Empowering local businesses to take ownership in an area-wide marketing brand and its deployment (outdoor recreation meets small-town living)
- Encourage the private sector to continue investment in GHA, its infrastructure, and its programming
- Plan for and assemble a team of business leaders to partner and help deliver the message of the GHA

### ***Analysis of Outdoor Recreation Data***

JCEDC staff are working with area GIS data experts as well as outdoor recreation representatives to assemble an inventory of outdoor recreation infrastructure as it integrates/supports local businesses. This library of data aims to help users of outdoor recreation to “create their own adventure” with a one-stop-shop for physical amenities, lodging, food, shopping, clubs, organizations, and services available for the outdoor activity they are looking to engage in within the area. This inventory will support the work of the JCEDC Branding/Marketing Committee and the GHA Business Engagement Marketing Plan initiative.

### ***Area-wide Economic Development and Tourism Branding Initiative***

The JCEDC and its tourism partners have centered on launching a high-caliber brand for the area highlighting “outdoor recreation meets small town living”. A branding implementation plan has been developed and was supported in large part from a JEM grant from the State of Wisconsin. The development and implementation of this initiative to engage residents and tourists will directly compliment the GHA Business Marketing Plan

and its aim to engage companies and employees. In coming months JCEDC staff will meet with area private-sector leaders to assemble a formal committee to spearhead this initiative.

### **Rail Grant Awarded**

Railroad track improvements have been approved for a section of railway between Watertown and Madison. Funded by the Wisconsin Department of Transportation’s Freight Railroad Preservation Program, the state grant is for \$4,116,160. In addition, a loan of around \$500k was also awarded. In addition, the Wisconsin and Southern Railroad, which leases the line from Wisconsin, will contribute \$1.1M for track rehabilitation. The line currently is adjacent to Clasen Quality Coatings; other businesses on the line will also benefit from the improvements. Track upgrades will increase the freight limit of at least 25 mph from the current limit of 5 mph. The work will begin in 2015.

Several local partners were instrumental in achieving the rail improvements, including Kim Erdmann, WEDO Executive Director and Wisconsin River Rail Transit Commissioner and Jefferson County Supervisor Augie Tietz. As reported in the Watertown Daily Times, “The city owns more industrial land along this track and is considering acquisition of additional land in that area. Having a rehabilitated rail line which has access to the industrial park is a positive point when recruiting new industries, according to Kim Erdmann, executive director of the Watertown Economic Development Organization.”

### **Brownfields Grant**

EPA selected Jefferson County in 2014 for a brownfields assessment grant in the amount of \$200,000. “Developing a county-wide inventory of brownfield sites will place a magnifying glass on the environmental and economic issues which most impact the growth and sustained economic development of our region,” said Ben Wehmeier, Jefferson County Administrator. “This investment in the county establishes a baseline for future investments in brownfield remediation and will empower our communities and property owners to then help track improvement at these locations over time.”

JCEDC Board Chairperson and Watertown Mayor John David said, “Our county and communities will be strengthened by the knowledge we gain from this assessment. This is the beginning of comprehensive regional alignment to elevate the use of properties struggling from choices of the past.”

According to JCEDC Executive Director Genevieve Borich, PhD, AICP, “Some of the most valuable buildings and sites within the county need extensive remediation so they may be put to better use; this grant empowers our community’s leaders to prioritize investment in key properties in our area.”

EPA’s Brownfields Program empowers states, communities, and other stakeholders to work together to prevent, assess, safely clean up, and sustainably reuse brownfields. A brownfield site is real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. In 2002, the Small Business Liability Relief and Brownfields Revitalization Act was passed to help states and communities around the country clean up and revitalize brownfields sites. Under this law, EPA provides financial assistance to eligible applicants through four competitive grant programs: assessment grants, revolving loan fund grants, cleanup grants, and job training grants. Additionally, funding support is provided to state and tribal response programs through a separate mechanism.

Four distinct phases are involved in this grant initiative:

#### ***Task 1: Brownfields Inventory and Prioritization***

Staff, in conjunction with the consultants, have begun developing the county-wide brownfields inventory. The brownfield inventory will be managed using a Geographic Information System (GIS) database. Jefferson County intends to leverage its existing GIS resources as well as incorporate brownfield inventory best management practices and tools developed by other USEPA grantees (Cities of Manitowoc and Racine, Wisconsin) to manage known



brownfields. In an effort to prevent brownfields, the GIS will also be used to track “at risk” properties that could become brownfields if there is a change in condition, such as vacancy.

