



**April 28th 2016, 8:30 a.m.**

864 Collins Road, Room 12, Jefferson, WI 53549

## **JCEDC BOARD AGENDA**

### **Amended**

### **Board Members**

Chairman: John David – City of Watertown

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

- I. Call to Order
- II. Roll Call (Establish a quorum)
- III. Certification of Compliance with Open Meeting Laws
- IV. Approval of April 28, 2016 Agenda
- V. Approval of Minutes – February, 2016 \*#
- VI. Citizens' Comments. *Members of the Public who wish to address the JCEDC on specific agenda items must register their request at this time.*
- VII. JCEDC Reports
  - A. Finance Reports – Final 2015 and Preliminary March, 2016 \*#
- VIII. General Orders
  - A. External Committee Reports
    - 1. Wisconsin River Rail Transit Commission (2-5min summary)
  - B. Director's Report #
- IX. Special Orders
  - A. Discussion and possible action to authorize funding for a Laborshed Study as a Part of an EDA Grant Application \* #
  - B. Update on the Feasibility Study and Capital Campaign Process \* #
  - C. Discussion and possible action on 501c3 Formal Application \*
- X. Closed Session \*
  - A. Discussion and possible action on JCEDC/WEDO Merger #  
Convene in closed session pursuant to section 19.85 (1)(e), *deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session*, for the purpose of discussion and possible action on the terms and conditions for merging the Watertown Economic Development Organization into the Jefferson County Economic Development Consortium and creating a new 501(c)(3) corporation.
  - B. Discussion and possible action on Dodge County Collaborations #  
Convene in closed session pursuant to section 19.85 (1)(e), *deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session*, for the purpose of discussion and possible action on the terms and conditions for a formal collaboration with Dodge County under the new 501(c)3 organization and 5-Year Strategic Initiative.
- XI. Open Session: Special Orders \*
  - A. Possible Action on JCEDC/WEDO Merger \*
  - B. Possible Action on Dodge County Collaborations \*
- XII. New Business
  - A. Future Agenda Items
    - 1. May JCEDC Officer Elections
    - 2. Feasibility Study Presentation
  - B. Upcoming Meetings/Seminars
- XIII. Adjournment

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

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

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



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Watertown Mayor John David  
JCEDC Board Chairman

Agenda Item: IV

Respective Issue: Motion to approve April 25, 2016 Agenda.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Watertown Mayor John David  
JCEDC Board Chairman

Agenda Item: V

Respective Issue: Motion to approve February 25th, 2016 Minutes.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Jefferson County Economic Development Consortium BOARD MINUTES

February 25, 2016

### Meeting called to order at 8:30 am.

**Board members present:** John David – Mayor of Watertown; Timothy Freitag – City of Jefferson; Linda Bagley-Korth-Village of Cambridge; Steve Wilke-City of Lake Mills; Mark Johnsrud-Village of Johnson Creek; Mo Hansen-City of Waterloo; Patrick Cannon-City of Whitewater; Matt Trebatoski-City of Fort Atkinson; Supervisor Augie Tietz; Supervisor Jim Mode; Supervisor Glen Borland.

**Others Present:** Ben Wehmeier-County Administrator, Pat Schramm of Workforce Development Board of South Central Wisconsin; Executive Director Genevieve Coady; Jim Schroeder – County Board Chairman; Kim Erdman – WEDO; Julie Oliver – WEDO; Ali Kvalheim – JCEDC Intern; Nate Salas – WEDO; Leigh Price – Jefferson Chamber and Tom Harrington – CDA Whitewater.

### Roll Call – Quorum Established

### Certification of compliance with Open Meeting Law Requirements

Staff certified compliance for the agenda dated 2/22/2016

### Minutes

Tietz/Mode moved to approve minutes of the January 2016. Motion Carried.

### Citizen Comments

None.

### Special Orders

- A. Presentation by Schramm of Workforce Development Board of South Central Wisconsin on Area Workforce Trends
- B. Approval of Contract for Services to Develop an Economic Development Capital Campaign Feasibility Study  
A proposal was provided for review. Coady explained that the team recommends Power 10.  
  
Wilke/Cannon moved to approve Power 10 for the Contract for Services to Develop an Economic Development Capital Campaign Feasibility Study. Motion Carried.
- C. Update on JCEDC/WEDO Merger and Organizational Model  
A mockup of the Organizational Model and other information was provided for review. Coady talked about the Organization Model and how this merger may work. The Council gave their feedback and discussed the proposed model. No action taken.
- D. Discussion and possible action to authorize funding for costs associated with filing an application to create a 501(c)(3) organization for the purpose of promoting economic development in Jefferson County  
David is looking for final authorization to move forward on filing this application.

Mode/Cannon to authorize funds not to exceed \$1,000 to create a 501(c)(3) organization. Motion Carried.

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

JCEDC-February 25, 2016

E. Discussion and Possible action on JCEDC Voting Procedures

Coady explained that they are looking at the option of electronic voting. The Council supports this technology.

Tietz/Mode moved to allow electronic or call-in voting as long as quorum is present in-person. Motion Carried.

**Citizens Comments**

None.

**New Business**

A. Future Agenda Items

- Job Fair
- Manufacturing Event
- Area Business Alliance
- Network event with WEDO group

B. Upcoming Meetings/Seminars

JCEDC Board of Directors, March 24, 2016 8:30 am, 864 Collins Rd, Rm 12, Jefferson, WI

**Adjournment**

There being no further business for consideration, motion by Wilke/Mode to adjourn. Motion carried. Meeting adjourned at 9:55 am.

Respectfully submitted,

Tammie Jaeger, Recording Secretary



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Watertown Mayor John David  
JCEDC Board Chairman

Agenda Item: V.IIA

Respective Issue: Motion to approve 2015 Final, and Preliminary March, 2016 Reports.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

Jefferson County Economic Development Consortium  
December 31, 2015

<i>Income</i>	YTD Actuals	YTD Budget	Pct YTD Budget
2014 Home Buyer Counseling	1,950.00	-	-
2015 Home Buyer Counseling	38,237.00	10,000.00	402%
Brownfield Grant Administration	3,840.00	4,000.00	96%
EAP Grant Administration Contract Closeout	12,513.87	-	
Jefferson County	83,974.00	83,974.00	100%
Cambridge	156.00	-	0%
Fort Atkinson	12,364.00	12,364.00	100%
Jefferson	7,922.00	7,922.00	100%
Johnson Creek	2,873.00	2,873.00	100%
Lake Mills	5,758.00	5,758.00	100%
Waterloo	3,323.00	3,323.00	100%
Watertown	15,472.00	15,472.00	100%
Whitewater	1,593.00	1,593.00	100%
Transfer from Reserve - Rail & Econ Services	7,093.35	47,847.00	0%
<b>TOTAL INCOME</b>	<b>\$ 197,069.22</b>	<b>\$ 195,126.00</b>	<b>101.00%</b>

<i>Expenses</i>	YTD Actuals	YTD Budget	Pct YTD Budget
Wages/Payroll	114,874.66	113,312.00	101%
Employee Benefits	36,093.76	35,091.00	103%
521219 Other Professional Services	3,900.25	-	-
529305 Web Page	84.31	200.00	42%
531301 Office Equipment	-	200.00	0%
531303 Computer Equipment/Software	1,492.62	840.00	178%
531311 Postage	49.09	260.00	19%
531312 Office Supplies	2,568.11	4,000.00	64%
531313 Printing & Duplicating	20.80	30.00	69%
531322 Subscription	7,660.45	10,820.00	71%
531324 Membership Dues	945.00	815.00	116%
532325 Registration	456.99	400.00	114%
532332 Mileage	3,480.75	2,000.00	174%
532334 Commercial Travel	540.67	550.00	98%
532335 Meals	451.94	750.00	60%
532336 Lodging	85.32	300.00	28%
532339 Other Travel & Tolls	317.54	100.00	318%
532350 Training Materials	382.45	500.00	76%
533225 Telephone/IP Telephone	300.05	420.00	71%
533236 Wireless Internet	995.45	1,020.00	98%
535242 Maintain Machinery & Equipment	840.85	850.00	99%
571004 IP Telephony Allocation	394.53	346.00	114%
571009 MIS PC Group Allocation	5,518.84	6,359.00	87%
571010 MIS Systems Group Allocation	1,063.84	1,162.00	92%
591519 Other Insurance	550.95	483.00	114%
593413 Wisconsin River Rail Transit Comm	14,000.00	14,000.00	100%
<b>TOTAL EXPENSES</b>	<b>197,069.22</b>	<b>\$ 194,808.00</b>	<b>101%</b>

Jefferson County Economic Development Consortium  
March 31, 2016

31	March *	YTD Estimate	YTD Budget	Pct Annual Budget	2016 Budget
<b>Income</b>					
2016 Home Buyer Counseling	-	-	13,000.00	0%	13,000.00
Brownfield Grant Administration	-	-	9,200.00	0%	9,200.00
Jefferson County	-	84,255.00	84,255.00	100%	84,255.00
V - Cambridge	-	108.00	108.00	100%	108.00
V - Johnson Creek	-	2,908.00	2,908.00	100%	2,908.00
C - Fort Atkinson	-	12,355.00	12,355.00	100%	12,355.00
C - Jefferson	-	7,914.00	7,914.00	100%	7,914.00
C - Lake Mills	-	5,840.00	5,840.00	100%	5,840.00
C - Waterloo	-	3,330.00	3,330.00	100%	3,330.00
C - Watertown	-	15,414.00	15,414.00	100%	15,414.00
C - Whitewater	-	3,226.00	3,226.00	100%	3,226.00
Other Financing Sources	-	-	10,000.00	0%	10,000.00
Transfer from Reserve -Rail	-	-	14,000.00	0%	14,000.00
Transfer from Reserve	-	-	77,373.05	0%	77,373.05
<b>TOTAL INCOME</b>	<b>\$ -</b>	<b>135,350.00</b>	<b>\$ 258,923.05</b>	<b>52%</b>	<b>\$ 258,923.05</b>
<b>Expenses</b>					
Wages/Payroll	8,654.34	25,903.59	27,186.25	24%	108,745.00
Employee Benefits	3,620.92	11,431.53	11,076.75	26%	44,307.00
521219 Other Professional Services	-	-	9,000.00	0%	27,000.00
529305 Web Page	-	-	16.67	0%	200.00
531301 Office Equipment	-	131.86	50.00	66%	200.00
531303 Computer Equipment/Software	-	1,046.78	260.00	101%	1,040.00
531311 Postage	5.43	19.76	65.00	8%	260.00
531312 Office Supplies	-	80.25	1,000.00	2%	4,000.00
531313 Printing & Duplicating	-	-	7.50	0%	30.00
531322 Subscription	-	1,037.90	3,155.00	8%	12,620.00
531324 Membership Dues	180.00	1,455.00	575.00	63%	2,300.00
531326 Advertising	-	-	250.00	0%	1,000.00
531349 Other Operating Expenses	-	-	2,500.00	0%	10,000.00
532325 Registration	-	-	250.00	0%	1,000.00
532332 Mileage	200.00	360.92	750.00	12%	3,000.00
532334 Commercial Travel	-	-	137.50	0%	550.00
532335 Meals	200.00	200.00	187.50	27%	750.00
532336 Lodging	-	-	75.00	0%	300.00
532339 Other Travel & Tolls	110.00	122.75	62.50	49%	250.00
532350 Training Materials	-	-	1,000.00	0%	4,000.00
533225 Telephone/IP Telephone	26.01	68.03	100.00	17%	400.00
533236 Wireless Internet	83.02	166.04	255.00	16%	1,020.00
535242 Maintain Machinery & Equipment	-	-	212.50	0%	850.00
571004 IP Telephony Allocation	33.08	66.16	99.25	17%	397.00
571009 MIS PC Group Allocation	561.50	1,123.00	1,684.50	17%	6,738.00
571010 MIS Systems Group Allocation	100.58	201.16	301.75	17%	1,207.00
591519 Other Insurance	47.23	94.46	143.25	16%	573.00
593413 Wisconsin River Rail Transit Comm	-	14,000.00	14,000.00	100%	14,000.00
594955 Veste Benefits Reserve	-	12,186.05	12,186.05	100%	12,186.05
<b>TOTAL EXPENSES</b>	<b>\$ 13,822.11</b>	<b>69,695.25</b>	<b>\$ 86,586.97</b>	<b>27%</b>	<b>\$ 258,923.05</b>

*\*Note these numbers are estimates*





## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: V.III.B

Respective Issue: Director's Report

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



# JCEDC DIRECTOR'S REPORT

## March 28th, 2016

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### JCEDC ADMINISTRATIVE SUMMARY

Enclosed is the JCEDC Director's Report for March 28th, 2016. Included within this document are a summary of JCEDC's work centered around the five areas of the organization's focus: Communication, Marketing, Workforce Development, Supporting a Positive Business Climate, and Facilitation and Coordination. Looking ahead to the remainder of 2016, the JCEDC Board and its staff look to continue to grow collaborations with economic development partners and the County's communities focused on work within these five core areas.

### Feasibility Study & Organizational Model

Staff is completing presentations to all communities and chambers in area. Staff continue to move forward with the capital campaign feasibility study in next month with Power 10 to complete interviews with area business and community leaders. In total an estimated 70+ interviews will have been conducted for the study. Study will be completed by mid-May; a formal presentation will be given at the May JCEDC Board meeting so that next steps in the capital campaign process and scope of work can be finalized. Staff is also beginning to work with Von Briesen and Roper on the 501c3 application.

### Area-wide Job Fair

JCEDC and area workforce partners are seeking employers hiring in 2016 and workers seeking internships, apprenticeships, entry-level, and professional-grade positions.

Online registration for employers is at: <http://jobfairjcedc.eventbrite.com>

Morning of area-wide job fair will focus on high school students looking for part-time/seasonal, apprenticeships, and career-path opportunities as well as veterans. All high schools in area will be attending. The remainder of the day will be open to the general public.

Networking with employers will also be encouraged at booths. Fair Hosted by JCEDC and other regional Workforce Development Partners. Event will be May 11th, 2016 in Fort Atkinson

(see enclosed flyers for distribution). To-date 200 companies have been invited to participate in the fair.

### Area-wide Manufacturing Council

JCEDC and area economic development partners will be launching an area-wide manufacturing council in June. Area manufacturing executives will be invited to a panel presentation where WMEP, MadREP, Workforce Development Board, and others will be sharing what resources are available specifically to manufacturers in the area. Participants will communicate what further topics are of interest to them for future "lunch and learn" style events and a potential manufacturers CEO roundtable. Nearly 1,000 area manufacturing executives have been identified to further launch the program in coming years.

### Brownfields Grant

Two sites (one in Waterloo and Johnson Creek a piece) nominated for Phase I ESA assessments through the brownfields program have received formal qualification from the EPA. SCS is conducting the Phase I ESAs. Staff are working with SCS to finish the countywide inventory.

### Area-wide Business Alliance

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

### Upcoming Focus

Staff will continue to develop the CRM contact database for communications with area community and business leaders. Staff are working to complete the area hotel/event space market demand analysis. The 2015 JCEDC Annual Report is forthcoming.

## FOCUS AREA 1: COMMUNICATION

### Work Accomplished

- Advised Fair Park staff on financial modelling, expansion opportunities for growth
- Attended several meetings to further support for the osteopathic medical college initiative as well as to share findings and story of the statewide economic impact analysis completed for the initiative
- Continuing to build contact database for both the JCEDC quarterly e-newsletter as well as other announcements, etc.
- Recruited private-sector leaders for feasibility study process
- Presented to WEDO Board on potential merger
- Attended Jefferson RDA meetings
- Presented to Fort Lions
- Presented to Fort Chamber Lunch and Learn

## FOCUS AREA 2: MARKETING OF JEFFERSON COUNTY

### Work Accomplished

- Attended Business Over Breakfast - Promoted Job Fair
- Updated JCEDC marketing website with Job Fair and Strategic Plan
- Reached out to local partners for content for JCEDC E-Newsletter
- Working on development of suite of marketing pieces that can be used as a general development marketing set for Jefferson County
- Attended several Chamber annual dinners in area and continuing work to join all chambers in the area
- Attended radio interview with Michael Clish to discuss range of economic topics

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

### Work Accomplished

- Working on finalizing county-wide hotel and event space demand analysis
- Met with several local businesses interested in Jefferson County RLF Program
- Met with Jefferson County School to Career programs - recruited area High Schools to attend career fair
- Working on additional information requested for the CDI WEDC grant application submitted for a site in Fort Atkinson
- Finishing work on developing county-wide brownfields inventory
- Met with several business executives in area for preliminary business retention/expansion interviews

- Met with several businesses in area looking to expand or diversify
- Continuing to develop an analysis for business park development and marketing program opportunities for JCEDC communities
- Working to build a continuously up-to-date database of commercial and industrial properties available (both buildings and sites) to market through both LOIS and Locate in Wisconsin as well as local agencies websites'
- Continued work to co-host (with the Workforce Development Board) an area-wide expanded Job Fair

## FOCUS AREA 4: FACILITATION AND COORDINATION

### Work Accomplished

- Attended Maranatha Economic Breakfast - connected Med College Consultants to David Dill, Lifepoint CEO
- Connected with Dodge County on collaboration opportunities with new Strategic Initiative
- Met with James Otterstein of Rock County to coordinate initiatives
- Working on meeting monthly with all JCEDC member communities for updates
- Set up webcams and GoToMeeting for all communities
- Worked with Carlson Dettmann on HR Review for new positions
- Attended GIS user group meeting for Jefferson County
- Facilitated merger with WEDO
- Assisted with EDA grant application for Tyson reuse initiative
- Attended Home Consortium Meetings
- Attended Waterloo CDA meetings to work on their Economic Development Strategic Action Plan - helped scope innovative ideas to prioritize for actions in plan
- Presenting Area-wide Business Alliance of area Chambers and other local ED partners
- Continued to develop work program for ExperienceWorks staff to assist the JCEDC with 20 hours of support per week
- Continue to assist with implementation of AdvanceNow, the Greater Madison Region's Comprehensive Economic Development Strategy (CEDS) and partner with MADREP on various activities
- Serve as support and as a liaison to local planning and economic development staff and local leaders



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: IX.A

Respective Issue: Discussion and possible action to authorize funding for a Laborshed Study as a Part of an EDA Grant Application. Total project to hire a consultant to conduct study shall not exceed \$25,000. JCEDC match would be \$10,000 and the EDA portion would be \$10,000-\$15,000.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



TO: TIM FREITAG, JEFFERSON CITY ADMINISTRATOR  
FROM: GENEVIEVE COADY, JCEDC EXECUTIVE DIRECTOR  
SUBJECT: EDA GRANT APPLICATION & LABORSHED ANALYSIS  
DATE: MARCH 1<sup>ST</sup>, 2016  
CC: MAYOR DALE OPPERMANN

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Dear Tim,

Enclosed is an overview of the EDA grant application portion pertaining to the area-wide laborshed study.

Overall, the scope of the laborshed analysis will help area workforce partners understand laborshed issues and how to re-align the workforce to changing area economic profile post-recession. This component of the overall initiative will allow the Jefferson County area to better address the laborshed challenges brought about by not only the Tyson layoffs but also the other layoffs in the area. This study will also identify improvements and in how to assist employers in the area hiring in identifying skills gaps of the underemployed and unemployed in the area so that workforce partners can better align training programs to employer and workforce needs.

The scope of work will range from about \$15k-\$25k. If the EDA grant moves forward the JCEDC will work to provide the 50% match needed for this component of the overall initiative.

The objectives of this laborshed study will be to:

- Understand skills, education, and commuting patterns of area workers
- Understand local employer's viewpoints and needs regarding the existing work force, including availability, quality, costs, and training needs
- Determine ways to better attract/retain businesses that can utilize this important labor information and to train their employees



# LABOR SHED ANALYSIS, 2010

*for the*

## BOONE & WINNEBAGO COUNTIES (IL) AREA

*FINAL VERSION: APRIL 2011*



Prepared by:



**LABOR SHED ANALYSIS, 2010**  
**for the**  
**BOONE & WINNEBAGO COUNTIES (IL) AREA**

*PREPARED BY:*



**Final Version: April, 2011**

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## INTRODUCTION

The Boone & Winnebago Workforce Investment Board, Inc. contracted with Foote Consulting Group, LLC (FCG) to undertake a Labor Shed Analysis to support proactive recruitment and training activities. The study is designed to help the reader to better understand regional workforce issues in the Boone & Winnebago Counties Area from site selection, relocation, business retention/expansion, and workforce training perspectives. The FCG Team included Research & Polling, Inc (RPI), a reputable survey company from Albuquerque, NM.

It is quite clear from our recent site selection work that labor force issues, particularly availability of skilled labor, training of the workforce, and relocation of key employees, are becoming increasingly more important. We designed this study so that it provides the most important labor force site selection information possible. In essence, we are providing you with information that you can give directly to a company seeking a location in the Boone & Winnebago Counties Area.

It is also clear from our recent site selection work that workers are choosing to commute shorter distances if jobs are available. This may be due to rising gas prices, and a desire to enjoy more family and recreational time. A Boone County economic development official recently confirmed that the commuting patterns of Chrysler's 2<sup>nd</sup> shift (2009 data) generally mirror the labor shed map used in this report (see page 6).

Generally, workers may commute over 60 miles or more for higher paying jobs, however, they will not do this for long. They will choose to change jobs for one closer to home once it becomes available or move closer to their existing job. The wage paid will directly dictate the commuting distance, and employers will seek to find the best skills at the lowest wage possible.

A "real life" site selection and business retention oriented labor analysis must go far beyond a demographic review. Statistical information is helpful, but barely scratches the surface of the workforce issues that companies are really facing today.

Therefore, we incorporated a proven methodology that we use for our site selection projects. It relies on current resident survey data and the expert opinions of area employers. From these we have developed detailed recommendations designed to help you develop successful work force and economic development solutions.

The objectives of this study are to:

- Understand skills, education, and commuting patterns of area workers
- Understand local employer's viewpoints and needs regarding the existing work force, including availability, quality, costs, and training needs
- Determine ways to better attract/retain businesses that can utilize this important labor information and to train their employees.

## **RESIDENT SURVEY**

### **Introduction**

The FCG Team conducted a random telephone survey of Boone & Winnebago Counties Area residents in October 2010. The survey<sup>1</sup> was designed to gather information that identifies components of the workforce that are unemployed, underemployed, or available for work if the appropriate job were attainable. This information was then analyzed in order to determine how locating and expanding companies could best utilize it and how it could best be utilized in workforce training planning.

Any site selector and /or company viewing this information will feel comfortable that they are looking at key data regarding the key labor shed. They will feel that they have all the data needed to make good decisions regarding site selection and training.

### **The Survey**

Our survey partner, Research and Polling, Inc. (RPI), conducted the telephone survey into households from 10/18/10 to 11/5/10. Working residents (18 and over) were interviewed using a random sampling method.

The survey produced a statistically valid 302 completions for the study area. A sample size at a 95% confidence level provides a maximum margin of error of approximately 5.6%. In theory, in 95 out of 100 cases, the results based on this sample will differ by no more than 5.6 percentage points in either direction from what would have been obtained by interviewing all adult residents in the study area.

### **Defining the Labor Shed**

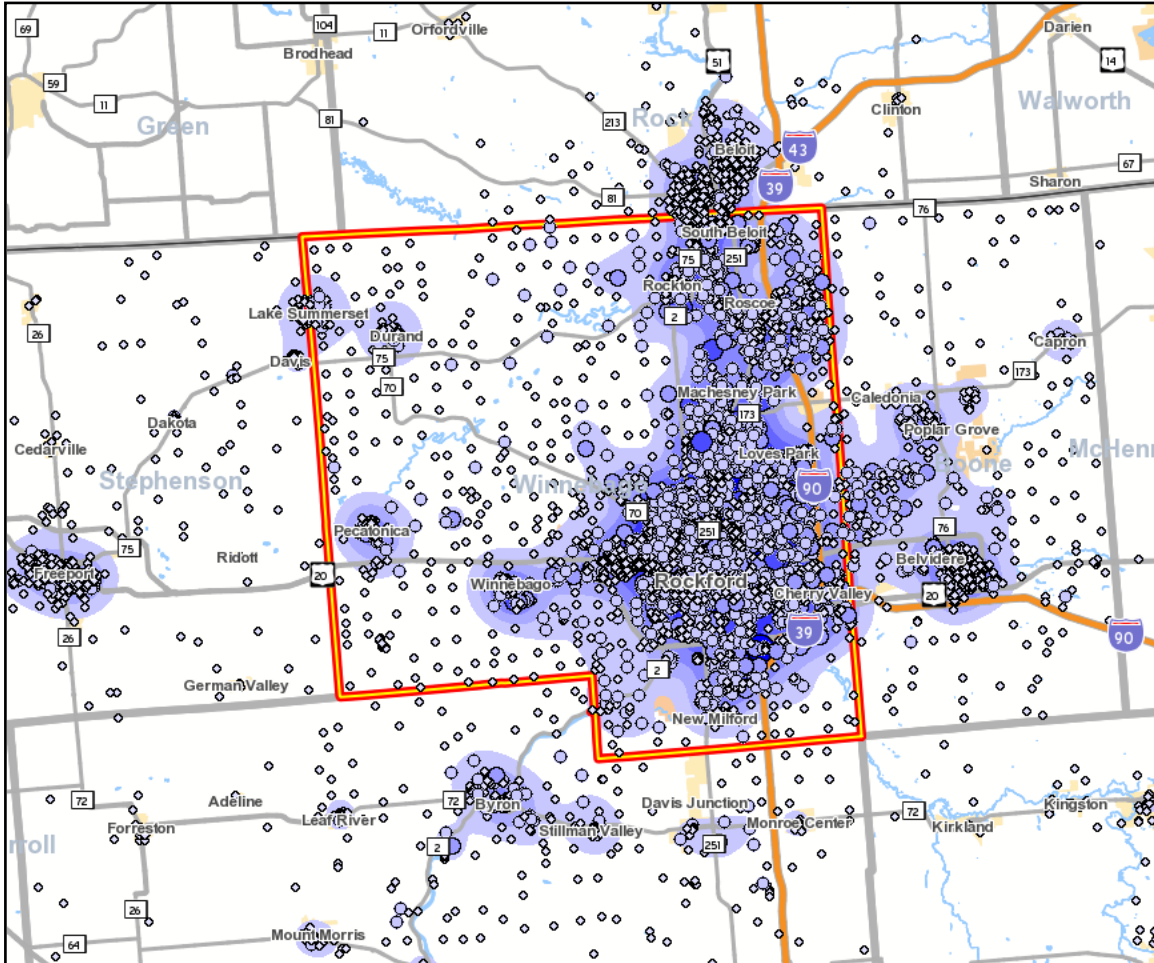
FCG reviewed the labor shed information defined in the 2007 analysis and found that it was too large. Local employers told us that 84% of their workers live within 15 miles of work. It is unrealistic to present a vast, multi-county labor shed to a prospect looking to locate or expand. If the prospect is a high wage payer then they will certainly draw talent for a much larger geographic area. However, the average wage payer will be skeptical that they will be able to draw talent much beyond an average radius of, say, 20 miles one-way.