**Task 2: Phase I Environmental Site Assessments (ESAs)**

The grant program consultant will conduct Phase I ESAs. Phase I ESAs will meet the requirements of the All Appropriate Inquiry Final Rule and the standards set forth in the ASTM E1527-13 Phase I Environmental Site Assessment Process. The County will coordinate with Jefferson County Economic Development Consortium (JCEDC), the lead economic development organization in the County, which will assist in property eligibility determinations and general project planning and prioritization.

**Task 3: Phase II ESAs, Site Investigations, and Remedial Planning**

The grant program consultant will conduct Phase II ESAs, Site Investigations (SIs), and Remedial Planning activities at select parcels for which Phase I ESAs were completed and the need for further assessment is identified. This task will include preparing a Quality Assurance Project Plan (QAPP) up to four (4) Sampling and Analysis Plans (SAPs). It is anticipated that up to four (4) Phase II ESAs, two (2) SIs and two (2) Remedial Planning activities will also be conducted during the three year grant period. The QAPP and any Sampling and Analysis Plans (SAPs) will be submitted for EPA approval.

**Task 4: Program Development and Community Outreach and Involvement**

The grant program consultant will work with the JCEDC to develop a Citizen Participation Plan. Although it is anticipated that a majority of the project communications will be in English, the County will work with the Hispanic/ non-English speaking community and the County Health Department to develop and distribute information on the brownfields program.

- Development
- Leaving federal, state dollars on table
- Legacy of existing organizations vs. process of expanding JCEDC IGA or starting new organization

New this year, staff have been working with M7 to discuss involvement in the regional Milwaukee economic development organization. Connecting companies with laborsheds, supply chains, and customers facing eastward to needed networking and resources was the focus of the conversation. An increased focus has been on continuing to grow partnerships and collaborations with MadREP (Madison’s regional economic development organization) as well. Staff continue to work with leadership from MadREP and M7 to discuss development of the I-94 Corridor for economic development purposes. Finally, staff have been exploring collaborations with CARPC (Madison’s regional planning organization) and SEWRPC (Milwaukee’s regional planning organization) and discussing partnership opportunities in different capacities. At the March, 2014 Jefferson County Board Meeting, Jefferson County Supervisors approved Jefferson County to have representation on two transportation planning committees of SEWRPC.

**Regional Collaboration**

Currently Jefferson County is one of only four counties in Wisconsin that are not a part of a metropolitan planning or regional planning organization. 2014 was focused on developing and exploring regional partnerships and collaborations. Regionalism is becoming increasingly important for small to mid-sized communities as the interconnectivity of residents and employees becomes more prevalent. Grants awarded and community services offered are progressively scaled to help larger populations. Economies of scale in providing local programs aim to have a more effective impact for the programs themselves. From an economic development perspective, local economies are shaped in labor sheds, supply chains, and customer retail trade areas - not municipal or county boundaries.

**Regional Partnership Considerations**

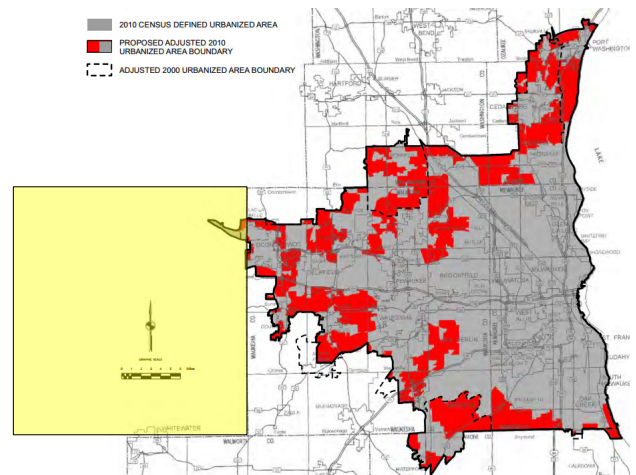
- Laborshed & Supply Chains
- Overlapping existing “regions”
- Regional Planning and Economic

**Osteopathic Medical College Initiative**

Local leaders are working with consultants to establish the state’s third medical college, to be named the Osteopathic Medical College of Wisconsin (OMCoW), in Jefferson,