Remember, prospects will strive to find the best skills at the lowest wage. If they find that the right skill/wage mix is available within a reasonable commute radius (20 miles) of the

<sup>1</sup> Copy found in the Appendix.

new plant or office, then they will be most comfortable with the new location. If they must draw skills from a distance greater than this radius then their comfort level will decline because they know that they will lose some of these “long commuters” to other jobs closer to their homes.

Therefore, surveying was done within an approximate 15-20 mile radius of Rockford based on population density (map below generally depicts the labor shed of Boone & Winnebago Counties).



Select results were extrapolated from survey responses based on recent population and employment estimates. The estimated adult population used in the analysis area was 292,000; the estimated number of employed workers was 123,078; the total workforce was 148,898<sup>2</sup>; and the total unemployed was 25,820 (14.8%).

<sup>2</sup> Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2008

The survey (see Appendix) collected the following information from respondents:

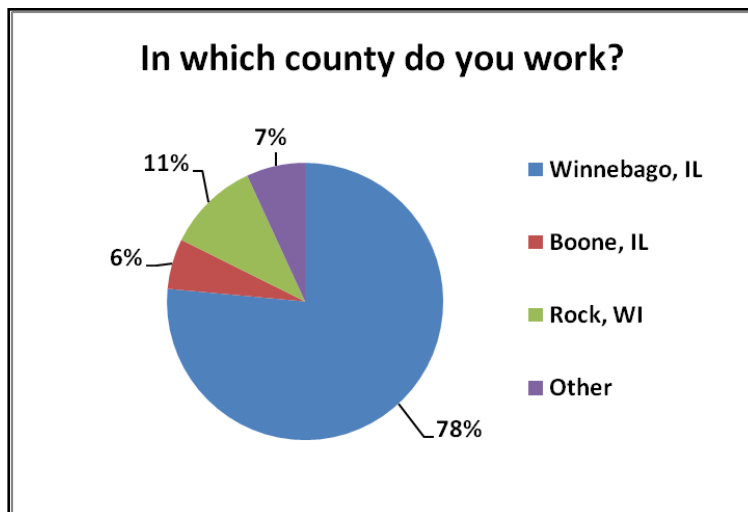
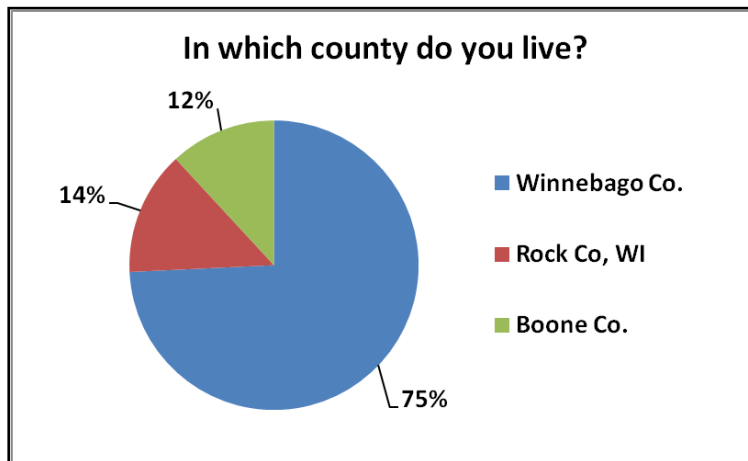
- Employment status
- Employment location
- Occupational background and skills
- Commuter patterns
- Willingness and interest in changing jobs
- Willingness and interest in reentering the workforce, if not employed.

### **Survey Respondent Profile**

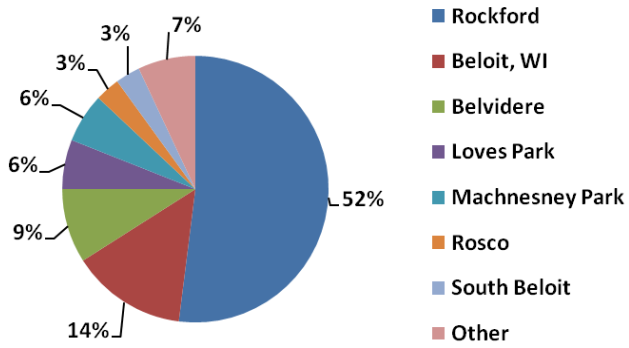
Survey respondent data is depicted in this section.

#### Live/Work

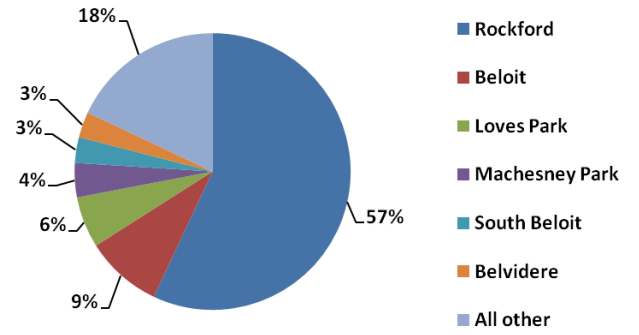
- Approximately 91% work in the same counties in which they live.
- Approximately 82% work in the same cities in which they live.



**In which city do you live?**

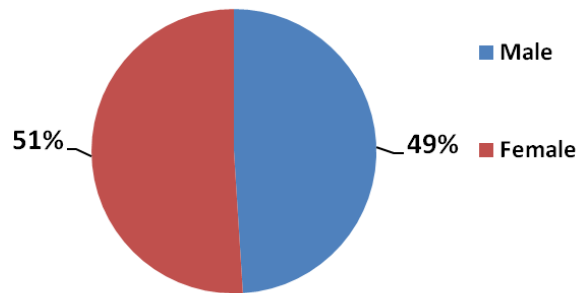


**In which city do you work?**

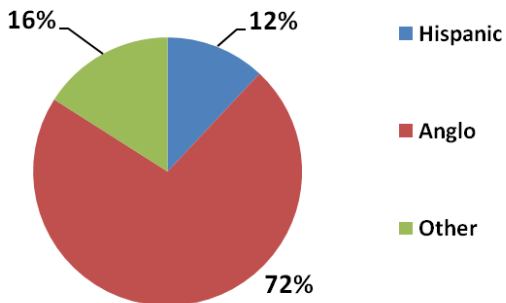


Gender/Race/Age

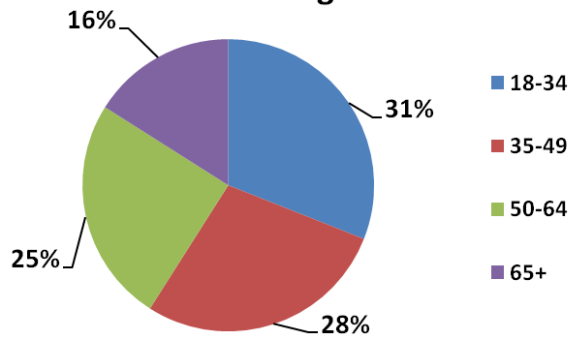
**Gender**



**Race**

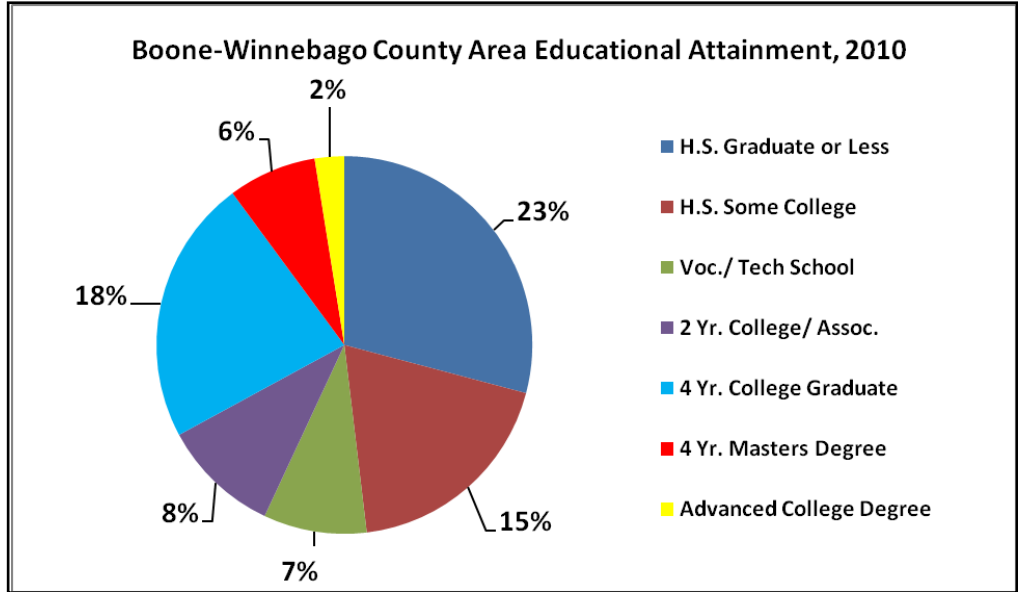


**Age**



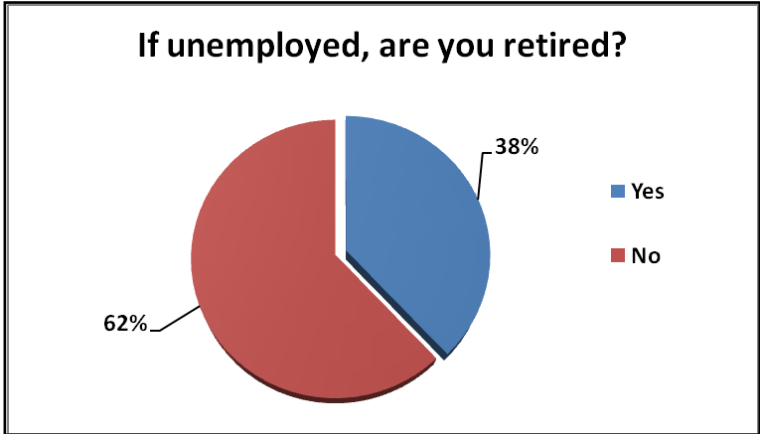
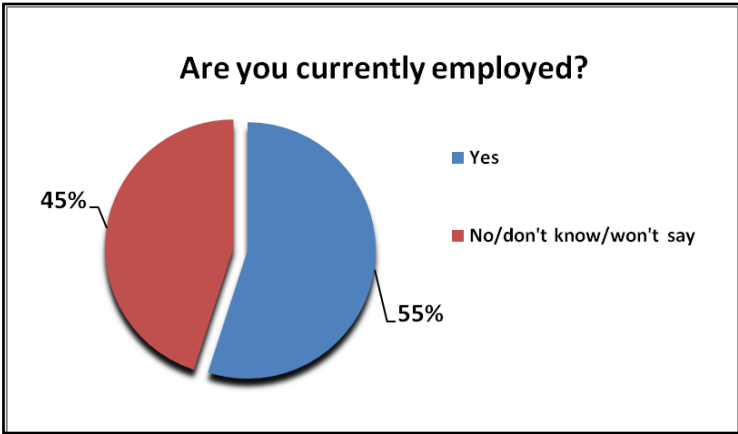
Educational Attainment

- 26% of the adult population living in the study area has a 4-year college degree, master’s degree or advanced degree. This compares to the U.S. average of 37.6% (2008<sup>3</sup>)



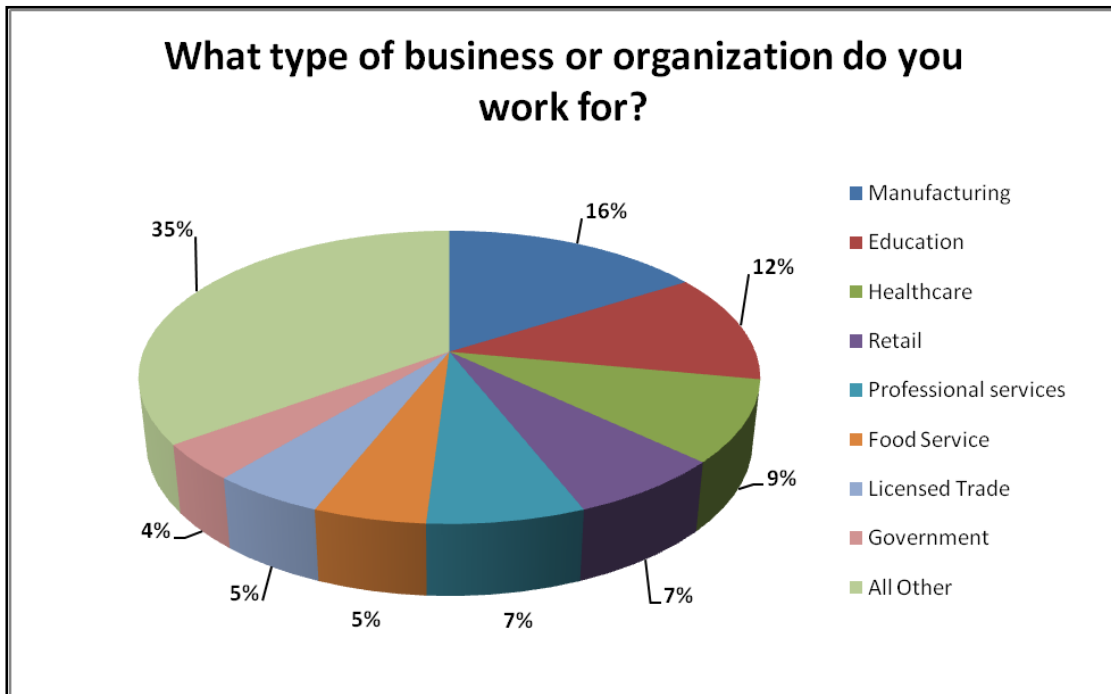
Employment

- 55% are currently employed and 38% of the unemployed are retired.

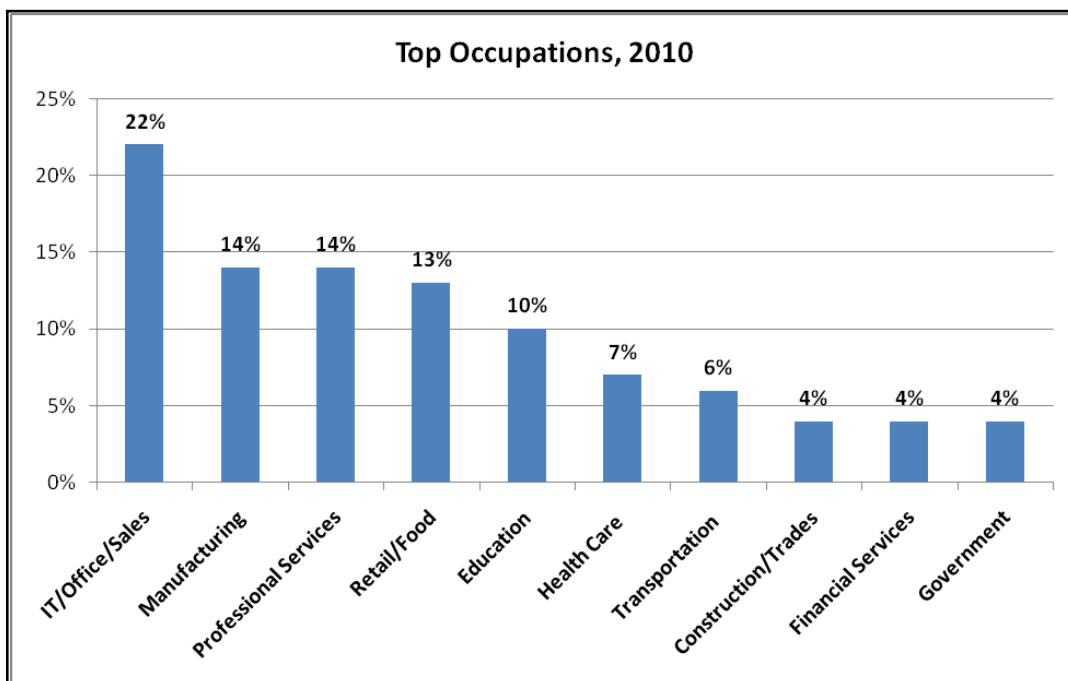


<sup>3</sup> U.S. Census Bureau, 2008

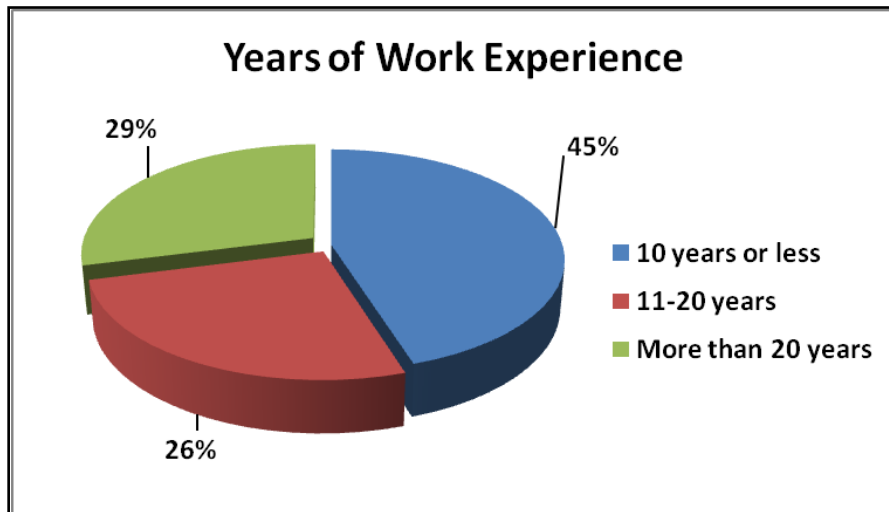
- Referring to the question, “what type of business/organization do you work for?”, 16% work for manufacturing companies, the largest single sector, potentially over 19,600 workers.



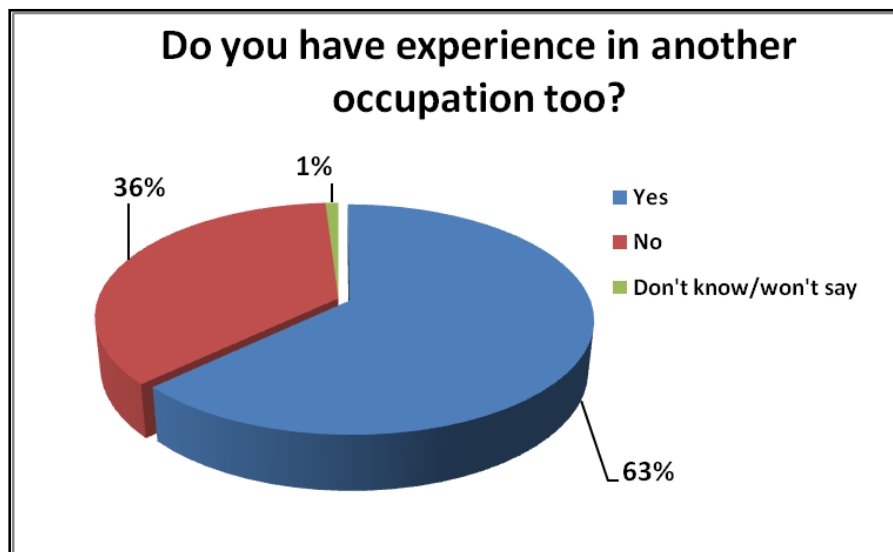
- Referring to the question, “what is your occupation?”, top occupations include IT/office/sales, manufacturing, and professional services.



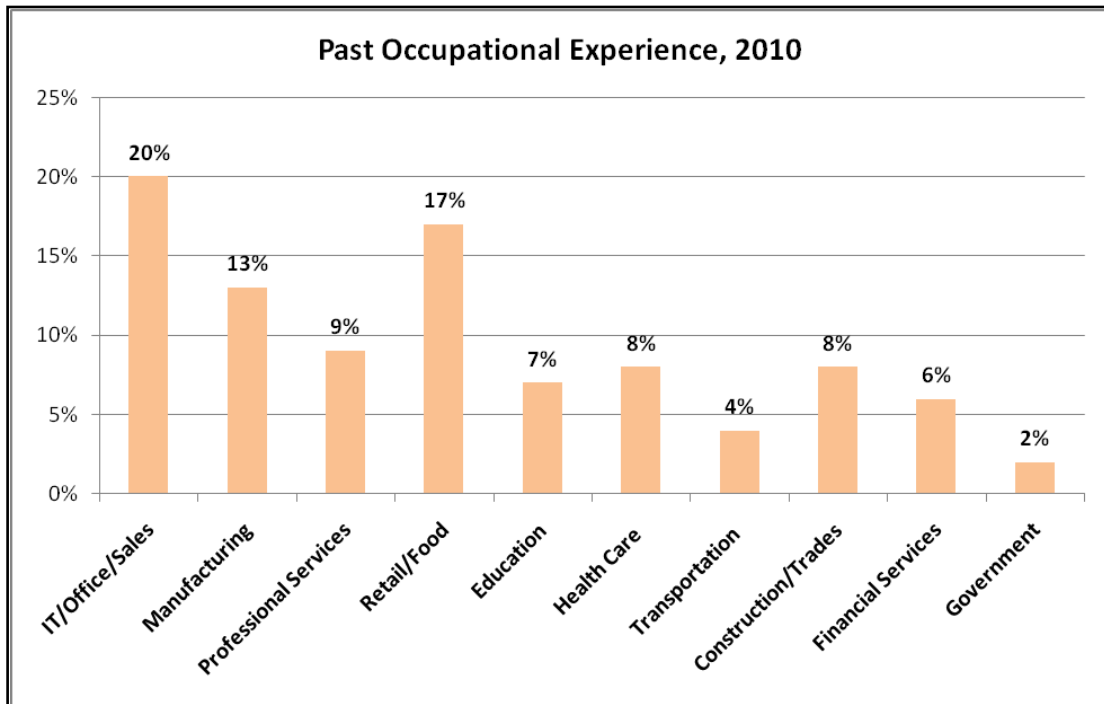
- Approximate occupations:
  - IT/Office/Sales – 27,100
  - Manufacturing – 17,200 (including over 2,900 machinists; almost 1,500 tool & die makers; almost 1,500 assemblers; over 2,200 truck drivers; and almost 1,500 forklift operators)
  - Professional Services – 17,200
  - Retail/Food – 16,000
- 55% have 11 or more years on the job



- The vast majority (63%) have other work experience of which to draw off too.





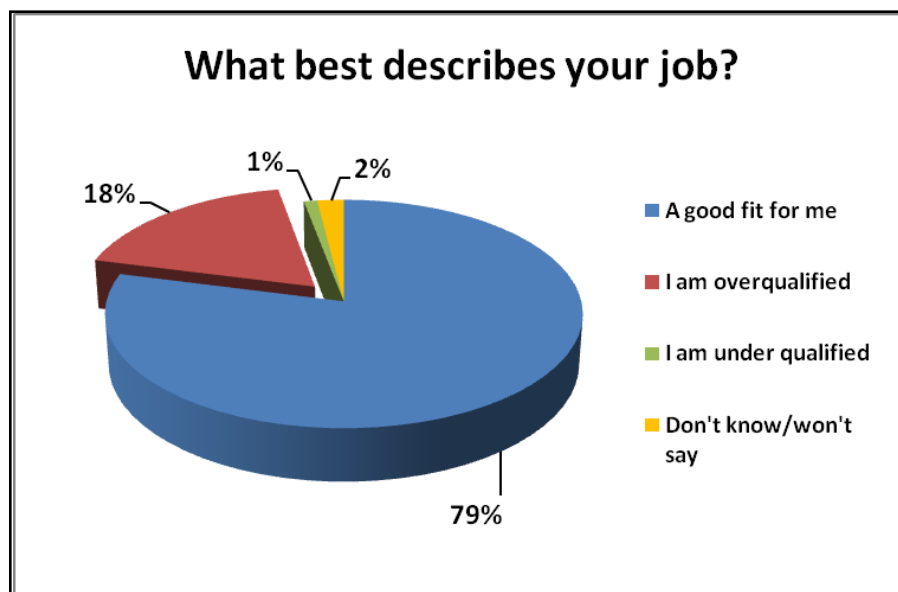


### Potential Available Workforce in the Boone & Winnebago Counties Area

The potential available workforce (including underemployed) consists of those 18 years of age and older that are willing to change jobs and those unemployed (including retirees) that are seeking employment and are willing to re-enter the workforce.

In order to better validate the underemployment situation, we first directly asked respondents about their current jobs.

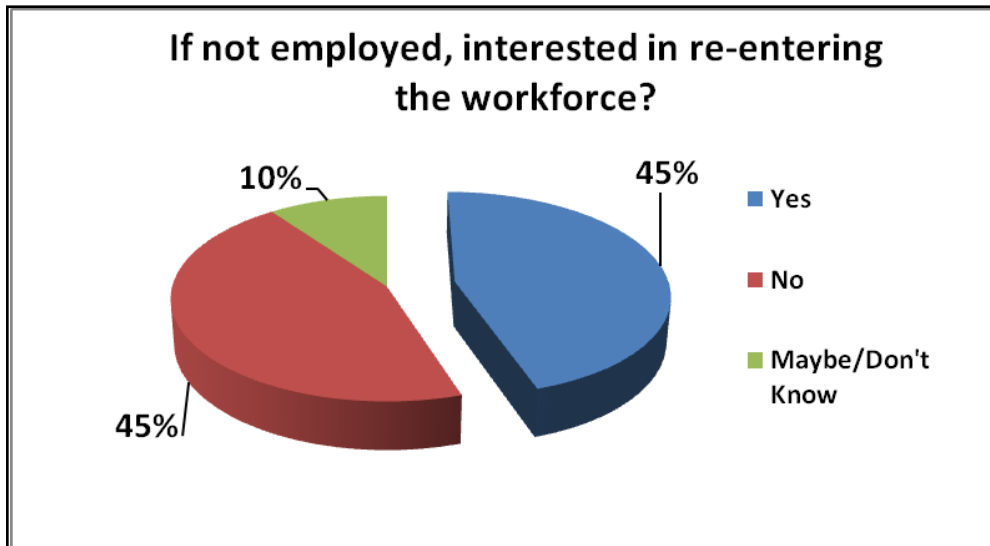
- 18% felt that they were overqualified for their jobs, potentially 22,150 underemployed workers.



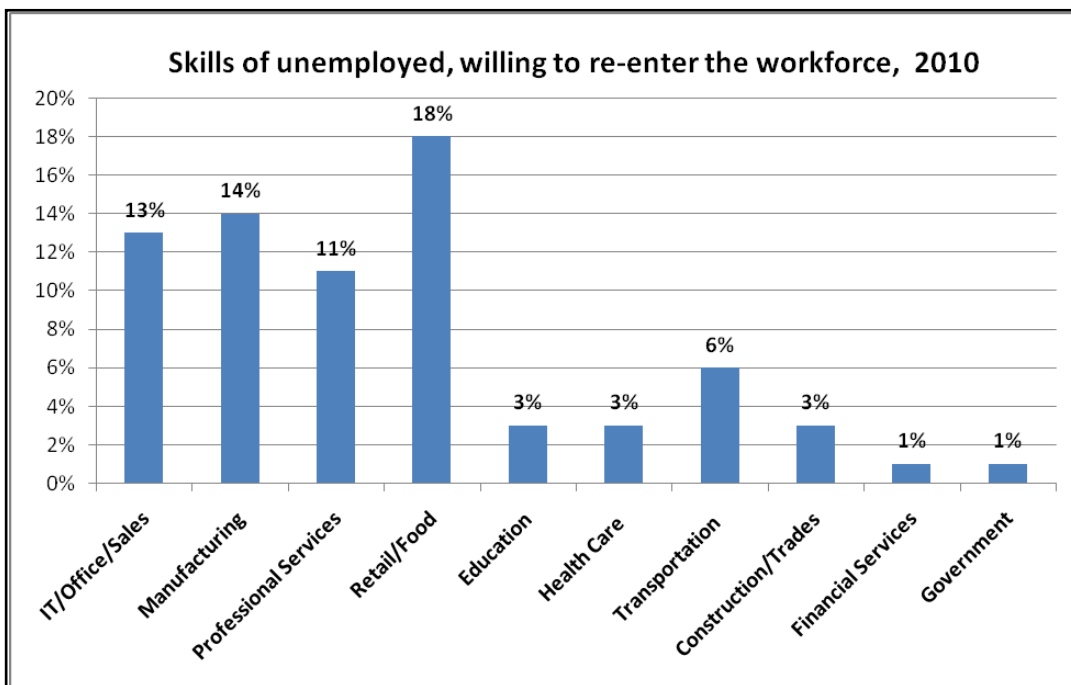
This was interesting and appeared to be a sizable number, however, further research told us that the available workforce was potentially much larger than this.

First, we asked about interest from the unemployed (or retired) about returning to work:

- 45% of those not working are interested in re-entering the workforce, potentially over 11,600 future workers.

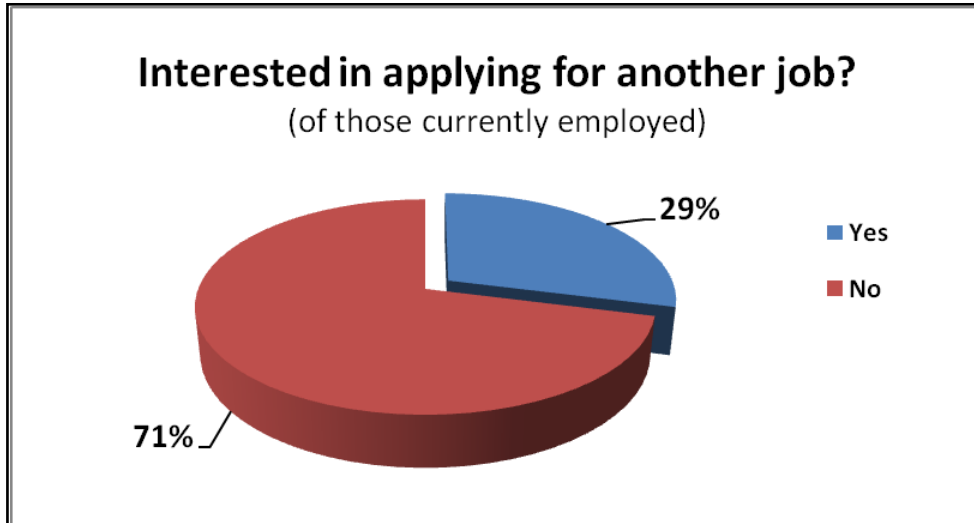


- And these 11,600 not working but interested in re-entering the workforce have good skills to share as well.



Next, we asked about interest in seeking a new job:

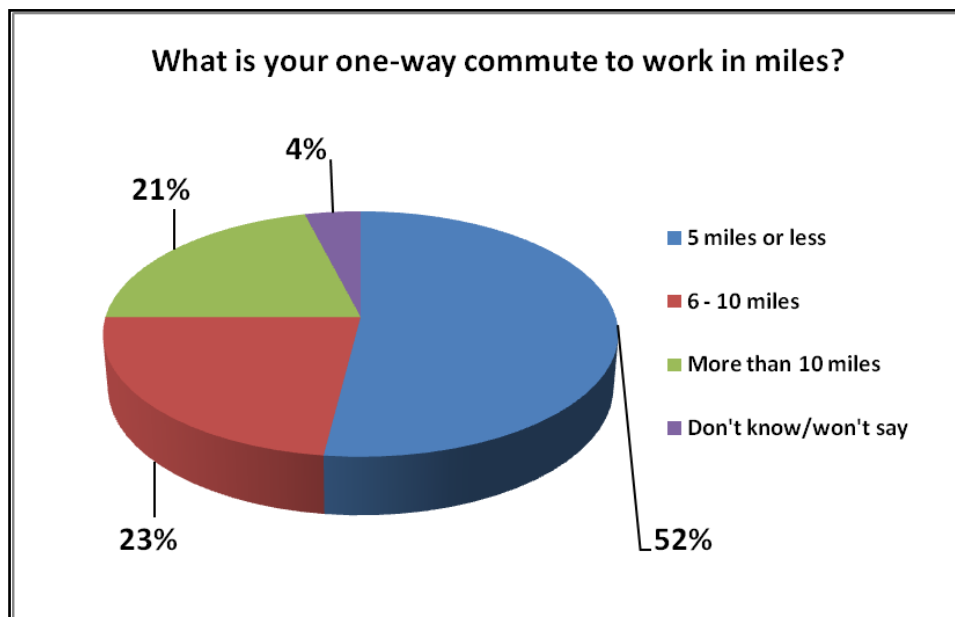
- 29% of current workers indicated a willingness to change jobs for the right opportunity, potentially 35,693 workers.



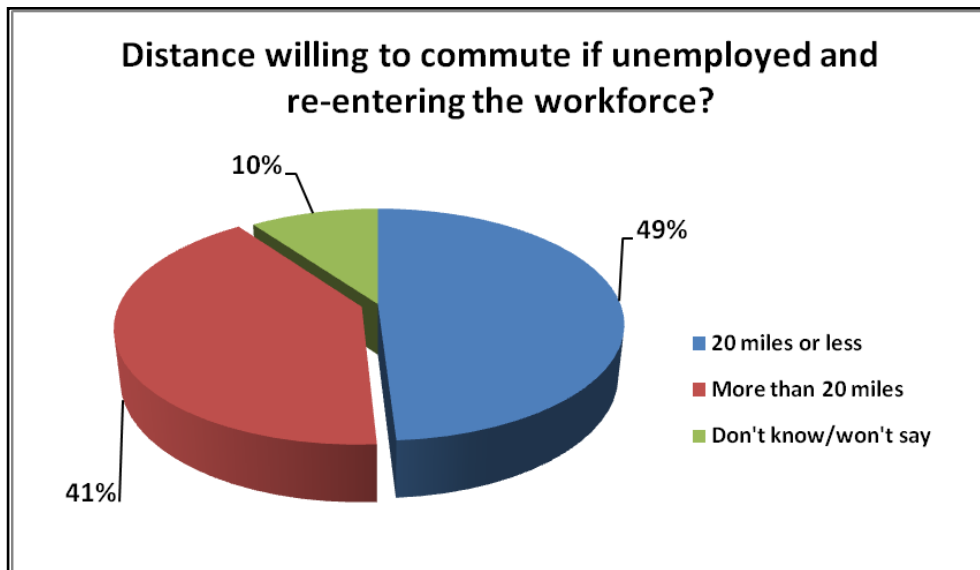
- **This adds up to a total potential available workforce of 47,293.**

#### Commuting

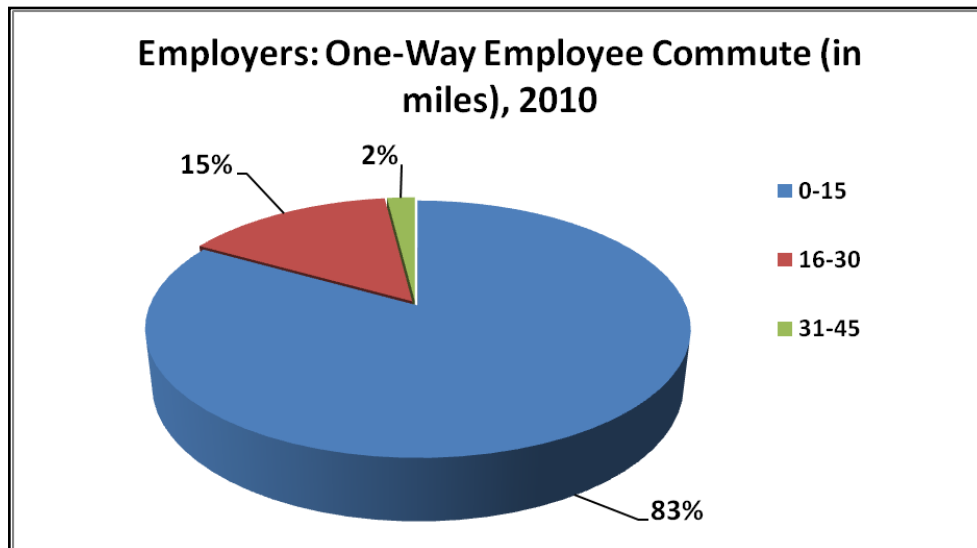
- The vast majority (75%) live 10 miles or less from work
- This is consistent with what employers told us – 84% of their workers live within 15 miles of work.



- However, the unemployed seeking to re-enter the workforce would commute much further for a job.



- Employers (from our interviews) told us that 84% of their employees live with 15 miles of work.



Local Residents Commuting More Than 10 Miles (One-Way)

Potentially over 24,600 local residents commute more than 10 miles (one-way) to work. Based on past experience, many of these would choose to take comparable jobs closer to home if such jobs were available.

Occupation numbers include:

- IT/Office/Sales – 5,400
- Manufacturing – 3,400
- Professional Services – 3,400
- Retail/Food – 3,200

### **Resident Survey Conclusions**

The following are the important conclusions drawn:

- **The potential available workforce is large: 47,293.** Strong numbers exist in manufacturing, IT/office/sales, and professional services.
- **The available workforce is “closely packed” within a 15-20 mile radius of Rockford.**
- **This is a very robust manufacturing workforce (over 17,000) with many skilled workers.**
- **This workforce is experienced;** 55% have more than 10 years on the job.
- **Although the current unemployment rate is high (14.8%), a large number of the unemployed with good skills are anxious to return to work.** This pool would commute longer to take a job as well.
- **The survey told us, and employers confirm, most workers do not commute too far and live close to work.** 75% of study area workers commute 10 miles or less to/from work one-way. This tells us that “job hopping” will likely not be a problem.
- **Potentially over 24,600 local residents commute more than 10 miles (one-way) to work.** Based on past experience, many of these would choose to take a comparable job closer to home if one were available.

## **BOONE & WINNEBAGO COUNTIES AREA EMPLOYER ANALYSIS**

### **Introduction**

The next objective of the study is to understand needs of employers in and around Boone & Winnebago Counties as they relate to the workforce. FCG conducted over 35 face-to-

face interviews with employers and educators/trainers in September, 2010 in order to determine these needs (see Appendix for list). The objective of these interviews was to determine hiring trends; labor availability and quality; current salary/wages for select positions; and training needs. A copy of the interview instrument is found in the Appendix.

In determining labor availability and quality, we used the identical methodology that we use in our site selection work. It is through one-on-one interviews with local employers that we are able to determine the labor situation in the area, now.

From these interview results, we created the *FCG Index*, which measures labor availability and quality on a one-to-ten point scale (1=very poor, 5=average, and 10=excellent). We use the same index in all our labor market analysis nation-wide and this gives a true “apples-to-apples” comparison of different communities. Generally, scores of 3-to-4 are below average, 5-to-6 are average; 6-to-7 above average; 7-to-8 are good, 8-to-9 are very good, and 9-to-10 are excellent. The index measures:

- Availability – tied closely to the level of skills needed and wages offered
- Labor quality characteristics include:
  - Turnover
  - Absenteeism
  - Attitudes – on-the-job
  - Trainability – employees response to training
  - Basic skills – math, English, grammar, blue print reading, etc. of applicants
  - Communications – Employer/employee and employee/employee on-the-job
  - Alcohol/drugs – Perceived situation
  - Productivity – Employer’s measure.

Next, we identified existing salary/wages from our national wage resource<sup>4</sup> for select target industry positions. We selected median wages with one-year experience.

FCG made comparisons with 2005 data taken from the Carter-Burgess target industry analysis for the Rockford area. Deane Foote directed this study using the same methodologies that are described here.

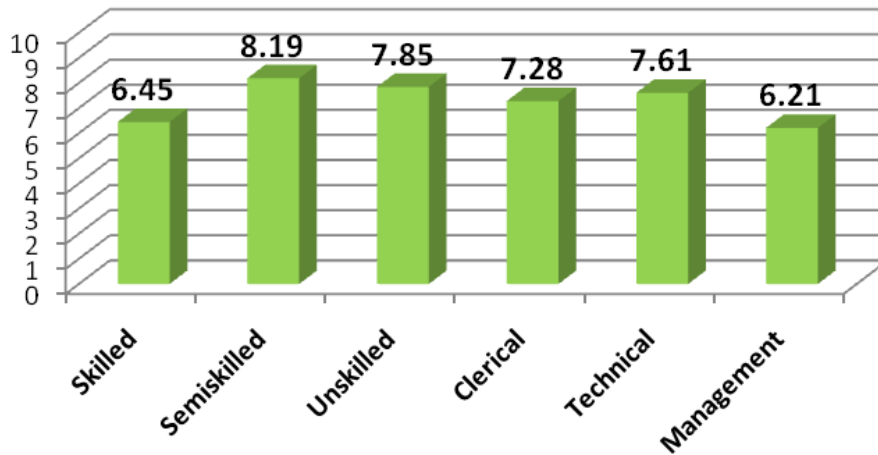
### **Labor Availability**

The ability to attract the right skills is critical to the success of any project. Skilled workers are essential for high-end manufacturing and service-oriented projects.

- **Labor availability in the Boone & Winnebago Counties area market is currently rated “good” (7.25 overall)**

<sup>4</sup> Economics Research Institute (ERI), 2010.

## Boone & Winnebago Counties Area Labor Availability, 2010

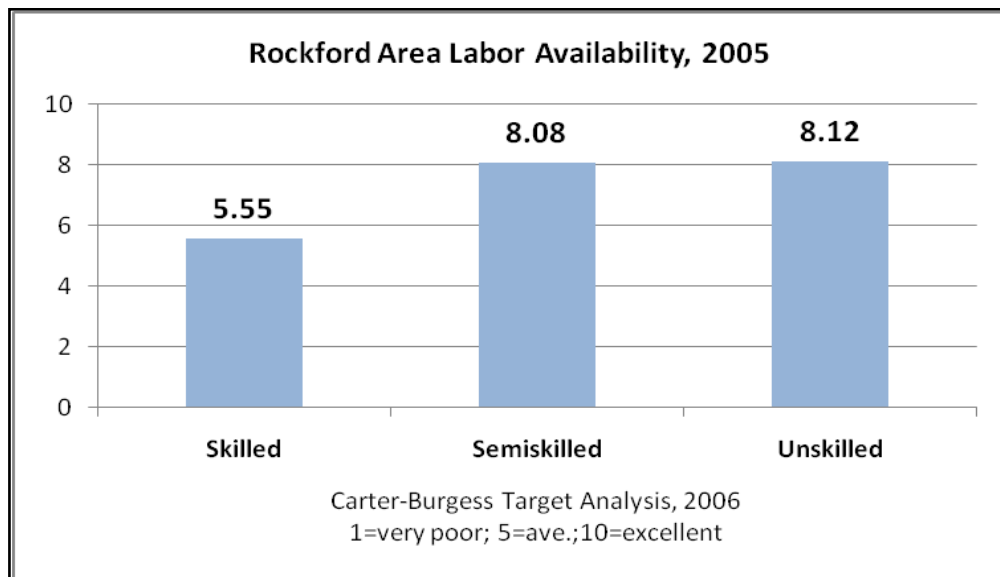


Source: FCG Fieldwork  
1=very poor; 5=ave.; 10=excellent

- All sectors are in the “good-to-very good” range, except skilled and management, which were rated “above average”
- Positions that are easy to fill today (rated 8 and up) include:
  - Cement Finishers
  - Clerical
  - CNC Machinists (skilled; if in a higher pay range)
  - Customer Service Representatives (unskilled)
  - Electricians
  - Laborers
  - Line Cleaners
  - Line Operators (chemical)
  - Machine Operators
  - Maintenance Mechanics
  - Material Technicians
  - Mechanical Assemblers
  - Parts Assemblers (auto)
  - Process Technicians
  - Production Workers
  - RNs (*fine now, but shortage may return by 2015*)
  - Tool & Die (workers with transferable skills)
  - Truck Drivers
  - Warehouse workers

- Tough positions to fill today (rated below 5) include:
  - A&P Mechanics
  - Customer Service Representatives (experienced)
  - Doctors (select; i.e. pediatric surgeons)
  - Header Operators (skilled)
  - Insurance Managers
  - International Sales
  - Machinists (if in a lower pay range)
  - Nurse Practitioners
  - Pharmacists
  - Physical Therapists
  - Programmable Logic Controllers (PLC) (skilled)
  - Radiologists
  - Reporters (experienced)
  - Tool and Die Specialists (skilled).

The 2005 Carter-Burgess target industry analysis measured labor availability using the same methodology.



Sample employer quotes regarding availability:

- *“Don’t overlook the great work ethic and labor pool here!”*
- *“Highly experienced management and supervisors.”*
- *“It takes only 10-12 applicants per new hire.”*
- *“Regular RN shortages have stopped temporarily; see return in 2015 to 2020; we can’t hire all the available candidates; schools are full.”*

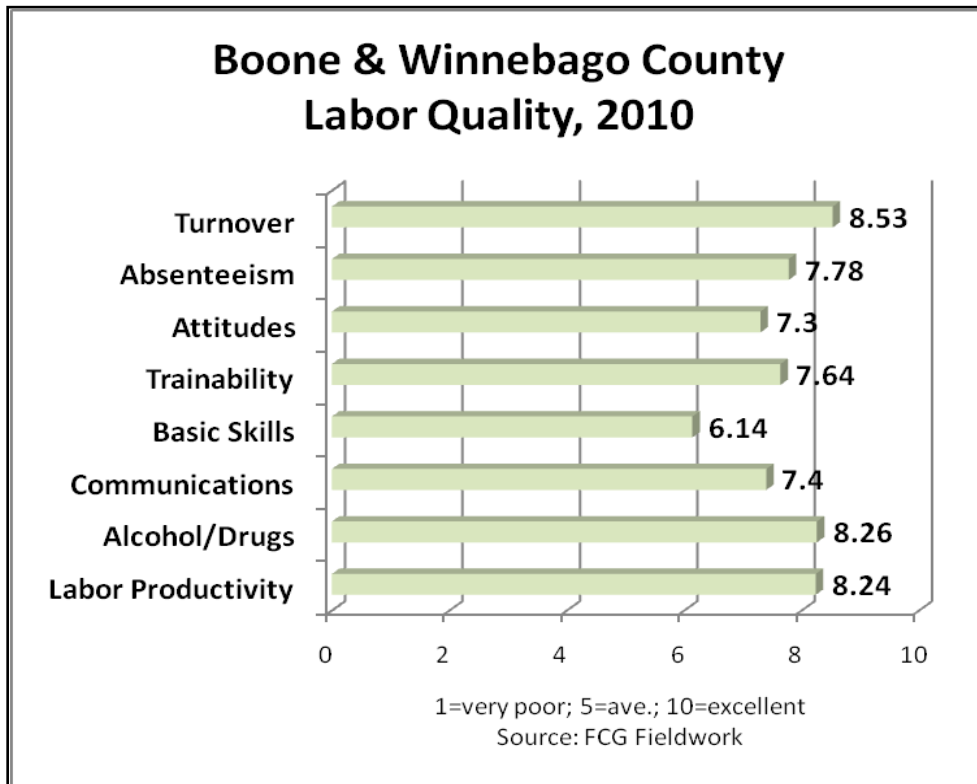


- *“Rockford has a comfortable and affordable living environment, but the perception of the public schools and the high unemployment rate impact our ability to recruit.”*
- *“Rockford has a great skill base and a great work ethic and even has diversity!”*
- *“Skills are here for manufacturing!”*
- *“The greatest strength in the area is availability, but we do have to do a substantial amount of screening and there are problems with people’s credit.”*
- *“The school system is definitely a problem for us when we are recruiting. The area takes time to move forward.”*
- *“This is a manufacturing town with a culture of parts and assembly; therefore it is hard for people to adjust to the service industry.”*
- *“We are recruiting hard and heavy in Rockford and the pool is great!”*
- *“Workforce is here with the ability to customize.”*

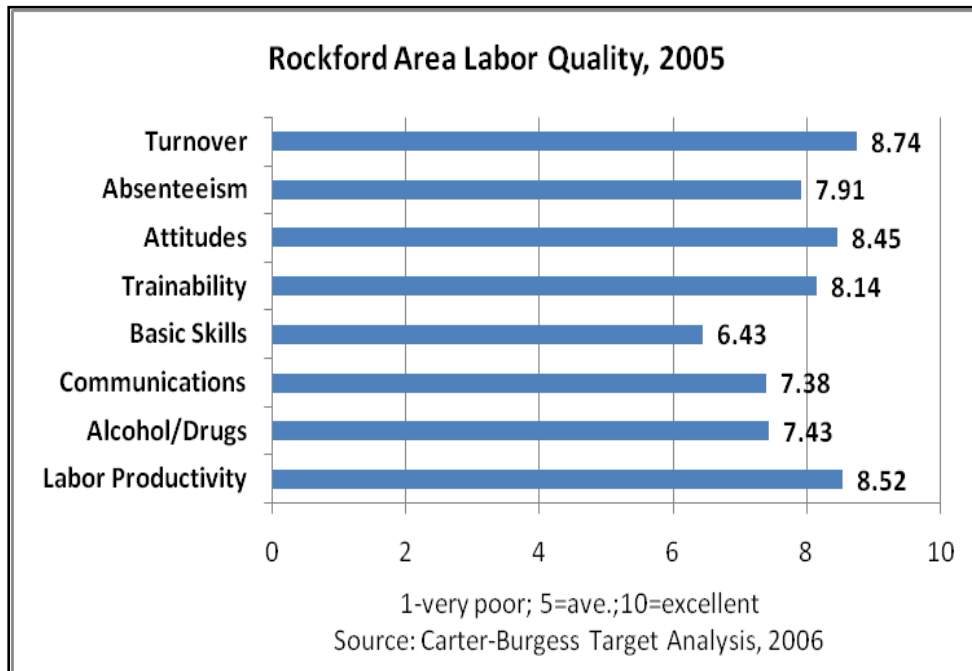
**Labor Quality**

The ability to find quality workers is critical. Expanding and locating companies generally seek communities with above average to good quality workers.