**Area-wide Planning Districts and Organizations**

*Jefferson County is one of four counties in the state not a part of a regional planning or metropolitan planning organization. As seen in the graphic to the right, Southeast Wisconsin Regional Planning Commission’s urbanized area now extends into northeast Jefferson County (yellow area). At the March, 2014 Jefferson County Board Meeting, County Supervisors approved Jefferson County to have representation on two transportation planning committees of SEWRPC.*





Wisconsin. At the equipoise of one of the most significant healthcare corridors in the country, Jefferson County has the potential to emerge as the State's Primary Care hub with the creation of the College. And, there is a superb network of regional hospitals with which to affiliate. What makes this initiative of particular note is our County's ability to serve as a living laboratory for the College. As a medical school focusing on osteopathic medicine it will aim to fill the shortfall of primary care doctors in Wisconsin (especially within more rural areas) while developing practitioners focusing on the osteopathic tradition (and increasingly the healthcare industry's focus) of preventative healthcare and well-being. The County's small-town setting with immense outdoor recreation fits this initiative at its core. The JCEDC has assisted with both a local and statewide economic impact analyses.

## Marketing Industrial and Commercial Properties

The JCEDC continues to supply information to the Locate in Wisconsin (sponsored by WEDC) and Location One Information Systems (LOIS) websites, sites that are made available to the public that is searching for commercial and industrial property and buildings available for lease or sale. These centralized portals are designed to provide community data and information to site selection firms looking to locate in Wisconsin. This site provides community data/information such as community profiles, key businesses, business sites, industrial parks, and buildings available.

Staff are working to host an event for area commercial and industrial realtors, brokerage branch managers, brokerage commercial and industrial corporate staff, chamber leaders, and other local leaders to:

- Educate on the opportunity for marketing these properties through LOIS and Locate in Wisconsin
- Work on having an automated data-dump of commercial and

industrial properties listed in MLS and outside of MLS

- Work with local chambers to amass listings of commercial and industrial properties not listed through MLS
- Educate on the opportunities of retail market analysis and proactively seeking out potential retail establishments from Hoovers contact database
- Seek commitments from realtors and chambers in developing a retail market analysis and marketing program

## Workforce Development

Jefferson County Economic Development Consortium continued its strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW). In 2014 staff shadowed the Workforce Development Rapid Response staff to learn about the program as it supports businesses experiencing layoffs within the county. And, staff routinely provided economic modeling information to various communities, businesses, leaders and agencies on workforce topics and trends.

Our department collaborates with the University of Wisconsin-Extension, University of Wisconsin Whitewater and Madison College, in an effort to bring information and programs to residents and the workforce of Jefferson County. Madison College typically has a representative attending the JCEDC monthly board meeting as an ex-official member. This allows the Board to receive current information and trends data to guide the decisions it makes. JCEDC staff informs business on various programs which they can utilize to enhance the skill sets of their workforce. Staff also receives request from businesses about training and options available to assist them in job retention.

Finally, staff are working with area workforce leaders to assemble the workforce development working group. This working group of staff and local leaders will focus on workforce development needs within the laborshed of Jefferson County. The group will serve as liaisons for local agencies and focus on sharing