- **Boone & Winnebago Counties area market labor quality is rated “good” (7.66 overall)**
  - All factors were rated “good” or “very good”, except basic skills.



The 2005 Carter-Burgess target industry analysis measured labor availability using the same methodology.



Here is what employers told us about quality:

- *“Attitudes are a concern; as economy improves we may lose some of our best.”*
- *“Attitudes are improving!”*
- *“Attitudes? Most are just happy to have a job now!”*
- *“Basic skills are high here...many older workers have gone back to school to brush up.”*
- *“Communications are good here, but we encourage diversity (5 languages spoken in the plant).”*
- *“Don’t overlook the great work ethic and labor pool here!”*
- *“Good team here!”*
- *“It is a great place to do business, airport is great, and it is a central location with great employees and definitely many educational opportunities.”*
- *“No issues with drugs or alcohol.”*
- *“Nothing has changed with the profile of today’s applicant, but employers want to have more diversity, but the qualified candidates diverse potential employees are hard to find.”*
- *“Once people get here they like it, relocation isn’t bad, because you are near Chicago and Milwaukee, so when people get here they should get involved in the community.”*
- *“Our plant rates high versus others around the country...best workers are here!”*
- *“People in the Rockford area know how to work.”*
- *“Productivity is incredible!”*

- *“Public education is poor...not a good track record.”*
- *“Rock Valley College is very responsive!”*
- *“Rockford has a great skill base, a great work ethic and even has diversity.”*
- *“Soft skills are lacking...attitudes and motivation.”*
- *“The biggest problem for us is the lack of high end cultural diversity in the area which does not allow us to attract the engineers/technicians and managers with a diverse background.”*
- *“Turnover? Amazing! Productivity? Better and better! (94% on-time delivery)”*
- *“Union attitudes are hard to change.”*
- *“We are not finding the right matches from many applicants...a percentage don’t really want to work.”*
- *“We are working with the Workforce Connection, Disability Works, and other agencies in Rockford and they are all great.”*
- *“We have been very successful in working with Rock Valley College and attracting individuals who may be dislocated and are changing careers.”*

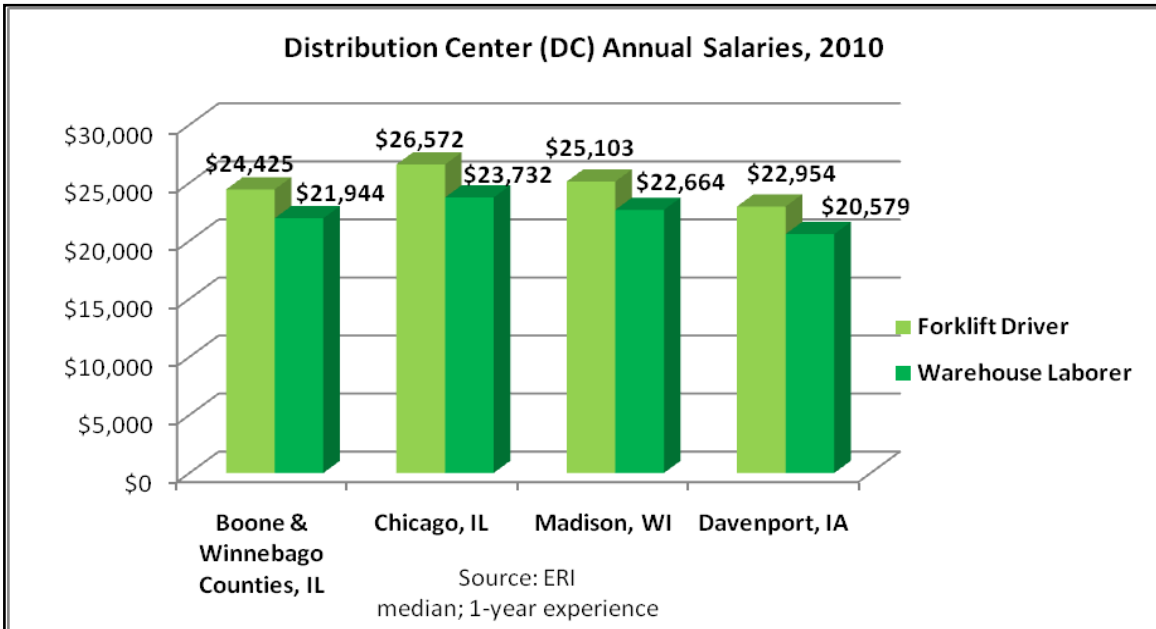
### **Labor Costs**

Wage rates and salaries are the single most important labor factor in site selection, both affecting the availability of good quality workers in a marketplace and affecting a company’s competitive position. Up to 80% of the annual operating costs of a project can be labor.

FCG benchmarked the Rockford market wages against: Chicago IL; Davenport, IA; and Madison, WI. Select positions in each of your region’s target sectors are listed below. Salary data comes from Economics Research Institute (ERI; 2<sup>nd</sup> Quarter, 2010). All salaries listed are median level with one-year experience. We have found this to be the most reliable source of comparative wage/salary data, and we use in all of our site selection projects.

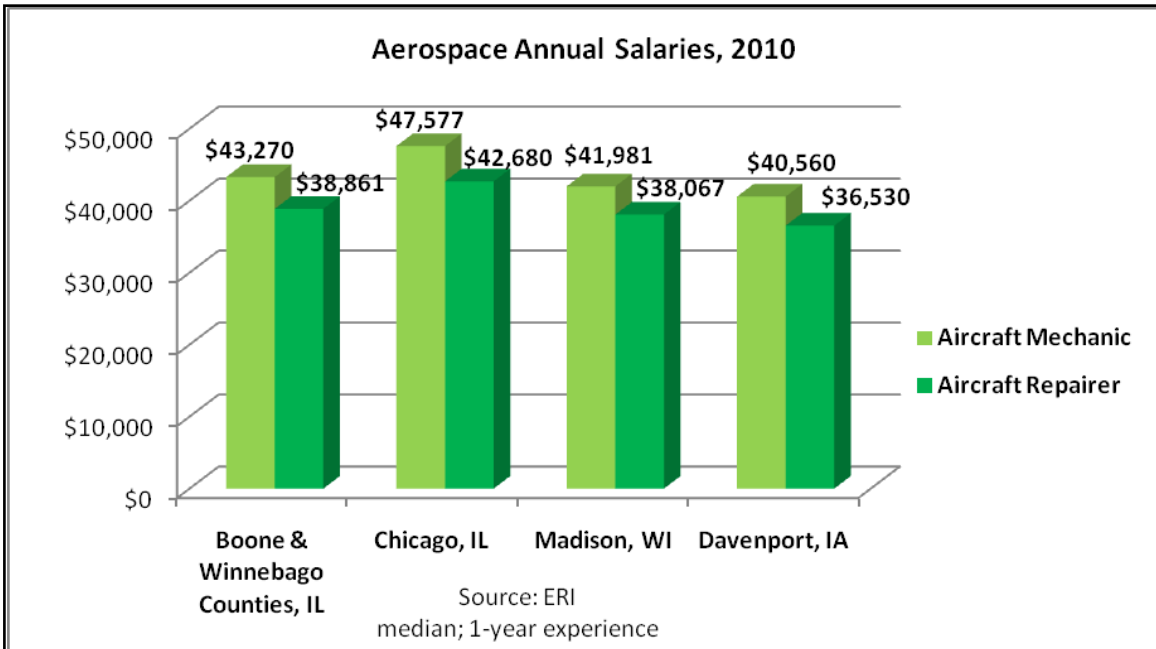
### **Logistics/Distribution Centers (DC)**

- Boone & Winnebago Counties DC wages/salaries are below Chicago and Madison, but higher than Davenport. *Please see chart on next page.*



### Aerospace Production

- Boone & Winnebago Counties aerospace wages/salaries are below Chicago, but higher than Madison and Davenport.



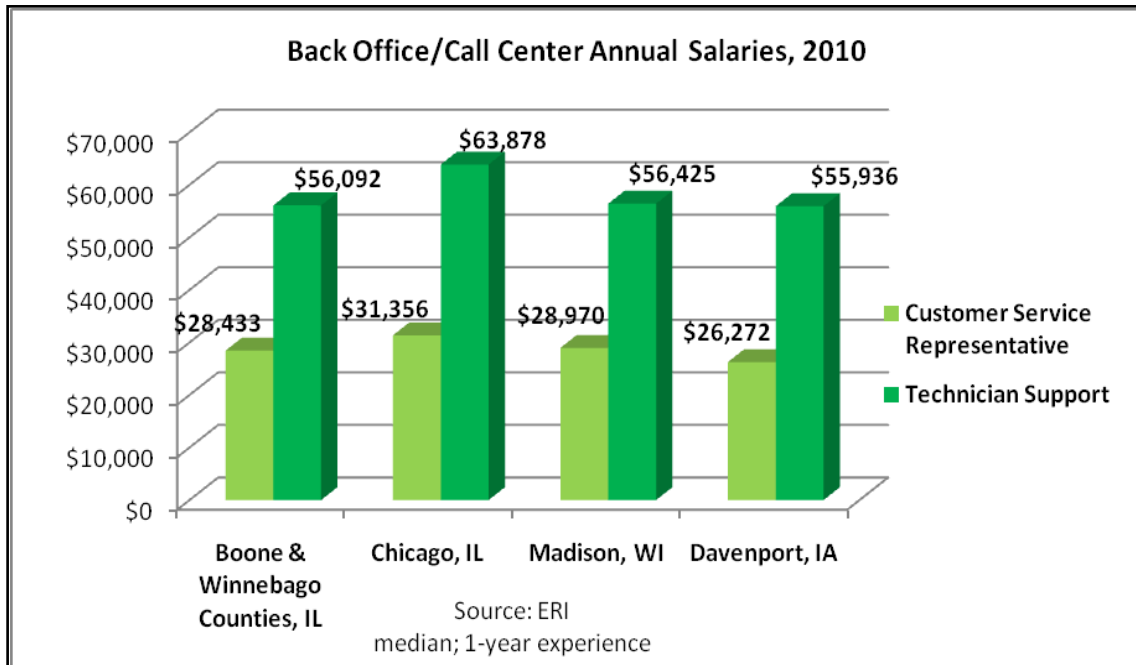
Food Processing

- Boone & Winnebago Counties food wages/salaries are below Chicago, but higher than Madison (except machine helper, which is lower) and Davenport.



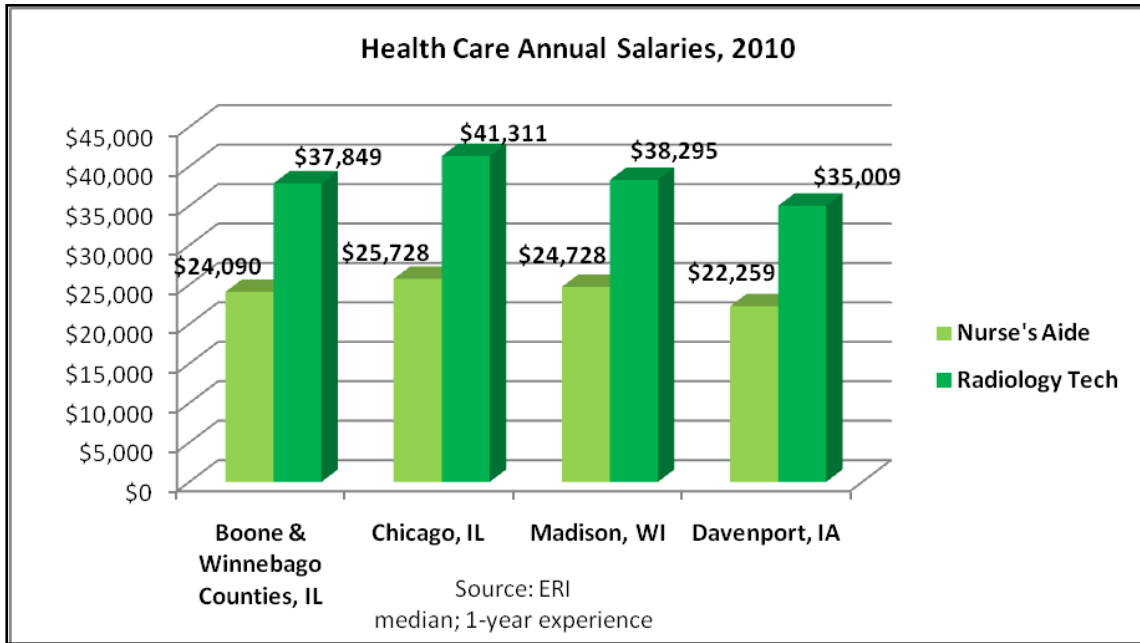
Customer Service Centers

- Boone & Winnebago Counties back office/call center wages/salaries are below Chicago and Madison, but slightly higher than Davenport.



Health Care

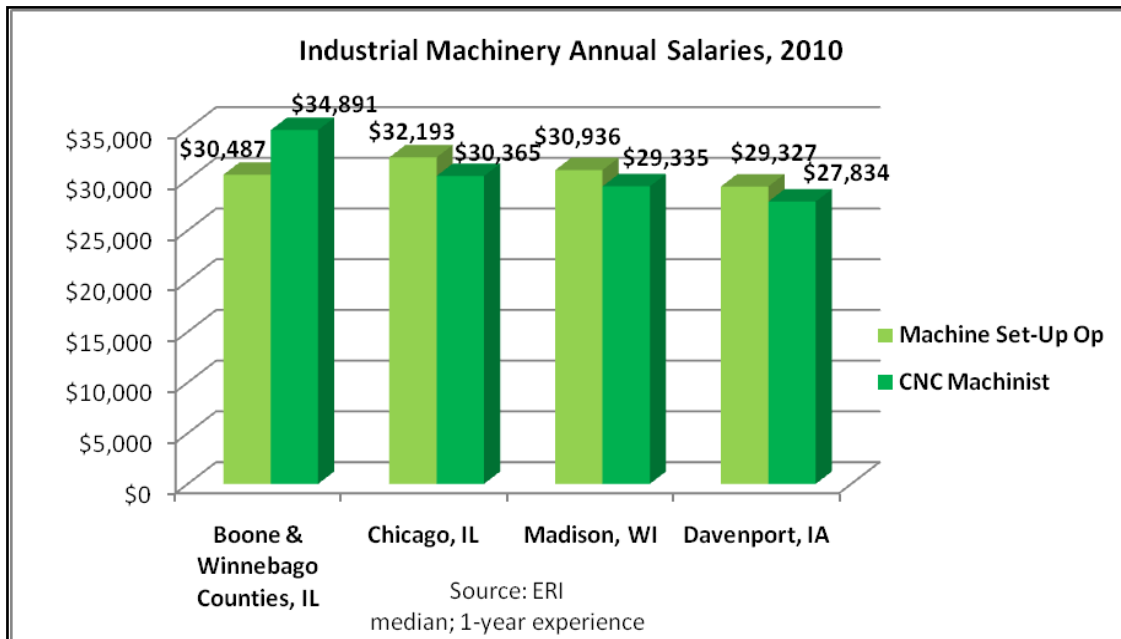
- Boone & Winnebago Counties health care wages/salaries are below Chicago and Madison, but higher than Davenport.



Industrial Machine Manufacturing

(Salaries below may also apply to the following targets: metals, green/alternative energy, transportation equipment, or rail-related manufacturing.)

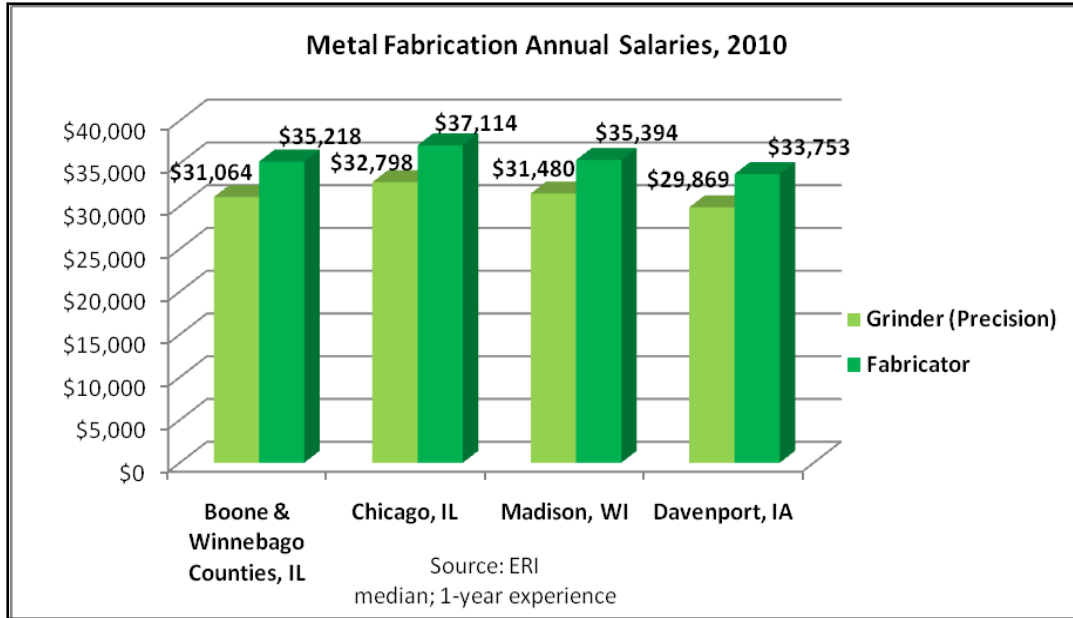
- Boone & Winnebago Counties industrial machinery wages/salaries are generally below Chicago and Madison (but CNC Machinist was higher), and higher than Davenport.



Metal Fabrication

(Salaries below may also apply to the following targets: industrial machine, green/alternative energy, transportation equipment, or rail-related manufacturing).

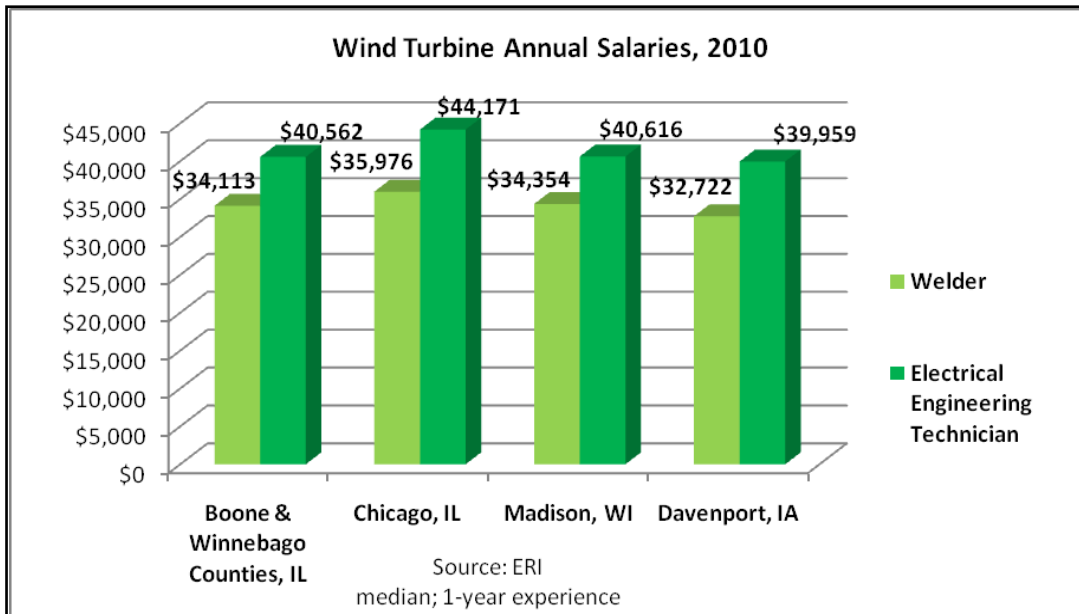
- Boone & Winnebago Counties metal fab wages/salaries are below Chicago, slightly below Madison, but higher than Davenport.



Green Industries and Alternative Energy

(Salaries below may also apply to the following targets: industrial machine, metals, transportation equipment, or rail-related manufacturing).

- Boone & Winnebago Counties wind turbine wages/salaries are below Chicago, slightly below Madison, but higher than Davenport.



A list of renewable energy occupations (with required education) is found in the appendix.

### Fringe Benefits

We asked each employer to what percent of wage their fringe benefit package worked out. The average was 27.84%; this is slightly above the U.S. average of 25%<sup>5</sup>.

### **Secondary and Higher Education**

Today's students are tomorrow's workforce. Educational aspects of a community are critically important in hiring, relocating, and retaining employees. The following are our "site selector's viewpoint" items that would be of most interest to our clients based on the institutions that we interviewed:

### **Secondary and Elementary Education**

- Rockford Public Schools District has a newly adopted strategic plan "Visualize 2015", a five-year roadmap well written and easy to read for all residents.
- The strategic plan calls for a number of new initiatives in Rockford including expanding alternative education, establishing a K-12 school focused on creative and performing arts, and establishing a three-tiered model of school support for both academic and behavioral needs.
- Other key programs/projects that will be important to the private sector include providing students with career development counseling that will help them understand the relationship between personal qualities, education, training, and the world of work.
- The Rockford Public Schools District's strategic plan also includes a major emphasis on pre-K programs that even directs parents on a birth-to-five program, social-emotional development, and early literacy.
- The "Aces" program has drawn positive attention because it takes youth that might become dropouts and gives them ½ day of work and ½ day of school.
- The Boone County schools have a major investment in Tech Prep with over 250 enrolled at the Belvidere High School in an articulation agreement with Rock Valley College.
- Belvidere High School has implemented the "Running Start" program which enables youth, at the end of their 10<sup>th</sup> grade year to enroll in a full-time dual credit

<sup>5</sup> FCG national fieldwork.



college ready program. There are currently 100 kids enrolled in the program at Belvidere High School.

- 28% of the students at Belvidere attend four-year college and 60% attend 2- or 4-year programs.
- There do not appear to be any career academies/charter schools in Boone or Winnebago Counties.
- The Comprehensive Community Solutions, Inc. (Youth Build) is an excellent program especially designed to assist youth who have been adjudicated, however, the program can only allow 80 and the demand is for perhaps 400 students. Youth Build engages students to build homes and improve life skills as well as assist with graduation.
- The GEM (Golden Eagle Mentoring) program is a major plus for Woodward and other industries because it enables high school student graduates to be machinists and work part time at Woodward.

### **Higher Education**

- Rock Valley College is a highly thought of institution by almost all employers in the two county area, and especially by manufacturers that depend heavily on RVC for training and finding new employees who are either in school or graduating.
- Rock Valley manages the Tech Works program
  - “Fast Track Metals” classes – NIMS (*We recommended this in 2005 and it was set up 2-3 years ago*).
- Recent Rock Valley customized training needs include:
  - Word/Access/Excel
  - Cultural training – India/Pakistan
  - Fluid power training
  - Leadership/supervisor training
    - Communications
    - Moving young leaders up the ladder
  - 6 Sigma/Green Belt
  - Truck Driver
    - Over the road – 4 week program
    - “Best qualified drivers in area come out of Rock Valley program.”
    - Will add “skid-pad” for ice training
- Rockford Career College’s mission is personalized individual education and career academy type programs.

- The Rockford Career College has approximately 750 students and has a large following with their paralegal and health career programs with a 70% female population. All programs have externship requirements.
- The average age of the career college is 27 with 71% placement in 2009 in the middle of a down economy.
- OSF Saint Anthony Medical Center offers a Bachelors in Nursing with 150 students in their undergraduate program. OSF Saint Anthony Medical Center also has a masters level program that they hope to grow to 50 students.
- Rasmussen College officials told us that employers want “people that are not lying down (active in community!)”. Hot sectors for enrollments and placements include:
  - IT
    - Industrial design
    - Multimedia – 3D
    - Design engineers
    - Hosted IT Tech Fair – *What are employers looking for? Critical thinkers, self empowered, good business etiquette, socially interactive.*
  - Business
  - Health Care
    - Medical Assistants (MA) – #1
    - Health Transcription – ICDC coding
    - Medical Billing
    - No LPN demand now
  - Entrepreneurial studies.

### **Employer Conclusions**

The following are the important conclusions drawn:

#### **Prospects will find a very attractive climate for hiring, perhaps the best in 10 years.**

- Traditionally difficult skills (such as tool and die workers, truck drivers, CNC machinists, and RNs) are surprisingly available.
- Some traditional trouble spots remain (such as radiologists, A&P mechanics, and pharmacists).
- Skilled and semi-skilled availability has improved since 2005; unskilled availability has declined slightly.
- The positive availability opinions of employers are consistent with the positive resident survey findings.

**Prospects will find very favorable labor quality in Boone & Winnebago Counties.**

- The “very good” ratings for turnover and productivity will impress prospective employers.
- Basic skills in many U.S. markets are below average, so 6.14 is quite acceptable.
- Quality scores are very similar to 2005. The one notable exception is that attitudes have declined, perhaps due to the recession.

**Prospects may initially perceive Boone and Winnebago Counties as a higher wage location when competing for Midwest projects, but the facts show that costs are generally quite competitive.**

- Davenport has a similar higher cost image, but is lower than Boone and Winnebago Counties pretty much across the board.
- Boone and Winnebago Counties wages are very competitive with Madison, an area with perceived lower costs.

**Although it appears that Rockford Public Schools have improved, the opinions of area employers are still mostly negative. However, there are a number of very positive secondary education programs in place in the region that will peak a prospect’s interest.**

- The Rockford “Aces” program
- Belvidere High School “Running Start” program
- The Comprehensive Community Solutions, Inc. (Youth Build)
- The GEM (Golden Eagle Mentoring) program.

**The Boone and Winnebago Counties area has some impressive higher education opportunities for employers, but Rock Valley College stands out as the most important economic development partner.**

**Comparisons to 2007 Labor Shed Study**

Although it is difficult to make too many direct comparisons, the following are noteworthy:

- As stated earlier, the defined labor shed in this report is significantly smaller than the 2007 report, based on current, realistic commuting trends.
- The available workforce numbers found in this report (47,293) are only 73% of the 2007 report number (65,500). This is significant when viewing the much smaller labor shed. Conclusion: there are large numbers of available workers within a reasonable commute distance.

- Current average commute distances are less (75% – 10 miles or less) than estimated in 2007 (55% – 10 miles or less).
- Current skilled worker availability appears to be better than that in 2007.
- Current unskilled worker availability appears to be slightly better than that in 2007.

## **RECOMMENDATIONS**

The following recommendations are designed to help the Workforce Investment Board and its partners to improve economic development and workforce goals for the future.

### **Skill/Training Needs**

- **Encourage the recruitment and training (and/or relocation) of new skilled workers where future needs exist** (those “tough to fill” positions).
  - A&P Mechanics
  - Customer Service Representatives (experienced)
  - Doctors (select; i.e. pediatric surgeons)
  - Header Operators (skilled)
  - Insurance Managers
  - International Sales
  - Machinists (skilled)
  - Nurse Practitioners
  - Pharmacists
  - Physical Therapists
  - Programmable Logic Controllers (PLC) (skilled)
  - Radiologists
  - Reporters (experienced)
  - Tool and Die Specialists (skilled)
- **Help local employers and prospects to attract skills.**
  - Many employees will change jobs for the right opportunities.
  - Many residents, including a large number of retirees, are ready to re-enter the workforce.
- **Help get training/retraining program information to the many area workers looking to change jobs or re-enter the work place.**
- **Conduct future analysis into the skill needs of your target industries and plan for this training.**

- **Conduct future analysis into how current skills can best be transferred into new emerging skills such as those required in renewable energy.** See renewable energy sector occupations table in the appendix.

### **Education/Training**

- **Develop a Workforce/Education/Business Roundtable** which includes area School Superintendents, College Presidents, staffing agencies, and significant business leaders to address the many issues of the education and workforce system. Present this report to the Roundtable and other key committees and explore how this information can be incorporated into future workforce and marketing efforts.
- **Rockford Public School District should begin emphasizing Tech Prep and other vocational technical programs** oriented to developing students to prepare them for the Rockford area's strong manufacturing sector.
- **In the future, Rockford Public School District should consider career academy programming or charter schools** to enhance careers at an early age, especially those focusing on machining, tooling and engineering for the aerospace industry.
- **Rockford Public Schools should implement a program similar to the "Running Start" program** which enables youth, at the end of their 10<sup>th</sup> grade year to enroll in a full-time dual credit college ready program, which is implemented at Belvidere High School.
- **Representatives from the educational sector should join the local SHRM** so they can become informed about the concerns and issues of the private sector with the labor force. It is also suggested that high level administrators attend meetings and functions.
- **The Comprehensive Community Solutions, Inc. (Youth Build) needs to be considered an alternative high school** and if at all possible expanded. Area agencies should also consider finding funds to expand the Youth Build program.
- **All workforce agencies and educational programs should jointly utilize Work Keys as a uniform assessment tool.** Work Keys needs to become an integral part of the strategic plan of each school district.
- **Build a public relations campaign for the Rockford Public Schools District Strategic Plan** so that very parent, teacher, business owner and community leader are familiar with the goals and objectives of the plan.

## **Research/Marketing**

- **Get important data from this report into the hands of local companies and prospects.**
- **Develop updated cost comparison reports for your top targets.** Each report would take a hypothetical project and compare costs and conditions in your area versus select competitors. Labor force/skills data from this report will be a valuable addition.
- **Develop new marketing pieces that sell your competitive wages, very good labor availability and labor quality.**
- **Conduct an analysis to determine “wage thresholds”<sup>6</sup> for key positions.**
- **Update this report at least every two years.**

*FCG is available to assist with any or all of these recommendations.*

<sup>6</sup> The “wage threshold” is the ideal wage for attracting and retaining employees. Offering below the threshold will result in poorer recruiting and loss of employment to better paying local companies. Offering above the threshold will result in excellent recruiting (including “pirating” from other local companies) and retention, but will be too costly to the company.

*For More Information Regarding This Report, Please Contact:*

**Mr. Deane C. Foote  
President**



**(480) 399-4854**

**[deane@footeconsulting.com](mailto:deane@footeconsulting.com)**

**<http://www.footeconsulting.com>**



## Board Action Form

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Action       Docs Enclosed       Future Review

Date:                      April 25, 2016

Point of Contact:      Genevieve Coady  
   JCEDC Executive Director

Agenda Item:              IX.B

Respective Issue:      Update on the Feasibility Study and Capital Campaign Process

**Action Taken:**

- Motion Carried
- Not Carried / Denied
- Amended As Follows:





April 13, 2016

Dear Sir or Madam:

We are writing to ask you to participate in a brief, confidential interview designed to gather feedback and assess support for the 2017-2021 Strategic Initiative of the Glacial Heritage Development Partnership (GHDP).

As you may know, the JCEDC is creating a public-private nonprofit organization, the “Glacial Heritage Development Partnership” (GHDP), which will lead and coordinate the area’s strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP’s 5-year plan (“2017-2021 Strategic Initiative”), and for the organization to be funded by yet-be-secured private and public sector financial supporters.

As detailed in subsequent pages, the \$4.1 million 2017-2021 Strategic Initiative has three primary goals:

1. Workforce | Attract, Develop, and Align Talent
2. Businesses | Grow Businesses, Jobs, and Capital Investment
3. Marketing | Drive Communications & Tourism

It is our intention to secure the input of regional leaders regarding the Initiative via the ongoing “Feasibility Study”. We will then work to fund the five-year initiative via a high-speed capital campaign, and finally, move forward expeditiously to put the plan and funding to use by implementing the Initiative’s three goals.

To assist us in refining the proposed initiative and testing its degree of support, we have engaged professional fundraising counsel, Atlanta-based POWER 10. In the coming days, a member of the JCEDC’s staff will contact you to arrange a convenient day and time to visit with a member of the POWER 10 team. This 30 to 45 minute interview will be strictly confidential. POWER 10 will be seeking information - not money - during this visit.

Please review the enclosed “Initiative Draft for Discussion” before the interview.

We are very interested to have your input, and we sincerely appreciate your participation. Please feel free to contact JCEDC Executive Director Genevieve Coady if you have any questions or concerns regarding this process. Her phone number is 920-342-1123 and her email is [genevivec@jcedc.net](mailto:genevivec@jcedc.net).

Best Regards,

*Genevieve Coady, AICP, PhD*  
Executive Director, JCEDC

*Mike Wallace*  
CEO, Fort Healthcare

*Jim Seidl*  
Vice President, Greenwood State Bank

*Tina Crave*  
CEO & President, Greater Watertown Community Health Foundation

*Nate Salas*  
President, Partnership Bank

JCEDC BOARD  
*Mayor John David*  
JCEDC Chairman,  
Watertown

*Mark Johnson*  
JCEDC Vice Chairman,  
Village Administrator,  
Village of Johnson Creek

*Steve Wilke*  
JCEDC Secretary,  
City Administrator,  
Lake Mills

*Timothy Freitag*  
City Administrator,  
City of Jefferson

*Linda Bagley-Korth*  
Economic Development,  
Village of Cambridge

*Matt Trebatoski*  
City Manager,  
City of Fort Atkinson

*Pat Cannon*  
CDA Director,  
City of Whitewater

*Mo Hansen*  
Clerk/Treasurer,  
City of Waterloo

*Glen Borland*  
County Board Supervisor

*Augie Tietz*  
County Board Supervisor

*Jim Madsen*  
County Board Supervisor

*Benjamin Wehmeier*  
County Administrator,  
Jefferson County



A Strategic Initiative  
2017-2021

## Draft for Discussion - Spring 2016

Proposed for the Consideration of the Leaders of the Jefferson County area by the Jefferson County Economic Development Consortium and by the:

### 2017-2021 GHDP Feasibility Study Steering Committee

**Mike Wallace**  
CEO,  
Fort Healthcare

**Jim Seidl**  
Executive Vice President,  
Greenwood State Bank

**Tina Crave**  
CEO & President,  
Greater Watertown  
Community Health  
Foundation

**Nate Salas**  
President,  
Partnership Bank

**John David**  
JCEDC Chairman,  
Mayor,  
City of Watertown

**Mark Johnsrud**  
JCEDC Vice Chairman,  
Village Administrator,  
Village of Johnson Creek

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City Administrator,  
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**Timothy Freitag**  
JCEDC Board Member,  
City Administrator,  
City of Jefferson

**Linda Bagley-Korth**  
JCEDC Board Member,  
Economic Development,  
Village of Cambridge

**Matt Trebatoski**  
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CDA Director,  
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Clerk/Treasurer,  
City of Waterloo

**Glen Borland**  
JCEDC Board Member,  
County Board Supervisor

**Augie Tietz**  
JCEDC Board Member,  
County Board Supervisor

**Jim Mode**  
JCEDC Board Member,  
County Board Supervisor

**Benjamin Wehmeier**  
County Administrator,  
Jefferson County

**Genevieve Coady, AICP, PhD**  
Executive Director,  
Jefferson County Economic  
Development Consortium



## IT'S TIME TO GO TO THE NEXT LEVEL

The Jefferson County Economic Development Consortium (JCEDC), including the member communities of Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater, was founded more than a decade ago to proactively drive area economic growth. The JCEDC provides direct services to businesses in the areas of alternative business finance, location consulting, workforce recruitment, expansion and investment decision-making, and beyond.

For the last several years, the JCEDC has conducted a national review of economic development, community development, and tourism best practices and considered how it might take the organization and its impact to the next level. Why? Because these sectors today are highly competitive, with competitor communities and regions pursuing new jobs, investment, and brand awareness through aggressive tactics to attract new businesses, retain / expand their existing companies, and grow new companies from the ground up. Many communities—both larger and smaller than the Jefferson County area—have launched ambitious multi-year programs to gain a competitive advantage and ensure they are on the winning side of the continuing economic rebound and beyond.



**JCEDC leadership has concluded that the right approach is for the public sector to partner with and engage the private sector in developing, funding and implementing a dynamic new strategic initiative for economic development, community development, and tourism.**

**As an initial matter, the JCEDC is creating a public-private nonprofit organization, the “Glacial Heritage Development Partnership” (GHDP),** which will lead and coordinate the area’s strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP’s 5-year plan (“2017-2021 Strategic Initiative”), and for the organization to be funded by yet-to-be-secured private and public sector financial supporters.

As detailed in subsequent pages, the \$4.1 million 2017-2021 Strategic Initiative will:

- Dramatically strengthen our capacity to attract jobs, talent, investment and ideas
- Improve state, national, and international awareness regarding the benefits of visiting and locating in the area
- Align our communities, businesses, and economic development partners in pursuit of our shared economic development, community development, and tourism goals
- Result in significant business growth, job creation, higher average wages, increased tax base, millions in new capital investment, and an improved sustainability and quality of life for the Jefferson County area



## OUTDOOR RECREATION OPPORTUNITY

GHDP believes the Jefferson County area is and should be viewed as the outdoor recreation epicenter of the Midwest – the premiere tourist destination and economic hub for outdoor recreation in the greater region. Accordingly, GHDP has included in the Initiative a variety of strategies and tactics designed to strengthen the area’s outdoor recreation offerings, capitalize on these by attracting and retaining talent predisposed to locate near such opportunities, and nurture the area’s tourism and outdoor recreation manufacturing economic sectors. GHDP believes that our strategic economic location plus the high quality of life that comes with outdoor recreation opportunities can and will add up to a niche economic (and tourism) brand that will resonate regionally and nationally to strong economic effect and an improved quality of life for all businesses and residents alike.

## THE THREE-GOAL INITIATIVE

This Initiative is about taking the Jefferson County area to the next level of economic competitiveness. It reflects a proactive, intentional, and coordinated approach to economic development, community development, and tourism and is consistent with best practice in the industry. Each goal has a set of actionable strategies and measurable outcomes.

The Three Goals addressed in subsequent pages are:

1. **Workforce** | Attract, Develop, and Align Talent
2. **Businesses** | Grow Businesses, Jobs and Capital Investment
3. **Marketing** | Drive Communications & Tourism

## GOAL 1 WORKFORCE | ATTRACT, DEVELOP, AND ALIGN TALENT

### PROJECTED OUTCOMES

- Question to Employers: What outcomes do you recommend? We plan to develop appropriate metrics and track/report progress.

### STRATEGIES

**Attract Talent** | Develop and implement a comprehensive marketing program to attract talent to the Jefferson County area. Sample tactics include:

- **Job Fair** | Host an annual premiere regional job fair
- **Special Focus** | Include a special focus on employees seeking outdoor recreation opportunities
- **HR Departments** | Partner with and provide information to company HR departments to assist them in selling the Jefferson County area
- **Rural Transportation** | Ensure the availability of workers by developing solutions for rural transportation challenges
- **Workforce Design** | Work with WMEP to educate and assist area employers on market-rate workforce design

**Develop & Align Talent** | Ensure the skills of the workforce match employers' needs. Sample tactics include:

- **Labor Study** | Conduct an area-wide labor force study to determine unmet employer needs and the profile of underemployed and unemployed workers in area
- **Align Programming** | Communicate the results of the study to area workforce development partners and assist in aligning programming to area workforce needs
- **Connect. Connect. Connect.** | Connect Jefferson County area employers and employees to:
  - Workforce programs of interest provided by MadREP, M7, and other workforce partners
  - Area educational institutions and programs to ensure employer and employee needs for licensed trades folk, certified employees, and college graduates are met
- **Youth Apprenticeships** | Increase the number of companies and high school students utilizing youth apprenticeships by annually convening for a strategy session area K-12, workforce development board, and higher education institution leaders (supported by BRE program)
- **Soft Skills** | Improve and expand soft-skill (financial literacy, etc.) education programs for students and employees (supported by BRE program)
- **Employee Health** | Support employers in their efforts to improve the health of employees. Sample tactics include:
  - In conjunction with area health providers and employers, develop a healthy-employee program (i.e. Step Challenge)
  - Support efforts to grow pedestrian commuting opportunities through the area trail system





## GOAL 2 BUSINESSES | GROW BUSINESSES, JOBS, AND CAPITAL INVESTMENT

### PROJECTED OUTCOMES

- Create or retain 4,000 jobs
- Grow new planned commercial and industrial investment by \$100M

### STRATEGIES

**Entrepreneurs & Startups** | Develop and implement an early-stage entrepreneurship program that connects high-potential startups to resources inside and outside the Jefferson County area. GHDP recognizes the important role of area chambers in providing support to startups and small businesses. GHDP intends to supplement these and serve as an area liaison to regional resources.

- **PoC for Startups** | Serve as the area Point of Contact (PoC) for entrepreneurs to assess their initial needs and refer them to existing support programs such as SCORE, Small Business Development Center (SBDC), Gener8r (accelerator), Starting Block (incubator), MadREP, M7, UW-Whitewater's Innovation Center, etc.
  - Establish formal collaboration with area chambers and support their efforts to serve as additional area PoCs for entrepreneurs
- **Incubation Space** | Develop an area incubator that provides programs, services, and space (co-working space, office space, incubation space for manufacturing, etc.)
- **Entrepreneurship Council** | Establish the Area Entrepreneurship Council – a group of area entrepreneurs in need of targeted programming, networking, and support
- **Network Outside Area** | Plug GHDP into Madison and Milwaukee's entrepreneurial ecosystems and promote MadWaukee region's programs (i.e. angel networks, experts, etc.) to local entrepreneurs
- **Outdoor Business** | Start a "How to Start an Outdoor Business" program
- **Funding** | Develop locally-sourced, non-traditional public and private funding sources (i.e. revolving loan funds, private investor network, etc.) to support small business growth



**Business Retention & Expansion** | Develop and implement a business retention and expansion program that connects existing businesses to resources inside and outside the Jefferson County area.

- **Retention & Expansion Interviews** | Implement a robust business retention and expansion interview program with JCEDC staff conducting at least 100 interviews per year with major employers. **GHDP intends to invite area chambers** to partner in this program and interview local small businesses.
- **Direct Expansion Assistance** | Provide direct support to businesses looking to expand by providing assistance with incentives, property identification and acquisition, etc.
- **Manufacturing Council** | Create Area Manufacturing Council to support area manufacturing executives through CEO round table and lunch & learn sessions on manufacturing-specific topics
- **BRE Survey** | Conduct an annual business survey (in coordination with MadREP) to identify collective business challenges and growth opportunities, and communicate aggregate results to area partners
- **Business Alliance** | Launch Jefferson County Area Business Alliance (JCABA), in partnership with area chambers, to bring the area's business community together. JCABA will host quarterly area-wide education seminars and networking events, and host an annual State of the Area's Economy event.
- **RLF Program** | Administer the Jefferson County Revolving Loan Fund (RLF) - a low-interest loan program available to existing businesses looking to expand in Jefferson County
- **Regional Alliances** | Invest in and partner with MadREP and M7 for the services they provide to GHDP and area employers
- **Government Affairs** | Annually meet with state and federal legislators for an economic development update and discussion

**Business Attraction** | New business attraction efforts will focus within the upper Midwest and collaborate with regional economic partners to attract businesses nationally and internationally.

- **Targeted Sectors** | Focus marketing and business attraction efforts on the following industry sectors:
  - Agribusiness
  - Advanced Electrical
  - Bioenergy
  - Food Processing
  - Outdoor Recreation
  - Healthcare
- **Prospect Identification**
  - Identify businesses looking for expansion locations in targeted industry sectors within a 3-hour radius
  - Meet with existing businesses to explore opportunities to attract their supply chain partners
- **Symposium** | Host a regional symposium in Johnson Creek for developers and site selectors to hear area development trends and opportunities
- **Site & Demographic Info** | Maintain database of demographic and site information for community leaders, business executives, and site selectors
- **Marketing Partners** | Work with MadREP, M7, WEDC to develop and maintain robust relationships with regional, national, and global site selectors, developers, and commercial/industrial realtors including annual familiarization tours of area assets and opportunities
- **Trade Shows** | Attend key Midwest industry trade shows and events in the targeted sectors (above) and coordinate with regional and state economic development partners on attending national and global events
- **Special Focus** | Focus on growing the outdoor recreation manufacturing industry - host a Midwest outdoor recreation manufacturing trade show, etc.
- **Med College** | Continue to advocate for the establishment of Wisconsin's third medical school (osteopathic) to be in Jefferson
- For additional information on specific business attraction marketing tactics, see Goal 3



**Area Assets & Infrastructure** | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Site Readiness** | Drive efforts with local and regional economic development partners to develop industrial and commercial properties
- **Transportation Plan** | Work with area partners to develop a regional transportation plan that drives the development of key economic infrastructure in the area
- **Rail** | Continue participation in the Wisconsin River Rail Transit Commission
- **Outdoor Amenities** | Support area and regional partners (especially the Rock River Trail Initiative group, County Parks, and the Glacial Heritage Area, Discover Dodge, and JCTC) on continued development of outdoor recreation amenities desired by area workers and employers
- **Revitalization** | Connect Chambers, RDAs, and CDAs to resources for revitalization programs and incentives
- **Brownfields** | Develop and grow the area's brownfields program to redevelop key properties for economic development

**Community Development** | GHDP will work to further develop the infrastructure necessary for economic growth.

- **Retail** | Support local targeted retail attraction programs with area commercial brokers
- **Homebuyer Programs** | Administer the homebuyer grant programs and counseling in the area
- **Financial Literacy** | Develop programming to increase financial literacy of area residents
- **Housing Gap** | Conduct a housing gap analysis - support area communities in advocating to developers to fill gaps in targeted geographic areas

**Emerging Opportunities Fund** | GHDP will apply capital to forward-thinking initiatives for the region's economy.

It is likely that, during the life of this five-year Initiative, opportunities and challenges unforeseen at the time of the Initiative's creation will arise. GHDP must be in a position to respond to these without jeopardizing planned components of the Initiative, and without having to go back to the community repeatedly with urgent funding requests.

An "Emerging Opportunity Fund" is an appropriate and widely used method of "planning for the unforeseeable." This fund will be used to support forward-thinking initiatives to leverage positive change for economic development of the region. Potential opportunities include projects that aid the region's capacity to grow, focused efforts to remove stubborn or difficult barriers to growth, and large-scale projects that capture the community's imagination and enhance the quality of life for the entire area.

A Leadership Council comprised of individuals and representatives of entities that contribute (at least \$5,000 annually) to GHDP will oversee the Emerging Opportunities Fund.

## GOAL 3 MARKETING | DRIVE COMMUNICATIONS & TOURISM

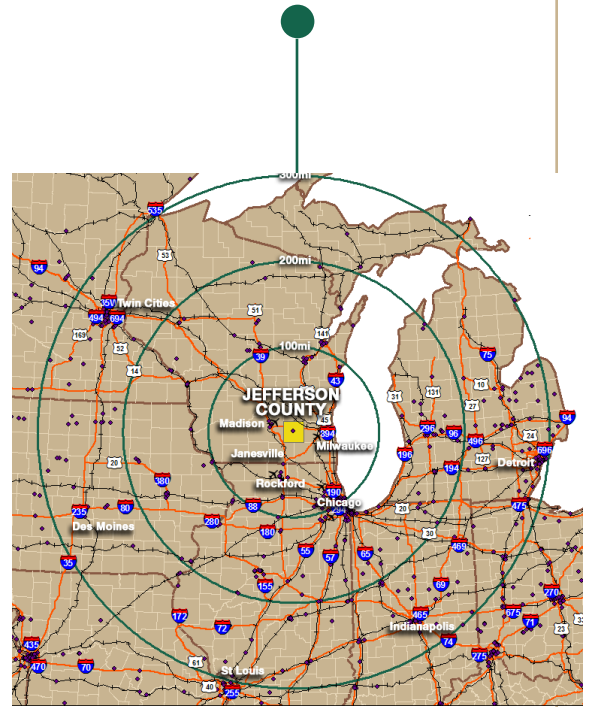
### EXPECTED OUTCOMES

- Triple GHDP social media and website hits
- Increase hotel patronage by 15%

### STRATEGIES

**Communications** | The GHDP brand will raise regional awareness of the area’s tourism and economic development assets. The five-year goal for brand penetration for economic development audiences will be the upper Midwest.

- **Branding Campaign** | Develop / implement a regional branding and marketing campaign designed to enhance the area’s image as an ideal location within the Chicago-Milwaukee IQ Corridor for outdoor recreation and small town living, both for increasing tourism and driving economic development
  - **Tactics** | Update and strengthen existing branding plan with multi-channel tactics
  - **Materials** | Develop a set of marketing materials for area economic development and tourism; work with regional partners to further the reach of these materials
  - **Communications Committee** | Launch a GHDP Communications Committee to oversee the branding campaign
  - **Promotions** | Support and promote events that build and strengthen outdoor recreation brand
- **Ongoing Communications** |
  - **Website** | Upgrade website and social media platforms to targeted audiences (i.e. site selectors, community leaders, tourists, residents, etc.)
  - **Dashboard** | Maintain an online dashboard of key economic, tourism, and community development indicators to track impact of programs to overall goals
  - **Promotions** | Promote area successes in regional and national publications
  - **E-News** | Publish quarterly newsletters highlighting the area’s economic success stories, programs, and news
  - **Presentations** | Regular updates to area local governments, nonprofits, and community organizations
  - **Coordination** | Coordinate announcements with MadREP and M7



**Tourism** | The GHDP will serve as the tourism lead for the Jefferson County area - including the Glacial Heritage Area and Southern Dodge County.

- **Designated Marketing Org** | Serve as the designated marketing organization (DMO) for the area (a Wisconsin Department of Tourism designation) - coordinating and implementing the area’s branding campaign
- **Tourism App** | Develop outdoor recreation and tourism app to promote recreation opportunities in the area and to support the local tourism industry
- **Business Engagement** | Launch the Outdoor Recreation Business Engagement Plan to engage the private sector in continued support of outdoor amenities in the area - partner with GHA, County Parks, Wisconsin DOT, Tourism, WEDC, and DNR departments
- **Multi-Channel Promotions** | Promote area’s top community and outdoor recreation assets and events to audiences within a 200 mile radius through multiple media channels
  - **Tourism Guide** | Support the Jefferson County Tourism Council (JCTC) on their Tourism Guide

### Investor Relations |

Investor confidence in the Initiative will only be maintained through the highest level of transparency, communications and accountability. It will also require that the Jefferson County area’s “first team” of business and elected leaders take an active role in keeping the Initiative on task, on time, and on budget. Specific oversight of the Initiative will be vested in the Board of Directors of GHDP, which will evolve more fully after funds have been committed. The Board of Directors will be comprised of individuals whose financial and leadership investment clearly identifies their commitment to the program’s success.