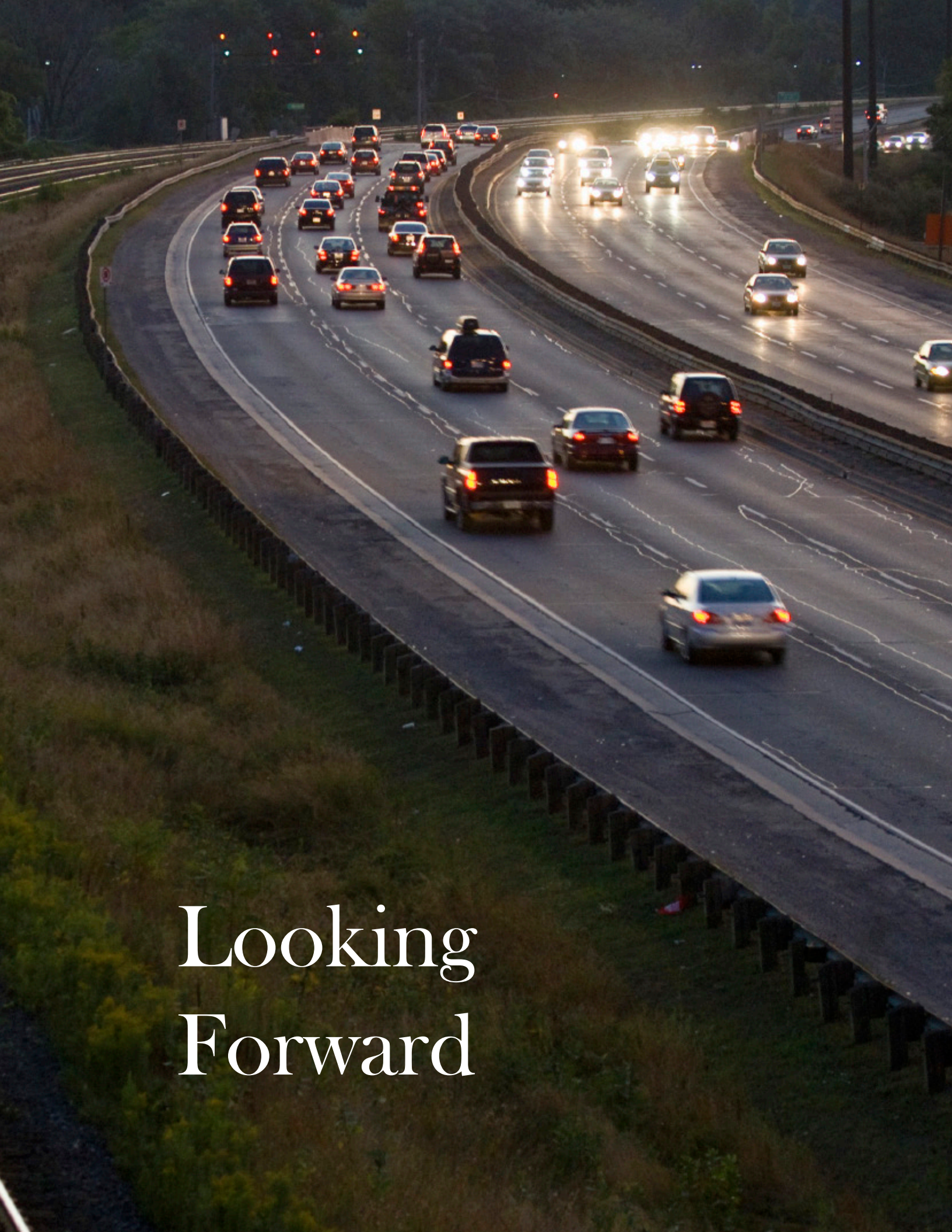
current workforce development work, identifying areas for coordination and collaboration in current and future work, and explore areas for growth in each respective topic within the area.

## Business Development

Within JCEDC's role as an information clearinghouse for economic development staff provides information to the business community. Staff regularly answers questions and responds to inquires to a variety of issues such as permits, local government issues, financing, educational programs, census and demographic information, and training assistance. In working with the business community requests for information and assistance on such topics as refinancing, employment related information requests and economic trends continue to dominate the inquiries.

The JCEDC remains committed to supporting the business community and maintaining a positive business climate. This includes developing and continuing programs which promote the "entrepreneurial spirit". JCEDC routinely works with Whitewater staff to provide direction and resource for both product development and for business planning efforts. This includes working with the Innovation Center at University of Whitewater to assist businesses obtain market research and guidance for product development. Staff also developed a handout on "How to Start a Business" for walk-ins to the office as well as distributing to area partners for their use.

Staff is developing with local partners a working group of small business and entrepreneurship partner staff and local leaders will focus on small business and entrepreneurship needs within the laborshed of Jefferson County. The group will serve as liaisons for local agencies and focus on sharing current small business/entrepreneurship work in a rural area, identifying areas for coordination and collaboration in current and future work, and explore areas for growth in each respective topic within the area.



Looking  
Forward



2015

## Developing Strategic Partnerships

Jefferson County is sandwiched in the middle of the “MadWaukee” economic corridor. Helping coordinate growth in the area is the Jefferson County Economic Development Consortium (JCEDC) -- a partnership between local communities and the county.

Being well-positioned between Wisconsin’s government-education-research and corporate hubs along I-94 and intersecting WI Hwy-26, Jefferson County is within close driving distance to over 12% of the nation’s population and is an approximate halfway point between Chicago, Rockford, Milwaukee, and Madison. With this close proximity to so many major institutions, agencies, and organizations, the JCEDC works to increasingly connect local businesses to customers, suppliers, workforce, investors, and institutions both within the network of communities inside the county but to the larger MadWaukee Corridor and beyond.