## LOOKING FORWARD...

### PROPOSED STAFFING

CEO| Genevieve Coady, AICP, PhD  
VP of Business Development | To Be Filled  
Manager of Marketing and Communications | To Be Filled  
Manager of Community Development | RoxAnne Witte  
Communications Assistant | To Be Filled



### PROPOSED INITIATIVE BUDGET

The JCEDC preliminarily estimates that \$4.1 million will be needed to implement the three goal strategy. This budget is being vetted through this feasibility study process. A final capital campaign goal will be identified later this spring.

1. \$800,000 | Attract, Develop, and Align Talent
2. \$2,200,000 | Grow Businesses, Jobs, and Capital Investment
3. \$1,100,000 | Drive Communications and Tourism

### ECONOMIC IMPACT / BENEFITS OF THE PROPOSED INITIATIVE

The 2017-2021 Initiative – IF adequately funded - will result in a variety of tangible and intangible benefits to the region. The most visible of these are new / retained jobs and new / retained capital investment.

As this initial “Feasibility Study” phase moves forward to a campaign, GHDP intends to conduct a full economic impact analysis of new job creation and capital investment. In the meantime, it is appropriate to highlight the primary economic development, community development, and tourism outcomes that will be associated with successful implementation of the Initiative.

These outcomes include:

- New businesses and expanded existing businesses in the Jefferson County area
- New commercial and industrial capital investment
- New high-grade jobs (quantity); these “direct” jobs will trigger additional “indirect” (supplier-type) and “induced” (service sector) jobs
- Increased workforce quality
- Substantial payroll associated with direct, indirect and induced jobs
- New disposable personal income to be spent inside and outside Jefferson County; all local businesses will benefit
- New deposit potential for area financial institutions
- New sales and property tax revenue to governments throughout the area
- Improved infrastructure support for tourism and economic development
- Substantial increase in tourism spending

## CONCLUSION AND PREMISE FOR FUNDING

The “Feasibility Study” now underway is principally about determining whether the private and public sector leaders of the Jefferson County area are supportive of this stepped-up approach to economic and community development, and ready to assume a new level of leadership and influence over driving economic growth in our area.

In order to implement this Initiative and move the region to the next level, we must have the endorsement and buy-in of the community’s stakeholders—public and private. We intend to seek involvement and funding for this Initiative from private and public sources--those with a vested interest in the regional economy’s growth and development. Investments in this program should be based on each organization’s / individual’s capacity, potential for direct benefit, and community leadership. Your thoughtful review and candid feedback of this document is appreciated. Thank you for participating.





# Jefferson County Economic Development Consortium

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864 Collins Road, Suite 111, Jefferson, WI 53549

	Approved 2016 JCEDC Budget	Revised 2016 JCEDC Budget	Estimated Yr1 Combo Budget	Estimated Yr2 Combo Budget	Estimated Yr3 Combo Budget	Estimated Yr4 Combo Budget	Estimated Yr5 Combo Budget	5-Year Total
<b>Reserve</b>								
Amount as of December 31, 2015	\$ 231,493	\$ 231,493						
Amount Approved to Be Transferred from Reserve in 2016 for Feasibility Study, Rail, Basic Costs	\$ 91,373	\$ 91,373						
Amount Remaining in Reserve in 2016	\$ 140,120	\$ 140,120						

<b>Income</b>								
Jefferson County	\$ 84,255	\$ 84,255	\$ 126,383	\$ 127,646	\$ 128,923	\$ 130,212	\$ 131,514	\$ 631,913
Dodge County			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Cambridge	\$ 108	\$ 108	\$ 1,362	\$ 1,376	\$ 1,389	\$ 1,403	\$ 1,417	\$ 6,810
Fort Atkinson	\$ 12,355	\$ 12,355	\$ 18,533	\$ 18,718	\$ 18,905	\$ 19,094	\$ 19,285	\$ 92,663
Ixonia			\$ 7,005	\$ 7,075	\$ 7,146	\$ 7,217	\$ 7,289	\$ 35,025
Jefferson	\$ 7,914	\$ 7,914	\$ 11,871	\$ 11,990	\$ 12,110	\$ 12,231	\$ 12,353	\$ 59,355
Johnson Creek	\$ 2,908	\$ 2,908	\$ 4,362	\$ 4,406	\$ 4,450	\$ 4,494	\$ 4,539	\$ 21,810
Lake Mills	\$ 5,840	\$ 5,840	\$ 8,760	\$ 8,848	\$ 8,936	\$ 9,025	\$ 9,116	\$ 43,800
Palmyra			\$ 2,666	\$ 2,692	\$ 2,719	\$ 2,746	\$ 2,774	\$ 13,328
Sullivan			\$ 1,011	\$ 1,021	\$ 1,031	\$ 1,042	\$ 1,052	\$ 5,055
Waterloo	\$ 3,330	\$ 3,330	\$ 4,995	\$ 5,045	\$ 5,095	\$ 5,146	\$ 5,198	\$ 24,975
Watertown	\$ 15,414	\$ 15,414	\$ 35,849	\$ 36,207	\$ 36,569	\$ 36,935	\$ 37,304	\$ 179,243
Whitewater	\$ 3,226	\$ 3,226	\$ 15,000	\$ 15,150	\$ 15,302	\$ 15,455	\$ 15,609	\$ 75,000
Grant Admin & Other Sources	\$ 9,200	\$ 19,200	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Home Buyer Counseling Admin	\$ 13,000	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Restricted Tourism Donations			\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 650,000
501c3 Income - General Donations			\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Transfer from Reserve	\$ 91,373	\$ 91,373						
Other Financing Source	\$ 10,000	\$ 10,000						
Transfer from WEDO		\$ 60,000						

Contract for Services from 501c3 to JCEDC

\$ 134,205 \$ 152,427 \$ 170,625 \$ 188,800 \$ 206,950

<b>Total JCEDC Income</b>			\$ 277,795	\$ 280,173	\$ 282,575	\$ 285,000	\$ 287,450	
<b>Total 501c3 Income</b>			\$ 555,000	\$ 555,000	\$ 555,000	\$ 555,000	\$ 555,000	
<b>TOTAL INCOME</b>	\$ 157,550	\$ 330,923	\$ 832,795	\$ 835,173	\$ 837,575	\$ 840,000	\$ 842,450	\$ 4,163,975
<b>Total Income with Remaining Reserve</b>	\$ 297,670	\$ 471,043						

<b>Expenses</b>								
Feasibility Study/Capital Campaign Costs		\$ 120,000					\$ 120,000	\$ 120,000
Wages/Payroll & Benefits	\$ 153,052	\$ 198,727	\$ 412,000	\$ 432,600	\$ 453,200	\$ 473,800	\$ 494,400	\$ 2,266,000
Other Professional Services	\$ 27,000	\$ 28,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Office Buildout / Furniture	\$ 200	\$ 16,000						\$ -
Computer Equipment/Software	\$ 1,040	\$ 3,000	\$ 1,500	\$ 1,500	\$ 3,000	\$ 1,500	\$ 1,500	\$ 7,500
Office Supplies	\$ 4,000	\$ 4,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 35,000
Printing & Duplicating	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 150
Subscription	\$ 12,620	\$ 9,009	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Membership Dues	\$ 2,300	\$ 2,300	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 35,000
Regional Economic Membership (MadREP, M7)			\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
Opportunity Fund			\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
Marketing/Advertising	\$ 1,000	\$ 5,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 650,000
Other Operating Expenses	\$ 10,000	\$ 10,000						\$ -
Registration	\$ 1,000	\$ 2,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Mileage	\$ 3,000	\$ 3,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000
Commercial Travel	\$ 550	\$ 550	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 30,000
Meals	\$ 750	\$ 750	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Lodging	\$ 300	\$ 300	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Other Travel & Tolls	\$ 250	\$ 250	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000
Postage	\$ 260	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
Web Page	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,000
Training Materials	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Telephone/IP Telephone	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 2,000
Cell Phone/Wireless Internet	\$ 1,020	\$ 1,020	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 16,800
Maintain Machinery & Equipment	\$ 850	\$ 850	\$ 850	\$ 1,020	\$ 1,224	\$ 1,469	\$ 1,763	\$ 5,673
IP Telephony Allocation	\$ 397	\$ 397	\$ 397	\$ 476	\$ 572	\$ 686	\$ 823	\$ 2,649
MIS PC Group Allocation	\$ 6,738	\$ 8,000	\$ 6,738	\$ 8,086	\$ 9,703	\$ 11,643	\$ 13,972	\$ 44,967
MIS Systems Group Allocation	\$ 1,207	\$ 1,207	\$ 1,207	\$ 1,448	\$ 1,738	\$ 2,086	\$ 2,503	\$ 8,055
Other Insurance	\$ 573	\$ 573	\$ 573	\$ 573	\$ 573	\$ 573	\$ 573	\$ 2,865
Wisconsin River Rail Transit Comm	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 70,000
Vested Benefits Reserve	\$ 12,186	\$ 14,000	\$ 18,279	\$ 36,558	\$ 48,744	\$ 60,930	\$ 73,116	\$ 201,070
501c3 Repayment for Capital Campaign			\$ 90,000					

Contract for Services from 501c3 to JCEDC

\$ 134,205 \$ 152,427 \$ 170,625 \$ 188,800 \$ 206,950

<b>Total JCEDC Expenses</b>			\$ 412,000	\$ 432,600	\$ 453,200	\$ 473,800	\$ 494,400	
<b>Total 501c3 Expenses</b>			\$ 391,034	\$ 321,152	\$ 337,044	\$ 350,377	\$ 485,740	
<b>TOTAL EXPENSES</b>	\$ 258,923	\$ 448,563	\$ 803,034	\$ 753,752	\$ 790,244	\$ 824,177	\$ 980,140	\$ 4,016,229

<b>Year-End</b>								
JCEDC Reserve	\$ 38,746	\$ 22,480	\$ 112,480	\$ 103,005	\$ 103,005	\$ 103,005	\$ 103,005	
501c3 Reserve			\$ 29,761	\$ 111,182	\$ 158,513	\$ 174,337	\$ 36,647	

<b>Staff and Programming Allocation (Including Marketing)</b>								<b>Basic Programmatic Allocation (without Marketing Funds)</b>
Attract, Develop, and Align Talent			\$ 141,910	\$ 154,125	\$ 165,073	\$ 175,253	\$ 186,042	\$ 822,404 21%
Grow Businesses, Jobs, and Capital Investment			\$ 352,124	\$ 380,626	\$ 406,171	\$ 429,924	\$ 455,098	\$ 2,023,942 52%
Drive Communications & Tourism			\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 1,050,000 27%
								\$ 3,896,346 100%

<b>DATE</b>	<b>MILESTONE</b>	<b>DELIVERABLES</b>	<b>WHO</b>
March 10th, 2016	County Infrastructure Committee	Approval of Buildout	Ben, Gen
Mid-April	Contact Interviewees for Feasibility Study	Send out Intro Letter to Key Public and Private Partners	Gen, RoxAnne, Power 10, Ali
Late-April to Mid-May	Conduct Feasibility Study Confidential Interviews	Final Report Received by End of May with Prelim Figures for Capital Campaign	Power 10
April 28th, 2016	JCEDC Board Meeting - MOU Approval, Approve 501c3 Model	Memorandum of Understanding (including Draft Articles and Bylaws for Nonprofit), Approve Budget Amendment (pending WEDO asset transfer) and new employment positions for new staff (pending conclusion of Feasibility Study)	Ben, Gen, Andy Phillips
Early May	WEDO Board Meeting - MOU Approval	Memorandum of Understanding, Update on Transition, Feasibility Study	Working Group, Andy Phillips
Tentative: Early May, 2016	County HR Committee	Comte Approve New Staff Positions	Ben, Gen, Carlson Dettmann
May 3rd, 2016	WEDO Board Meeting	MOU Vote	WEDO Board
May 10th, 2016	County Board	County Board Approve New Staff Positions, and JCEDC Amended Budget with WEDO Assets Transfer	Ben, Gen, Carlson Dettmann
May 11th, 2016	Area-Wide Job Fair	Job Fair Event	Gen, RoxAnne, Ali
Mid-May, 2016	Feasibility Study Finalized	Final Report	Power 10
May	JCEDC Office Buildout	Prepare for New Staff	Ben, Gen, Rox
May 26th, 2016	JCEDC Board Meeting	Presentation on Results of Feasibility Study, Review Options for Capital Campaign Process, Approve Capital Campaign Process/Contract Based on Feasibility Study	Power 10, JCEDC Board, Staff
End of May	Submit Nonprofit Application	JCEDC Work with County Corp Council and Von Briesen on Application	Ben, Gen, Andy Phillips, County Corp Counsel
June, 2016	Manufacturing Resource Event	Breakfast Panel Event	Gen, RoxAnne, Ali
June 1st, 2016	Add Marketing Manager Position from WEDO	Staff Transfer, WEDO Assets Transfer	Staff
June 13th, 2016	County Board Approval Contract for Capital Campaign Consultant Support	Resolution for Contract for Services	Ben, Gen
June 23rd, 2016	JCEDC Board Meeting	Backup Date for Capital Campaign Launch	JCEDC Leadership, Staff
End of October, 2016	Capital Campaign: End of Quiet Phase	Public Launch Event of Campaign (50%+ funds raised)	Capital Campaign Leadership, Staff
Early Fall, 2016	NonProfit Application Approval	Receive Word on Application	Ben, Gen, Andy Phillips
Fall, 2016	Capital Campaign: Public Membership Rates	Work with Village Boards and Councils on Public Memberships	Capital Campaign Leadership, Staff
Winter 2016	WEDO Dissolution	After Transfer of WEDO Assets to JCEDC and 501c3, Staff and Leadership will work with Carlson Dettmann to Work through any Residual Items	WEDO Board, Carlson Dettmann, Kim, Gen
Winter 2016	Capital Campaign: Public Phase	Potential Donor Meetings	Capital Campaign Leadership, Staff
January, 2017	Capital Campaign: Begin 5-Year Work Program	5 Year Strategic Plan	501c3 Leadership Launched Staff
Early 2017	Capital Campaign: Wrap Up Campaign		501c3 Leadership Launched Staff



## Board Action Form

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Action       Docs Enclosed       Future Review

Date:                      April 25, 2016

Point of Contact:      Genevieve Coady  
   JCEDC Executive Director

Agenda Item:              IX.C

Respective Issue:      Motion to approve JCEDC staff to work with County staff and Von Briesen & Roper to move forward with a formal 501c3 application for a new partner organization to be named "Glacial Heritage Development Partnership."

**Action Taken:**

- Motion Carried
- Not Carried / Denied
- Amended As Follows:



## Board Action Form

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Action

Docs Enclosed

Future Review

Date:

April 25, 2016

Point of Contact:

Genevieve Coady  
JCEDC Executive Director

Agenda Item:

X

Respective Issue:

Vote to Approve Closed Session

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: X.A

Respective Issue: Discussion and possible on JCEDC/WEDO Merger

Convene in closed session pursuant to section 19.85 (1)(e), deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session, for the purpose of discussion and possible action on the terms and conditions for merging the Watertown Economic Development Organization into the Jefferson County Economic Development Consortium and creating a new 501(c)(3) corporation.

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

## MEMORANDUM OF UNDERSTANDING

Between

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**Watertown Economic Development Organization (“WEDO”)**

**Jefferson County Economic Development Consortium (“JCEDC”)**

**and**

**Jefferson County, a Quasi-Municipal Corporation**

THIS MEMORANDUM OF UNDERSTANDING (“**MOU**”) is entered into by and among WEDO, on behalf of itself and its members, JCEDC, on behalf of itself and its members, and Jefferson County, for the purpose of facilitating a public-private strategic alliance to promote economic development and creating Glacial Heritage Development Partnership (GHDP), Inc., a Wisconsin non-stock, tax-exempt corporation that will assist in economic development efforts.

- 1. Purpose.** Through the creation of Glacial Heritage Development Partnership, WEDO, JCEDC and Jefferson County will jointly endeavor to increase engagement of the private sector in promoting economic development in the Jefferson County area of Wisconsin to implement a strategic plan related to economic development and engage in a capital campaign to support the endeavor. Once the strategic plan is implemented, economic development activities in the Jefferson County area will be coordinated through a public-private partnership whereby JCEDC will serve as the agency coordinating the public sector’s economic development activities and GHDP will serve as the private nonprofit corporation coordinating the private sector’s economic development activities. These two entities will engage in high-level coordination designed to leverage and maximize public and private talent and resources for the overall benefit of economic development in Jefferson County.

Attached hereto and labeled Exhibit A is a diagram illustrating, in concept, the intended final product of the strategic effort to create the public-private economic development partnership. While Exhibit A is subject to further refinement and amendment as the parties continue to discuss the strategic effort, it is nonetheless illustrative of the concept. To support the strategic effort, the parties will engage in an extensive feasibility study, which shall be financed by JCEDC and Jefferson County. The feasibility study will provide the parties with further direction on the organization and capitalization of GHDP and the overall economic development effort.

The parties recognize, understand and agree that in order to achieve the goal of establishing a strategic alliance, creating Glacial Heritage Development Partnership and contributing to its success will be accomplished through various means including:

- (a) Capital Campaign and 2017-2021 GHDP Strategic Plan.** JCEDC has been involved with Power 10, a consultant for capital campaign management for economic development programs. JCEDC and Jefferson County have engaged Power 10 in the process to launch a capital campaign and accompanying five-year strategic plan to

## MEMORANDUM OF UNDERSTANDING

Page 2

support Glacial Heritage Development Partnership in its work in Jefferson County area economic development, community development, and tourism. Both WEDO and JCEDC agree by signing this MOU to support the work of the engagement of Power 10 which will include a feasibility study and capital campaign support that all parties agree to use reasonable best efforts to support and cooperate for the benefit of GHDP. The Capital Campaign Feasibility Study Proposal prepared by Power 10 is attached at Exhibit B.

The parties also agree that all information gathered and provided by Power 10 related to economic development in and around Jefferson County is only for JCEDC and GHDP's use and benefit. Upon the execution of this MOU, the benefits of the capital campaign and strategic plan will extend to WEDO. JCEDC (and Jefferson County as its fiduciary agent) has entered into a contract with Power 10 for services to execute the feasibility study. The intention is for GHDP and JCEDC to enter in to a contractual relationship with Power 10 in the summer of 2016 for services rendered to support the execution of the capital campaign.

In total, the investment made by the JCEDC and GHDP to develop and execute the estimated \$4.1 million capital campaign and accompanying five-year strategic plan for the Jefferson County area's economy could reach around \$120,000. Upon the conclusion of JCEDC's capital campaign of 2016, the expanded programming of Glacial Heritage Development Partnership and JCEDC will be launched as outlined in Exhibit C within the draft 5-year strategic plan. The City of Watertown will receive full benefit of this plan and funds raised from this capital campaign for economic development, community development, and tourism.

- (b) Glacial Heritage Development Partnership's Articles of Incorporation. GHDP will be incorporated with the Articles of Incorporation in form substantially the same as those attached hereto as Exhibit D.
- (c) Glacial Heritage Development Partnership's Bylaws. GHDP will initially operate under the bylaws in form substantially the same as those attached hereto as Exhibit E.
- (d) JCEDC's Retention of WEDO Staff. JCEDC and Jefferson County will offer under the terms of the enclosed employment offers to hire both of WEDO's employees for positions and employment terms outlined on Exhibit F. Jefferson County shall be the employer of record. The expected start date for the WEDO Marketing Manager to assume the duties of Manager of Business Relations and Marketing for JCEDC, as an employee of Jefferson County, shall be on or about June 1st, 2016. The expected start date for the WEDO Executive Director to assume the duties of Associate Director of Business Development for JCEDC, as an employee of Jefferson County, shall be on or about January 3<sup>rd</sup>, 2017. Jefferson County agrees that the people hired into the positions set forth on Exhibit F will be dedicated to the functions and support of economic development efforts and, in particular, GHDP. The terms of this paragraph are conditioned on all parties signing this MOU and favorable results of the capital campaign feasibility study.
- (e) JCEDC's Provision of Work Space. JCEDC and Jefferson County plan to build-out, remodel and dedicate certain space within Jefferson County's facilities for the



additional staff. The City of Watertown will provide dedicated office space to JCEDC’s staff for economic development activities for the City of Watertown.

- (f) WEDO’s Financial Contribution. WEDO will pay \$60,000 to JCEDC by May 31st, 2016 as a contribution toward JCEDC’s and Jefferson County’s expenses related to the hiring of one of WEDO’s employees and the transition of all activities as it relates to the formation and work of Glacial Heritage Development Partnership. WEDO’s commitment to make such contribution to JCEDC is binding after the signing of this MOU. JCEDC agrees to pay for the addition of two employees and the space remodeling. JCEDC also agrees to pay third parties for services and fees associated with the creation of GHDP. All obligations by JCEDC to reimburse other parties are binding upon receipt of the contribution from WEDO. The budget below reflects estimated expenses to be incurred by JCEDC from June 1<sup>st</sup> to December 31<sup>st</sup>, 2016. This budget was developed to the best of the ability of JCEDC based on the most recent projected expenses for this period. If any amount of the transfer of \$60,000 from WEDO to JCEDC is remaining at the end of 2016, the remaining funds will be used solely for expenses incurred for the aforementioned 5-year economic development capital campaign of JCEDC and GHDP.

Employee Compensation Package* (Marketing Manager)	\$52,000
Contribution to Legal and HR Consulting Fees for Transition	\$8,000
Total	<u>\$60,000</u>

*\* Includes Salary, Health Benefits, Retirement, Mileage, Cell Phone, Workspace Setup, etc.*

- (g) Watertown Economic Development Continuity Plan. The Watertown Community Development Authority (the “CDA”) and the City of Watertown are both working to have a renewed internal focus on economic development and redevelopment activities. Collectively, both bodies are working to serve as the formal point-of-contact for public economic development activities and negotiations on behalf of the City of Watertown. Below is a list of programs and activities JCEDC’s staff will endeavor to execute for the term between June 1st and December 31st, 2016 during the period where WEDO will be winding up activities. These programs and activities will be above and beyond the work of the CDA, City of Watertown, and WEDO and aim to provide the Board of Directors of WEDO assurances of continued economic development support for the City of Watertown and its business community during this term (See attached Exhibit G).

**Business Retention/Expansion (BRE)**

- Assist with business retention interviews
- Utilize City of Watertown dedicated office for JCEDC staff when needed for BRE
- Counsel businesses on small business development topics on an as-requested basis (on-call)

- Counsel mid to large businesses on development topics on an as-requested basis (on-call)

### **Land Development**

- Work with CDA, City, WEDO, and business leaders to define and support additional development of land for commercial and industrial use
- Continue to develop a robust local and regional marketing program for available properties
- Interface with support sites including LocateinWI.com and other sites to help attraction options

### **Business Attraction (BA)**

- Continue site-selection activities
- Continue development of BA promotional materials, etc.
- Serve as supporter for responding to BA/BRE requests for City of Watertown sites
- Work with CDA, WEDO, and municipal staff on key public negotiations in business development agreement processes

### **Workforce**

- Host an area-wide job fair
- Continue to network area-wide on key workforce development needs of Watertown

### **Entrepreneurship**

- Work to launch area Entrepreneurship Council
- Additional programming and networking for Watertown entrepreneurs
- Work on additional incubation spaces for manufacturing, office, and co-working

### **Retail**

- Work to develop unique targeted retail development program for Watertown in 2017

### **Community Development**

- Support City staff with application for additional grants

- Continue support for downtown revitalization work
- Continued membership with Watertown Branding Committee

**Public relations program**

- Report Watertown-specific metrics (ie business touch points, jobs committed to be grown, key economic stats, etc)
- Interface with various organizations to support economic growth
  - Regional and State EDO's including WEDC, MadREP, and M7
  - Associations including WEDA, League of Municipalities, WHEDA, IEDC, and MAEDC
- Quarterly E-Newsletters
- Continuous website updates
- Continuation of newspaper column

**Host Events in Watertown**

- Manufacturing Council (CEO Roundtable and "Lunch and Learns")
- Entrepreneurship Council
- Other key economic development programs and services

**Attend key community meetings and provide updates**

- WEDO
- City Council
- Key municipal staff meetings
- CDA
- Chamber
- Main Street Program
- Rotary/Lions/Kiwanis

**Grow economic development tool box**

- Continue support of public/private RLF funds for downtown and area-wide

# MEMORANDUM OF UNDERSTANDING

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- Continue promotion of City and County existing RLF funds
  - Connect companies to other local, state, and federal incentive programs available
- (h) Wind-Up and Dissolution of WEDO. WEDO agrees that upon its payment to JCEDC as described in Paragraph 1(f) above, it shall proceed with reasonable diligence in completing all tasks necessary to lawfully wind-up its affairs and operations and covenants to have all wind-up activities and dissolution complete by March 31, 2017.
- (i) Formation. The parties agree to work with reasonable diligence to create Glacial Heritage Development Partnership, obtain tax-exempt status from the Internal Revenue Service under IRC Sec. 501(c)(3) and to solicit nominations for community involvement in GHDP's governance.
- 2. Conditions.** The commitments of the parties to this MOU are subject to the following terms and conditions:
- (a) Charter Documents. The parties agree to use the Articles of Incorporation and Bylaws for Glacial Heritage Development Partnership that are in form substantially the same as those attached hereto as Exhibits A and B. Any material changes to these documents prior to execution requires the consent of the parties to this MOU.
- (b) Definitive Agreements. The parties will negotiate definitive agreements relating to any purchases, leases or contributions not addressed in this MOU as needed.
- (c) Consents and Approvals. Each party has obtained all material consents, waivers and approvals required relating to this MOU from governing bodies, constituent entities, governmental authorities and other third parties for the commitments in this MOU.
- 3. Binding Terms.**
- (a) Exclusivity. In consideration of the expenditures of time, effort and expense that the parties will undertake to complete the tasks relating to this MOU, the parties agree to not make any commitments similar to those in this MOU with other parties.
- (b) Conduct of Business. Each party will use its best efforts to keep its operations and business intact, to preserve current relationships and to conduct its business in the ordinary course of business consistent with past practices.
- (c) Expenses and Fees. Except as otherwise set forth above and in definitive agreements, JCEDC and WEDO are contributing to pay the expenses and professional fees incurred in connection with the tasks relating to this MOU. JCEDC will make the direct payments for such expenses and fees and WEDO will contribute to the satisfaction of such payments through its payment to JCEDC as set forth in Paragraph 1(f). WEDO will be responsible for the payment of its respective expenses and professional fees incurred in connection with the dissolution of its organization.