The JCEDC is working to turn traditional rural economic development on its head by developing an extensive local network of support for businesses while serving as a conduit to regional, state, national, and international economic development resources. From developing innovative programming and networking opportunities for businesses in the area to connecting best-in-class services providers for entrepreneurs and seasoned corporations alike, Jefferson County works to elevate relationships. Overall, the JCEDC aims to increase economic development capacities within local partners while engaging regional and statewide economic partners to help tell the story of the county’s economy beyond its borders.

Diverse and multi-talented, Jefferson County companies are prospering and expanding in this dynamic environment. Powerhouse businesses calling the county home include several major national and international companies such as Trek, Nasco, Generac Power Systems, SpaceSaver, Jones Dairy Farm, Fisher-Barton, Eaton, Clasen Quality Coatings, and McKay Nursery. The area is steeped in tradition from industries such as advanced manufacturing to agribusiness and food processing. In addition, the JCEDC is working with area partners to develop an extensive entrepreneurial ecosystem that compliments momentum found in nearby major metro areas. Overall, economic development partners are working together to fill the “growth pipeline” with support for small businesses to large.

2015

# Looking Forward

## COMMUNICATION

- Publish the JCEDC Quarterly E-News "State of Jefferson County Economy" on trends, data, resources, announcements, success stories, etc.
- Provide Semi-Annual or Quarterly Presentations to Jefferson County Communities and Community Organizations; additional presentations available on state of local economy upon invite
- Provide announcements of key events, data releases, grants, and other funding opportunities
- Improve online presence for housing counseling in-take process
- Write guest articles in local & regional partners' communications
- Develop contact database for businesses area executives
- Increasingly network with regional, state partners

## FACILITATION & COORDINATION

- Continue to explore formalizing partnerships and roles with M7, MadREP, SEWRPC, CARPC, and other counties
- Develop a County-wide, coordinated request for assistance process for retention, expansion, attraction
- Continue to attend local and regional meetings
- Serve as support and as a liaison to local planning and economic development staff and local leaders
- Work to increasingly communicate regional resources to local businesses
- Continue to implement JCEDC working groups for Workforce Development and Small Business/Entrepreneurship
- Provide research and analysis for local economic development partners and businesses

# 2015 JCEDC Goals & Strategies



In addition to continuing existing programs and initiatives, the JCEDC Board of Directors and staff will be working in the coming months to develop a series of targeted strategies and programs for the coming several years. Key areas of programmatic interest are developing a direct business engagement program and working on a more proactive marketing campaign. In addition, a significant focus will be to continue fostering relationships with local and regional economic development partners through collaborations and work groups for small business growth and workforce development.

The JCEDC looks forward to continuing to implement the mission of the organization and serving as a liaison to the region's economic development partners. To subscribe to our new quarterly e-newsletter email [info@jcedc.net](mailto:info@jcedc.net) with the subject line "Subscribe". Announcements will include new community and economic data released, key events upcoming, economic success stories, and more.

## MARKETING THE COUNTY

- Develop additional print marketing materials (Business Attraction Marketing Materials - Targeted Industry, Small Business, QoL)
- Continue to improve JCEDC website
- Develop marketing materials for regional and state economic development partners to extend story of Jefferson County's economic and business opportunities
- Further communicate area's economic growth success stories
- Continue to improve marketing of available commercial and industrial properties through LOIS/Locate in Wisconsin
- Continue development three core areas for outdoor recreation as a tool for economic development:
  - Finalize and Implement County-wide brand for tourism and economic development
  - Develop & Implement Business Engagement Marketing Plan
  - Develop Outdoor Recreation Data Library for users of outdoor recreation activities in Jefferson County and Glacial Heritage Area



## SUPPORTING A POSITIVE BUSINESS CLIMATE

- Primary focus of year - Direct Business Engagement
  - Business Retention Interview Program
  - Continuing Ed seminar series for business leaders
  - Networking sessions (probably State of County Econ event & breakfasts)
  - State of County Economy Networking Event
- Grow funding resources available for business dev activities
- Continue to support development and implementation of County's Brownfield Program
- Focus on I-94 corridor development with regional economic development partners
- Offer support for development of business park marketing plan for communities' available lands
- Continue to support transportation plan development
- Continue to support & grow homebuyer counseling, grants

## WORKFORCE DEVELOPMENT, TRAINING, & EDUCATION

- Establish a workforce development coordinating committee
- Develop a strategic workforce development growth plan
- Grow funding resources available for workforce development
- Work to network and provide support to area higher education and trades programs
- Continue to support Rapid Response Team



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