MEMORANDUM OF UNDERSTANDING

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(d) Equitable Relief. Without prejudice to the rights and remedies otherwise available, the parties agree that money damages would not be a sufficient remedy for any breach or threatened breach of this MOU and that each party will be entitled to specific performance and to injunctive or other equitable relief as remedies for any breach or threatened breach to any of the binding provisions of this MOU.

4. Legal Effect. The parties intend this MOU to create a binding and enforceable agreement except where noted or reasonably construed otherwise by the context, and specifically agree that all of Section 3 Binding Terms is binding on the parties. Without limitation, any party may terminate negotiations at any time for any or no reason by notice to the other parties.

\* \* \* \* \*

**Signature Page Follows on Next Page**

MEMORANDUM OF UNDERSTANDING

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**Watertown Economic Development Organization**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Jefferson County Economic Development Consortium**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Jefferson County**

By: \_\_\_\_\_

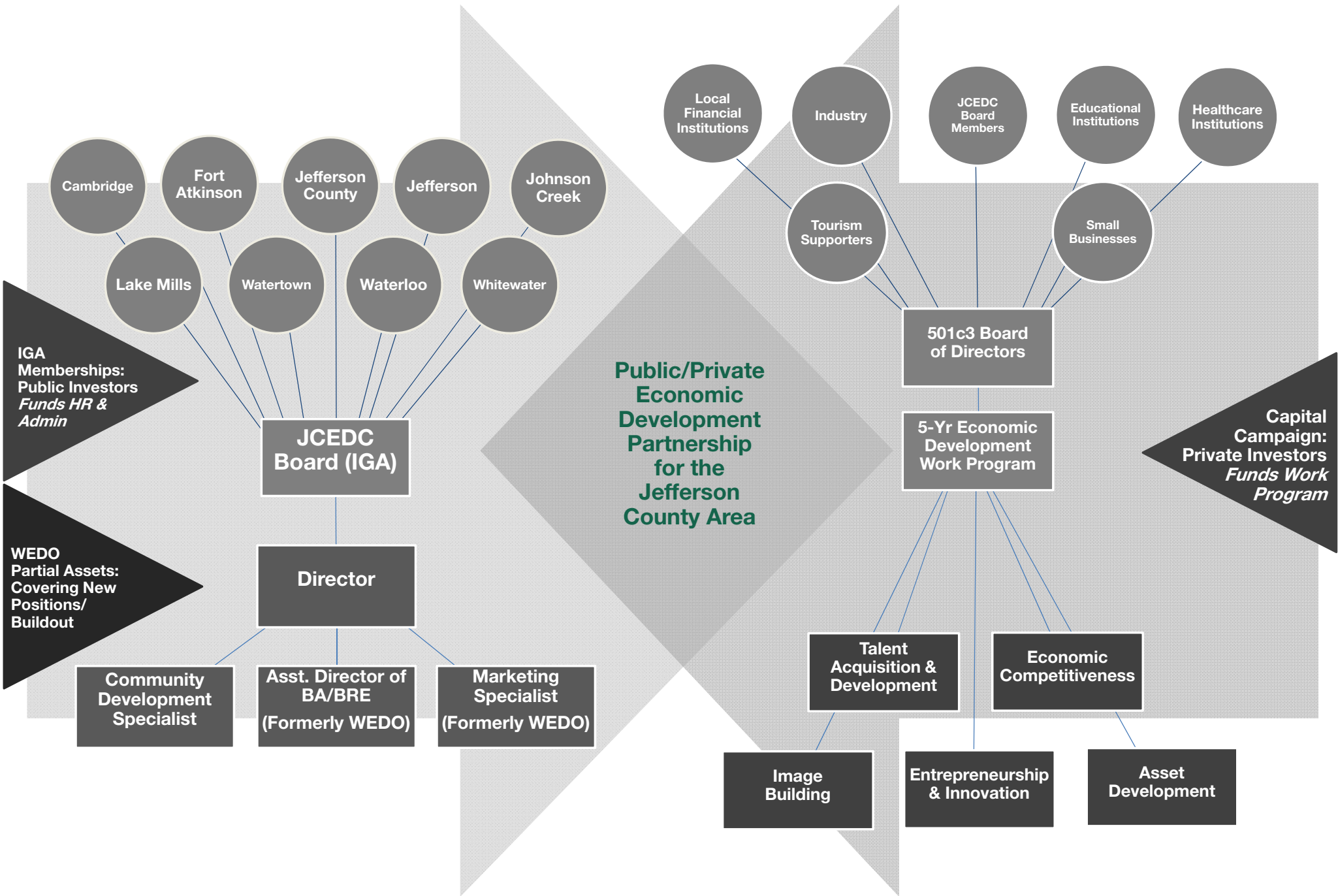
Name: \_\_\_\_\_

Title: \_\_\_\_\_

**EXHIBITS**

- A. Illustration of Glacial Heritage Development Partnership Organizational Model
- B. Capital Campaign Feasibility Study Proposal prepared by Power 10
- C. Five Year Strategic Plan
- D. Articles of Incorporation for Glacial Heritage Development Partnership
- E. Bylaws for Glacial Heritage Development Partnership
- F. Job Descriptions and Employment Offers for two Positions
- G. Watertown Economic Development Continuity Plan

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**ARTICLES OF INCORPORATION  
OF  
GLACIAL HERITAGE DEVELOPMENT PARTNERSHIP, INC.**

The undersigned incorporator, for the purposes of forming a corporation under the provisions of Chapter 181 of the Wisconsin Statutes, without stock and not for profit, does adopt the following Articles of Incorporation:

**ARTICLE I.**

Name

The name of the Corporation is **Glacial Heritage Development Partnership, Inc.**

**ARTICLE II.**

Organization

The Corporation is organized under Chapter 181 of the Wisconsin Statutes.

**ARTICLE III.**

Registered Agent

The name and address of the registered agent of the Corporation is Genevieve Coady, 864 Collins Road, Suite 111, Jefferson, Wisconsin 53549.

**ARTICLE IV.**

Principal Office

The principal office is located at 864 Collins Road, Suite 111, Jefferson, Wisconsin 53549.

**ARTICLE V.**

Purpose

The Corporation is organized and shall at all times be operated on a not-for-profit basis and exclusively for charitable, scientific, literary, and educational purposes, as described in § 501 (c)(3) of the Internal Revenue Code of 1986, or the corresponding provision of any future United States Internal Revenue Law ("IRC"), and the regulations thereunder for the benefit of or to carry out the purposes of the qualified organization specified herein. The Corporation's purpose is to benefit the Jefferson County area and its citizens, exclusively for charitable and educational purposes, including: (i) to provide relief of poverty; (ii) the elimination of prejudice; (iii) the lessening of neighborhood tensions; and (iv) the combating of community deterioration, by fostering business retention, recruitment and development in the county.



In addition to such powers and without limitations thereof, the Corporation shall have the power to lend to any person, firm or corporation, any of its funds, whether with or without security, as it shall lawfully determine to fulfill its corporate purpose.

**ARTICLE VI.**  
**Prohibitions**

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to a private individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of the Corporation as set forth in these Articles.

No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office; nor shall the Corporation engage in activities that are unlawful under applicable federal, state or local laws.

It is intended that the Corporation shall have and continue to have the status of a corporation that is exempt from federal income tax under IRC § 501(c)(3) and which is other than a private foundation as defined in IRC § 509, and these Articles shall be construed accordingly and all powers and activities hereunder shall be limited accordingly. Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not conduct, carry on or engage in any activities not permitted to be conducted, carried on or engaged in by (i) an organization exempt from federal income tax under IRC § 501(c)(3); or (ii) an organization that receives contributions deductible under IRC § 170(c)(2).

**ARTICLE VII.**  
**Members**

The Corporation shall have no Members.

**ARTICLE VIII.**  
**Board of Directors**

The business affairs of the Corporation shall be managed by its Board of Directors subject to and in compliance with these Articles of Incorporation, the Bylaws, and the Wisconsin Nonstock Corporation Law. The number of Directors of the Corporation, their manner of selection, and other matters relating to the composition of the Board of Directors shall be provided for in the Bylaws.

**ARTICLE IX.**  
Dissolution

Upon the dissolution of the corporation, after payment of all just debts and obligations, the remaining assets shall be transferred and/or distributed in a manner approved by the Board of Directors to another entity organized exclusively for exempt purposes within the meaning of Section 501(c)(3) of the Code for use solely for purposes within the meaning of Section 501(c)(3) of the Code. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations or organizations, as the court shall determine, which are organized and operated exclusively for such purposes.

**ARTICLE X.**  
Amendment

These Articles of Incorporation may only be amended or restated as provided in the Bylaws.

**ARTICLE XI.**  
Incorporator

The name and address of the incorporator is Genevieve Coady, 864 Collins Road, Suite 111, Jefferson, Wisconsin 53549.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation at Jefferson, Wisconsin, this \_\_\_\_ day of \_\_\_\_\_, 2016.

---

Genevieve Coady, Incorporator

This document was drafted by and  
Upon filing should be returned to:

Chad Azzaline  
von Briesen & Roper, s.c.  
411 East Wisconsin Avenue  
Suite 1000  
Milwaukee, WI 53202  
Telephone: (414) 287-1244

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**BYLAWS  
OF  
GLACIAL HERITAGE DEVELOPMENT PARTNERSHIP, INC.**

**ARTICLE I – THE CORPORATION**

- 1.1 Responsibilities. GLACIAL HERITAGE DEVELOPMENT PARTNERSHIP, Inc. (the “Corporation”) is a non-stock corporation organized under the laws of the State of Wisconsin. It is the responsibility of the Corporation to carry out its corporate purposes in a manner that is consistent with the Corporation’s Articles of Incorporation.
- 1.2 Purposes. The Corporation is organized and shall at all times be operated on a not-for-profit basis and exclusively for charitable, scientific, literary, and educational purposes, as described in § 501(c)(3) of the Internal Revenue Code of 1986, or the corresponding provision of any future United States Internal Revenue Law (“IRC”), and the regulations thereunder for the benefit of or to carry out the purposes of the qualified organization specified herein. The Corporation’s purpose is to benefit the Jefferson County area and its citizens, exclusively for charitable and educational purposes, including: (i) to provide relief of poverty; (ii) the elimination of prejudice; (iii) the lessening of neighborhood tensions; and (iv) the combating of community deterioration, by fostering business retention, recruitment and development in the Jefferson County area.
- 1.3 Corporate Offices. The Corporation shall have and continuously maintain in this state a registered office and a registered agent whose office address is identical with such registered office, and may have such other offices within or without the State of Wisconsin as the Board of Directors may from time to time determine.
- 1.4 Corporate Distributions and Dissolution. The Corporation shall be authorized to make distributions or other payments to another domestic or foreign corporation, as provided in § 181.1302(3) and (4) of the Wisconsin Statutes, as amended; provided, however, that no such distribution or payment shall be made unless:
- 1.4.1 Such distribution is approved by the Board of Directors; and
- 1.4.2 At the time of such distribution or payment, all of the following are true:
- (a) The distribution or other payment is made in accordance with the purposes of the Corporation, as set forth in Section 1.2 above;
  - (b) Notwithstanding the distribution or payment, the Corporation would be able to pay its debts as they become due in the usual course of its activities, and the Corporation’s total assets would equal at least the sum of its total liabilities; and
  - (c) The recipient of such distribution or payment may not distribute any part of its income to members, directors, or officers and is exempt from

taxation under IRC § 501(a) as an organization described in IRC § 501(c)(3) or exemption from taxation under IRC § 115.

- 1.4.3 Upon the dissolution of the corporation, after payment of all just debts and obligations, the remaining assets shall be transferred and/or distributed in a manner approved by the Board of Directors to another entity organized exclusively for exempt purposes within the meaning of Section 501(c)(3) of the Code for use solely for purposes within the meaning of Section 501(c)(3) of the Code. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organizations or organizations, as the court shall determine, which are organized and operated exclusively for such purposes.

## **ARTICLE II - MEMBERS**

The Corporation shall have no members and shall be governed by its Board of Directors.

## **ARTICLE III– BOARD OF DIRECTORS**

- 3.1 **Role.** The Board of Directors of the Corporation shall direct the activities and resources of the Corporation so that they serve the purposes of the Corporation. Directors shall not be compensated for serving as directors but may be reimbursed for expenses incurred while serving as directors.
- 3.2 **Composition.**
- 3.2.1 **Number and Composition of Directors.** The number of voting directors of this Corporation shall be an odd number up to 41.
- 3.2.2 **Ex Officio Directors.**
- (a) The public-sector ex-officio voting directors shall be the Jefferson Country Economic Development Consortium (“JCEDC”) Board of Directors with voting rights and the Jefferson County Administrator.
- (b) The JCEDC Executive Director, the Community Development Authority Directors, and the Chamber of Commerce Executive Directors shall serve as ex-officio non-voting directors.
- 3.2.3 **Private-Sector Directors.** The number of elected directors from the private-sector shall be up to 29 voting directors. The ex-officio voting directors shall elect the private-sector directors from candidates recommended by the Executive Committee. The Board of Directors will endeavor to have at least one director from each of the following economic industry sectors: Finance, Tourism, Manufacturing, Education, Healthcare, Agribusiness, Small Business, Retail, Non-Profit/Charity and Construction/Real-Estate. The Board of Directors will

also endeavor to represent each of the eight member communities with the following representation based on population within the Jefferson County area:

(a)	Cambridge	One Director
(b)	Fort Atkinson	Three Directors
(c)	Jefferson	Two Directors
(d)	Johnson Creek	One Director
(e)	Lake Mills	One Director
(f)	Waterloo	One Director
(g)	Watertown	Five Directors
(h)	Whitewater	Three Directors

Each private-sector director shall be elected to a three-year term except for the initial private-sector directors who will have a term between one and three years as determined and set by the Executive Committee upon recommendation to the ex-officio directors (so the private-sector directors will have staggered terms). Each private-sector director shall serve until such director's successor shall have been duly elected or until such director's death, resignation, or removal. Private-sector directors may serve up to 3 consecutive terms.

3.2.4 Vacancies. Vacancies of the private-sector directors due to death, resignation, or other cause shall be filled during the term pursuant to the procedures of the Executive Committee and the ex-officio voting directors set forth herein. The succeeding director shall serve the remaining term of the preceding director.

3.2.5 Resignation and Removal. A director may resign at any time by giving written notice of such resignation to the chairperson or Secretary of the Board of Directors. A director may be removed at any time by a majority vote of the remaining directors.

3.3 Responsibilities of Directors. The business of the Corporation shall be governed by its Board of Directors. In addition to the functions provided by the Wisconsin Statutes for Non-Stock Corporations organized under Chapter 181, the functions and responsibilities of the Corporation's Board of Directors shall include the following:

3.3.1 To engage in activities in furtherance and support of the charitable, scientific, literary, and educational purposes endeavors of the Corporation;

3.3.2 To develop, recommend and keep current the management and operations consistent with and in furtherance of the mission, vision and purposes of the Corporation and to direct the activity and resources of the Corporation so that they serve the purposes of the Corporation;

3.3.3 To review and approve a strategic plan and the annual budgets for the Corporation;

3.3.4 To review the progress of programs of the 5-year strategic plan;

- 3.3.5 To provide guidance on economic development goals and activities;
- 3.3.6 To serve as area economic development ambassadors for the Corporation;
- 3.3.7 To develop and recommend financial performance criteria for the Corporation consistent with the financial plan; and
- 3.3.8 To perform any and all other acts and functions involving the governance of the Corporation.

Any action taken with respect to items above shall be taken by the affirmative vote of at least a simple majority of those directors present at a meeting duly called with a quorum present.

#### 3.4 Meetings and Actions by the Board of Directors.

- 3.4.1 Annual Meeting. The annual meeting of the Corporation's Board of Directors shall be held during such month and at such time and place as the Board of Directors may determine, for the purpose of electing officers and for the transaction of such other business as may come before the meeting. The day fixed for the annual meeting shall not be a legal holiday in the State of Wisconsin.
- 3.4.2 Quarterly Meetings. The Board of Directors shall hold quarterly meetings, at such date, time and place as shall be designated by the Board of Directors on an annual basis.
- 3.4.3 Special Meetings. Special meetings of the Board of Directors may be called by the Corporation's chairperson or upon the written request of at least five or more of the directors then in office. Notice of special meetings shall specify the purpose of the meeting and shall be delivered to each director at least 7 days prior to the date of the meeting, unless notice of the meeting is waived. Waiver of notice of a meeting may be given if it is set forth in writing, signed by the director entitled to notice and filed in the minutes of the corporate records. A director's attendance at or participation in a meeting shall be deemed to waive any required notice of the meeting unless the director upon arriving at the meeting or before the vote on a matter not noticed objects to the lack of notice and does not thereafter vote for or assent to the objected action.
- 3.4.4 Quorum at Board Meetings. For all meetings of the Board of Directors a quorum shall be a majority of the voting directors then serving.
- 3.4.5 Meeting by Telephone or Other Electronic Means. The Board of Directors may permit any or all directors to participate in a meeting or to conduct its meeting through the use of any means of communication by which any of the following occurs: (i) all participating directors may simultaneously hear each other during the meeting; or (ii) all communication during the meeting is immediately transmitted to each participating director and each participating director is able to

immediately send messages to all other participating directors. If a meeting will be conducted through the use of any means described in this Section 3.4.5 all participating directors shall be informed that a meeting is taking place at which official business is being conducted.

3.4.6 Voting. Each voting director shall be entitled to cast one vote on all matters presented to the Board of Directors. Voting by proxy is not permitted.

3.4.7 Required Vote for Action. The affirmative vote of a majority of the voting directors present at a meeting at which a quorum exists shall be the act of the Board of Directors, except to the extent that a greater proportion is required by the Wisconsin Statutes or these Bylaws.

### 3.5 Committees of the Board of Directors.

3.5.1 Committees Generally. Committees are designed to facilitate the actions of the Board of Directors and enable it to function more efficiently and effectively. Committees shall meet at the time and place designated by the chairperson of each such committee.

3.5.2 Types of Committees. Standing or special committees may be created or terminated at any time by resolution of the Board of Directors, and shall continue until dissolved by the Board of Directors.

3.5.3 Composition of Committees. The Executive Committee shall appoint committee members and committee chairpersons. Each committee shall include at least two voting directors. Committee members are not required to be directors. The chairperson shall serve as an ex-officio voting member of all committees. Committee members shall serve at the pleasure of the Board of Directors.

3.5.4 Responsibilities, Authority and Accountability of Committees. Except as otherwise provided or as specifically determined by the Board of Directors, committees shall have the responsibility of achieving their purpose described in these Bylaws or the action creating them, shall exercise the authority reasonably necessary to achieve these responsibilities, and shall account to the Board of Directors directly. The authority of any committee shall be subject to such limitations as may be imposed by the Board of Directors and the law and no committee is authorized to take any of the following actions:

- (a) Fill vacancies on the Board of Directors or any committee thereof; and
- (b) Elect any officer or director.

3.5.5 Committee Rules, Procedures and Action. Each committee shall keep minutes of its meetings, and may adopt rules for its own governance not inconsistent with these Bylaws or the acts of the Board of Directors.

- (a) Quorum at Committee Meetings. For all committee meetings, a quorum shall be a majority of committee members then serving.
- (b) Meeting by Telephone or Other Electronic Means. Any or all committee members may participate in meetings of the committee or a committee may conduct its meetings through the use of any means of communication by which any of the following occurs: (i) all participating committee members may simultaneously hear each other during the meeting; or (ii) all communication during the meeting is immediately transmitted to each participating committee member and each participating committee member is able to immediately send messages to all other participating committee members. If a meeting will be conducted through the use of any means described in this Section 3.5.5(b) all participating committee members shall be informed that a meeting is taking place at which official business is being conducted.
- (c) Voting. Each voting committee member is entitled to cast one vote on all matters presented to the committee. Voting by proxy is not permitted.
- (d) Required Vote for Action. The affirmative vote of a majority of the voting committee members present at a meeting at which a quorum exists shall be the act of the committee.

#### 3.5.6 Standing Committees.

- (a) Executive Committee. The Executive Committee will have monthly meetings and have the following role and responsibilities:
  - 1) To provide on-going guidance on economic development goals and activities;
  - 2) To approve employment and conduct annual work evaluations of JCEDC Executive Director in conjunction with the Jefferson County Human Resources Committee; and
  - 3) To approve capital expenditures and contracts in excess of a two-year-duration or \$10,000.
  - 4) To recruit, evaluate, prepare and recommend candidates to the Board of Directors.

Members of the Executive Committee will consist of the following:

- 1) Chairperson
- 2) Vice Chairperson
- 3) Treasurer
- 4) Secretary
- 5) Immediate Past Chairperson (when available)
- 6) Director at Large
- 7) Leadership Council Chair



- 8) Manufacturing Council Chair
- 9) Entrepreneurship Council Chair
- 10) JCEDC Board Chairperson
- 11) Jefferson County Administrator
- 12) JCEDC Executive Director (Non-Voting)

- (b) Audit Committee. The Audit Committee consists of the Treasurer and at least two other directors. The Audit Committee reviews and assesses financial principals and reporting, risks and controls, and external and internal auditors. The Audit Committee shall report to the Board of Directors at least annually.
- (c) Leadership Council Committee. The Leadership Council consists of individuals and representatives of entities that contribute to the Corporation at least \$5,000 annually. Leadership Council members may serve a one year membership during the year in which they contribute. The Leadership Council will oversee and have control of a fund created by the Board of Directors (the “Emerging Opportunities Fund”). The Leadership Council may use the Emerging Opportunities Fund’s assets up to the amount designated by the Board of Directors annually to respond to opportunities within the community, forward-thinking initiatives to leverage positive change for economic development of the region and other projects consistent with the Corporation’s mission. Emerging Opportunities Fund investment strategies include projects to move and shape public opinion on sensitive issues relating to the region's capacity to grow, focused efforts to remove stubborn or difficult barriers to growth, and large-scale projects that capture the community's imagination and enhance quality of life for the entire area.

#### **ARTICLE IV– OFFICERS OF THE CORPORATION**

##### 4.1 Designation of Corporate Officers.

##### 4.1.1 Officers. The officers of the Corporation shall be as follows:

- (a) A chairperson;
- (b) A vice chairperson;
- (c) A secretary;
- (d) A treasurer; and
- (e) Such other officers or assistant officers as may be deemed necessary or appropriate by the Board of Directors.

- 4.1.2 Qualifications. The chairperson, vice chairperson, secretary and treasurer must be selected from among the voting directors of the Corporation. Any two offices may be held by the same person except chair and vice chair and chair and secretary.
- 4.2 Chairperson. The chairperson shall preside over meetings of the Board of Directors, and shall have all of the responsibilities and shall exercise all of the authority that this office customarily requires. The chairperson shall serve as an ex-officio member of all board committees, and shall perform such additional duties as may be assigned by the Board of Directors.
- 4.3 Vice Chairperson. In the absence of the chairperson, or in the event of the chairperson's inability or refusal to act, the vice chairperson shall chair meetings of the Board of Directors and shall perform such other duties as may be delegated to the vice chairperson from time to time by the Board of Directors or the chairperson. The vice chairperson is accountable to the chairperson.
- 4.4 Secretary. The secretary shall be responsible directly or indirectly for executing all of the duties incident to the office of board secretary, and such additional duties as may be assigned by the Board of Directors.
- 4.5 Treasurer. The treasurer shall be responsible directly or indirectly for executing all of the duties incident to the office of treasurer, and such additional duties as may be assigned by the Board of Directors.
- 4.6 Other Officers & Assistant Officers. Other officers and assistant officers shall perform such duties as shall be assigned to them by the officer to whom they are assistant or by the Board of Directors.
- 4.7 Election and Term of Office of the Officers.
- 4.7.1 Election. The officers of the Corporation shall be elected annually by the Board of Directors.
- 4.7.2 Term. After initial election, the officers shall hold office for a period of one year or until his or her successor has been elected.
- 4.8 Resignation and Removal.
- 4.8.1 Resignation. An officer of the Corporation may resign at any time by filing a written resignation with the secretary.
- 4.8.2 Removal. The officers of the Corporation may be removed at any time, with or without cause, by the Chairperson or the Board of Directors.

**ARTICLE V – FISCAL MATTERS**

- 5.1 **Fiscal Year.** The fiscal year of the Corporation shall commence on January 1<sup>st</sup> of each year.
- 5.1.1 **Financial Transactions.** The chairperson and treasurer and his/her express designees shall be authorized to execute documents and enter into financial transactions if approved as follows:
- (a) In accordance with these bylaws, the financial transactions approval guidelines established for the Corporation; or
  - (b) If not addressed in these bylaws, the financial transaction approval guidelines established for the Corporation, by specific resolution of the Board of Directors.
- 5.2 **Budgets.** The treasurer shall work with the JCEDC Executive Director to prepare or oversee the preparation of annual capital and operating budgets for the Corporation, to be submitted to the Board of Directors for review and approval.
- 5.3 **Checks, Drafts, Wire Transfers.** All checks, drafts, wire transfers of funds, other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation or to the Corporation, shall be signed or endorsed by such officers or agents of the Corporation and in such manner as shall be determined by resolution of the Board of Directors.
- 5.4 **Deposits.** All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as shall be determined by resolution of the Board of Directors.
- 5.5 **Maintenance of Records.** The Corporation shall keep correct and complete books and records of account and of the activities of the Corporation. Such records shall be open to inspection upon the demand of any director.

**ARTICLE VI – MISCELLANEOUS PROVISIONS**

- 6.1 **Conflicts or Duality of Interest.** The Board of Directors shall adopt and always maintain a written conflict of interest policy (the “Policy”) that is consistent with best practices for charitable organizations. All directors, officers and committee members shall sign, as a condition to serving the Corporation in his or her respective role, a statement agreeing to be bound by the terms of the Policy. Pursuant to the Policy, any director, officer or committee member having a material financial interest in a contract or other transaction presented to the Board of Directors or a committee thereof for authorization, approval or ratification shall make a prompt, full and frank disclosure of such person’s interest to the Board of Directors or committee prior to its acting on such contract or transaction.

- 6.2 General Liability. No director, officer, or committee member of the Corporation, or other person, shall contract or incur any debts on behalf of the Corporation other than in the regular course of employment, or in any way render the Corporation liable, unless authorized. No officer, director, committee member, or employee of the Corporation is authorized to promise the moral or financial support of the Corporation for any charitable or other objective, unless authorized.
- 6.3 Indemnification. The Corporation shall indemnify officers, directors, employees, committee members and volunteers to the maximum extent permitted by applicable law. In all determinations relating to indemnification, the presumption shall be for indemnification.

**ARTICLE VII – AMENDMENTS**

- 7.1 Amendment Procedure. The articles of incorporation of the Corporation and these Bylaws may be altered, amended, restated or repealed, and new articles of incorporation or Bylaws may be adopted, by majority vote at any regular or special meeting of the Board of Directors. At least seven days prior to any regular or special meeting at which any amendment is to be considered, due notice of the intention to amend and a copy of the proposed amendment or amendments shall be provided to the Board of Directors of the Corporation.
- 7.2 Review of Bylaws. These Bylaws shall be reviewed in their totality for currency and completeness in odd-numbered years, or more frequently if appropriate, by the board or its designee.

APPROVED: \_\_\_\_\_

## Jefferson County Position Description

<b>Name:</b>		<b>Department:</b>	JCEDC	
<b>Position Title:</b>	Associate Director of Business Development	<b>Pay Grade:</b>	13 without CEcD 14 with CEcD	<b>FLSA:</b> Exempt
<b>Date:</b>	March, 2016	<b>Reports To:</b>	JCEDC Executive Director	

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### Purpose of Position

The purpose of this position is to proactively market the Jefferson County area's economic opportunity for industrial business expansion and relocation interests by locating, attracting, developing, retaining and expanding business relationships and primary employment in the region.

### Essential Duties and Responsibilities

**The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.**

- Develops and executes strategies for business retention and expansion, including meeting individually with primary industrial/manufacturing businesses, working with local jurisdictions and workforce groups, capturing data through retention interviews, and identifying systemic constraints to be addressed and creating an annual major employer list.
- Supports manufacturers in the area, responding to immediate concerns and referring to appropriate public agencies and/or business groups as necessary and managing delivery of technical and financing assistance.
- Oversees client/project management during the site selection process for manufacturing and industrial firms and works with management to negotiate and close deals with business attraction, retention and expansion clients.
- Engages in aggressive outreach efforts, such as business retention visits, outbound calls, email campaigns, broker/partner/consultant meetings, sales missions.
- Assists Executive Director with industrial cluster development for the key existing and emerging targeted economic clusters in the area.
- Aggressively seeks out opportunities to market the area to industrial businesses in furtherance of the strategic plan and mission, developing and executing a sales outreach strategy in assigned markets.
- Develops a strong pipeline of new manufacturing clients and projects through direct or indirect business development initiatives and research activities.
- Collaborates with the marketing unit to develop business attraction marketing efforts and to communicate activity and accomplishments.
- Develops and maintains positive relationships with the state's communities, economic development partners, and other associated allies, networking area-wide and engaging constituents in the work of the organization's business development programs and initiatives.

- Attends various meetings, conferences, and other education opportunities as appropriate in order to maintain current knowledge of assigned industry(s) movements, trends, major companies, trade functions.
- Complies with County HIPAA Policies and Procedures, if applicable.
- Demonstrates dependable attendance.
- Performs other duties as assigned or that may develop.
- Adheres to and promotes safety as a priority in the workplace.

**Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor’s degree in economic development, business, public administration, economics or a related field and five year’s experience in core economic development, or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Masters degree highly preferred. Strong analytical, communication and presentation skills and an intermediate-level knowledge of Excel, PowerPoint and databases also required.

**Other credentials:** CECD Certification required within 18 months of employment.

**Other Requirements:**

**Hours of Work:** Typically Monday – Friday, however, evening and weekend hours will be necessary.

Jefferson County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

.....  
Employee's Signature

.....  
Supervisor's Signature

.....  
Date

.....  
Date

**Jefferson County, Wisconsin**  
**Associate Director of Business Development Offer of Employment**

THIS OFFER OF EMPLOYMENT made on this \_\_ day of April, 2016, by Jefferson County, Wisconsin, hereinafter referred to as "County", to Kim Erdmann, to serve as a Jefferson County employee to perform the duties of Associate Director of Business Development, and contingent upon WEDO, on behalf of itself and its members, JCEDC, on behalf of itself and its members, and Jefferson County, entering into a Memorandum of Understanding for the purpose of facilitating a public-private strategic alliance to promote economic development and creating Glacial Heritage Development Partnership (GHDP), a Wisconsin non-stock, tax-exempt corporation that will assist in economic development efforts in Jefferson County. This offer of employment is subject to the following terms and conditions:

1. Duties

The Associate Director of Business Development agrees to perform at a professional level of competence the functions and duties of the position. The Associate Director of Business Development agrees to devote the time necessary to complete the duties and responsibilities of the position according to the attached position description.

2. Date of Hire

The date of hire shall be established as January 3, 2017.

3. Term and Review

The Associate Director of Business Development is subject to the terms of this Offer and other County policies and directives.

4. Salary

The County shall pay the Associate Director of Business Development as compensation for his service a starting annual salary of \$78,780 paid in the same manner as salaries of other county employees. Effective upon meeting or exceeding the original goals and metrics established by the County, the Associate Director of Business Development is eligible for up to a \$6000 performance-based bonus.. Further changes to the salary will be consistent with annual step increases and annual wage adjustments for non-represented exempt employees as provided by the Personnel Ordinance and policies established by the County Board. Salaries and benefits shall not be reduced during the terms of employment to a greater extent than for all other exempt employees.

5. Performance Evaluation

The Economic Development Director shall review the performance of the Associate Director of Business Development by January 3<sup>rd</sup> of each year. Such review shall be based on the established goals and performance objectives. Annually the Economic Development Director and the Associate Director of Business Development will jointly establish goals and objectives.

Initial three month, six month and one year goals of the Associate Director of Business Development shall be developed by January 17, 2017.

6. Benefits

The Associate Director of Business Development shall be entitled to such benefits as provided in the Personnel Ordinance and as otherwise established by the County Board for exempt employees with exceptions as noted in this Offer of Employment.

7. Vacation and Sick Leave

The Associate Director of Business Development will be provided a bank of 15 days (120 hours) of vacation and 5 days (40 hours) of sick leave upon starting his employment. The Associate Director of Business Development will be credited with an additional 6 years of service for purposes of vacation accrual. The accrual and usage of vacation and sick leave will be consistent with exempt employees as outlined in the Personnel Ordinance.

8. Professional Development

The County agrees to budget and pay for the Associate Director of Business Development to attend the Certified Economic Developer Program (CEDP).

As a condition of employment, the Associate Director of Business Development agrees to successfully complete the CEDP within 24 months of starting employment, January 3, 2019. If mutually agreeable between the County and the Associate Director of Business Development, the deadline to complete the CEDP may be extended up to 12 months. Upon successful completion of the program, the Associate Director of Business Development shall be reclassified and placed in the appropriate step of Grade 14, as outlined in the Personnel Ordinance.

The Associate Director of Business Development is encouraged to use a county vehicle for travel as available and practical. The Associate Director of Business Development shall be covered by the County's normal travel expense reimbursement policies.

9. Termination of Employment

In the event the Associate Director of Business Development resigns from his employment with Jefferson County, he shall give the Economic Development Director 30 days' notice of such resignation, unless otherwise approved by the County Administrator.

10. Retirement

The County agrees to contribute monthly in a manner consistent with which contributions are made for exempt employees to the Wisconsin Retirement System.

11. Personnel Ordinance

All provisions of this Offer that apply to the Associate Director of Business Development that are contrary to the Personnel Ordinance shall apply to the Associate Director of Business Development and take precedence over the Personnel Ordinance.

Except as otherwise specifically provided in this Offer, or by ordinance or resolution of the County Board, the Associate Director of Business Development shall be subject to all policies and procedures of the County which apply generally to other exempt employees.



Kim Erdmann

Date \_\_\_\_\_

DRAFT

## Jefferson County Position Description

<b>Name:</b>		<b>Department:</b>	JCEDC	
<b>Position Title:</b>	Business Relations and Marketing Manager	<b>Pay Grade:</b>	11	<b>FLSA:</b> Exempt
<b>Date:</b>	April, 2016	<b>Reports To:</b>	JCEDC Executive Director	

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### Purpose of Position

The purpose of this position is to provide leadership with business relations, brand and marketing management, and communications in support of economic development and tourism in Jefferson County.

### Essential Duties and Responsibilities

**The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.**

- Develops and reports on all marketing activities including key performance indicators, activity reports, program metrics, budgeting, etc.
- Manages externally and the tourism arm of the Jefferson County area, overseeing public relations and developing an annual marketing campaign/plan, representing the organization's tourism arm at key meetings and events, and networking area-wide and engaging constituents regarding the various programs and initiatives.
- Coordinates the fulfillment of the marketing plan including print, digital/internet, social media, radio, TV, e-newsletters, tradeshow, website development and management and other media outlets.
- Ensures area tourism and economic development support the Jefferson County area's brand, "*Outdoor Recreation Meets Small Town Living*".
- Creates, coordinates and implements projects and programs that support business development, business attraction, business retention, regional branding and other economic development programs or projects.
- Coordinates public relations efforts to maximize earned media for the area and membership.
- Oversees the design and production of marketing materials, including managing email/e-newsletter campaigns, banner advertising, social media campaigns, and communications with economic development partners, tourism partners and the community at-large.
- Provides leadership in the development and execution of special events initiatives.
- Maintains relationships with donors and internally manages the donor relations program in coordination with the Executive Director.
- Assists the Executive Director and the Associate Director in developing research for core economic development activities and assists with economic development and Wisconsin Department of Tourism grants involving research, writing, fulfillment, tracking and reporting.
- Attends various meetings, conferences and other educational opportunities, remaining current with economic development trends and innovations at the local, national and global levels.

- Complies with County HIPAA Policies and Procedures, if applicable.
- Demonstrates dependable attendance.
- Performs other duties as assigned or that may develop.
- Adheres to and promotes safety as a priority in the workplace.

**Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelors degree in Marketing, Communications or related-field with three to five years of experience in marketing, including experience in project-management and working with private business leaders, elected officials, and public sector or any equivalent combination of education and experience that provides the necessary knowledge, skills, and abilities. Experience developing and executing marketing campaigns, event planning, managing databases, and in graphic design, required. Advanced proficiency in Microsoft Office Suite required. Must have excellent written and verbal communication skills. Masters degree preferred.

**Other Requirements:**

**Hours of Work:** Typically Monday – Friday, however, evenings and weekend hours will be necessary.

Jefferson County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

.....  
Employee's Signature

.....  
Supervisor's Signature

.....  
Date

.....  
Date

**Jefferson County, Wisconsin  
Manager of Business Relations and Marketing  
Offer of Employment**

THIS OFFER OF EMPLOYMENT made on this \_\_\_ day of April, 2016, by Jefferson County, Wisconsin, hereinafter referred to as "County", to Julie Olver, " to serve as a Jefferson County employee and perform the duties of Manager of Business Relations and Marketing, contingent upon WEDO, on behalf of itself and its members, JCEDC, on behalf of itself and its members, and Jefferson County, entering into a Memorandum of Understanding for the purpose of facilitating a public-private strategic alliance to promote economic development and creating the Glacial Heritage Development Partnership (GHDP), a Wisconsin non-stock, tax-exempt corporation that will assist in economic development efforts in Jefferson County. This offer of employment is subject to the following terms and conditions:

1. Duties  
The Manager of Business Relations and Marketing agrees to perform at a professional level of competence the functions and duties of the position. The Manager of Business Relations and Marketing agrees to devote the time necessary to complete the duties and responsibilities of the position according to the attached position description.
2. Date of Hire  
The date of hire shall be established as May 31, 2016.
3. Term and Review  
The Manager of Business Relations and Marketing is subject to the terms of this Offer and other County policies and directives.
4. Salary  
The County shall pay the Manager of Business Relations and Marketing as compensation for her service a starting annual salary of \$61,859 (Step 1 in the adopted pay scale) paid in the same manner as salaries of other county employees. Changes to the salary will be consistent with annual step increases and annual wage adjustments for non-represented exempt employees as provided by the Personnel Ordinance and policies established by the County Board. Salaries and benefits shall not be reduced during the terms of employment to a greater extent than for all other exempt employees.
5. Performance Evaluation  
The Economic Development Director shall review the performance of the Manager of Business Relations and Marketing by May 31<sup>st</sup> of each year. Such review shall be based on the established goals and performance objectives. Annually the Economic Development Director and the Manager of Business Relations and Marketing will jointly establish goals and objectives.  
  
Initial three month, six month and one year goals of the Manager of Business Relations and Marketing shall be developed by June 15, 2016.

6. Benefits

The Manager of Business Relations and Marketing shall be entitled to such benefits as provided in the Personnel Ordinance and as otherwise established by the County Board for exempt employees with exceptions as noted in this Offer of Employment.

7. Vacation and Sick Leave

The Manager of Business Relations and Marketing will be provided a bank of 10 days (80 hours) of vacation upon starting employment. The Manager of Business Relations and Marketing will be permitted to use accrued sick leave prior to completion of the six-month probationary period. The accrual and usage of vacation and sick leave will be consistent with exempt employees as outlined in the Personnel Ordinance.

8. Travel Reimbursement

The Manager of Business Relations and Marketing is encouraged to use a county vehicle for travel as available and practical. The Manager of Business Relations and Marketing shall be covered by the County's normal travel expense reimbursement policies.

9. Termination of Employment

In the event the Manager of Business Relations and Marketing resigns from employment with Jefferson County, she shall give the Economic Development Director 30 days' notice of such resignation, unless otherwise approved by the County Administrator.

10. Retirement

The County agrees to contribute monthly in a manner consistent with which contributions are made for exempt employees to the Wisconsin Retirement System.

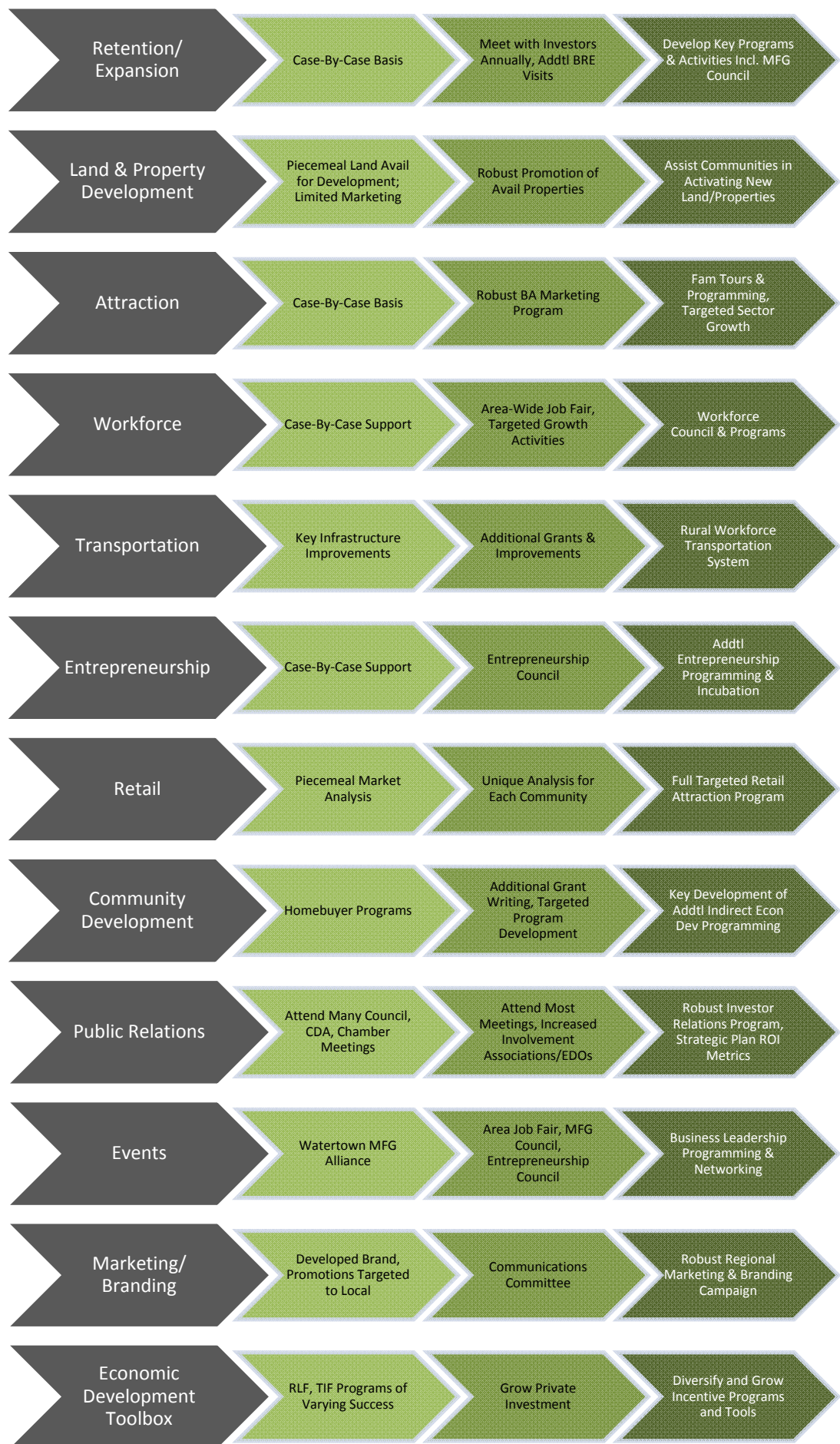
11. Personnel Ordinance

All provisions of this Offer that apply to the Manager of Business Relations and Marketing that are contrary to the Personnel Ordinance shall apply to the Manager of Business Relations and Marketing and take precedence over the Personnel Ordinance.

Except as otherwise specifically provided in this Offer, or by ordinance or resolution of the County Board, the Manager of Business Relations and Marketing shall be subject to all policies and procedures of the County which apply generally to other exempt employees.

\_\_\_\_\_  
Julie Olver

Date \_\_\_\_\_





## Board Action Form

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Action       Docs Enclosed       Future Review

Date:                      April 25, 2016

Point of Contact:      Genevieve Coady  
   JCEDC Executive Director

Agenda Item:              X.B

Respective Issue:      Discussion and possible on Dodge County Collaborations

Convene in closed session pursuant to section 19.85 (1)(e), deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session, for the purpose of discussion and possible action on the terms and conditions for a formal collaboration with Dodge County under the new 501(c)3 organization and 5-Year Strategic Initiative.

### Action Taken:

- Motion Carried
- Not Carried / Denied
- Amended As Follows:



TO: JAMES MIELKE, DODGE COUNTY ADMINISTRATOR  
FROM: GENEVIEVE COADY, JCEDC EXECUTIVE DIRECTOR  
SUBJECT: JCEDC STRATEGIC INITIATIVE  
DATE: FRIDAY, APRIL 22ND, 2016  
CC: RUSSELL KOTTKE, DODGE COUNTY BOARD CHAIRMAN  
DAVID FROHLING, DODGE COUNTY BOARD MEMBER

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Dear Jim,

Enclosed is the requested information for two different scenarios for Dodge County to join the Glacial Heritage Development Partnership (GHDP) 2017-2021 Strategic Initiative. As you may know, the JCEDC is creating this new public-private nonprofit organization, the GHDP, which will lead and coordinate the area's strategic efforts in economic development, community development, and tourism. The plan is for an expanded JCEDC staff to manage implementation of GHDP's 5-year plan ("2017-2021 Strategic Initiative"), and for the organization to be funded by yet-to-be-secured private and public sector financial supporters.

As detailed in subsequent pages, the \$4.1 million 2017-2021 Strategic Initiative has 3 primary goals:

1. Workforce | Attract, Develop, and Align Talent
2. Businesses | Grow Businesses, Jobs, and Capital Investment
3. Marketing | Drive Communications & Tourism

It is the intention of the JCEDC to secure the input of regional leaders regarding the Initiative via the ongoing "Feasibility Study". The organization will then work to fund the five-year initiative via a high-speed capital campaign, and finally, move forward expeditiously to put the plan and funding to use by implementing the Initiative's three goals.

Please review the enclosed "Initiative Draft for Discussion" when you are able – any feedback you are able to provide would be most appreciated. The draft bylaws of GHDP are also enclosed for your review. The JCEDC is very interested to have your input, and your participation is sincerely appreciated. Please feel free to contact JCEDC Executive Director Genevieve Coady if you have any questions or concerns regarding this process. Her phone number is 920-342-1123 and her email is [genevievec@jcedc.net](mailto:genevievec@jcedc.net).

#### PROPOSED FORMAL COLLABORATIONS

Below are three scenarios for which Dodge County could join the public-private coalition building to support the GHDP Strategic Initiative. Under either scenario the work of the strategic plan and its benefits would extend through networking, programming, and marketing for economic development, community development, and tourism to the geographic areas described below. Each scenario is intended to provide an initial opportunity for the Dodge County leadership to explore a formal partnership with the work of GHDP for the term of 2017-2021. If the partnership is successful, either during the term or at its close, the partnership could be expanded through a number of avenues.

Developing a formal partnership with Dodge County would aim to have the GHDP Strategic Initiative and JCEDC staff supplement, not supplant, the work of existing Dodge County and its community's staff (including any existing staff charged with working on economic development, community development, and/or tourism. For communities without existing dedicated staff focused on



economic development, community development, our tourism, the JCEDC staff would serve as the lead support. For communities with dedicated staff in these areas the JCEDC staff would serve as background/secondary support in these areas. Some of the key areas where the JCEDC staff has served well in providing secondary support for these types of communities in Jefferson County are:

- Developing marketing materials for business attraction
- Doing research analysis for request for information for site selectors
- Doing research analysis (i.e. targeted retail market analysis, competitive analysis for business parks, demographic research for business requests, etc.)
- Providing grantwriting assistance for economic development grant applications
- Extending beyond a community's borders the networks needed to support local community and business leaders on a variety of topics (i.e. customer bases, supply chains, workforce needs, etc.)
- Extend reach of a community's brand awareness

#### SCENARIO ONE

For an amount of \$20,000 annually from 2017-2021, the southern third of Dodge County could join the GHDP Strategic Initiative with a contract for services. One seat on the GHDP Board of Directors would be established for a Dodge County representative. Existing JCEDC staff would cover the southern third of Dodge County for economic development, community development, and tourism support.

#### SCENARIO TWO

For an amount of \$70,000 annually from 2017-2021, the southern third and eastern half of Dodge County could join the GHDP Strategic Initiative with a contract for services. Two seats on the GHDP Board of Directors a potentially a seat on the GHDP Executive Committee would be established for a Dodge County representative. Existing JCEDC staff would cover the southern third and eastern half of Dodge County for economic development, community development, and tourism support. In addition, a new program manager would be placed in Dodge County to ensure proper support and coverage for this extended geographic area. This staff member would be well-trained in project management, business attraction, business expansion, and workforce development as it supports existing businesses. Dodge County would provide office space for this staff member, an in-kind donation that would also empower the staff member to closely work with the leadership and staff of Dodge County.

#### SCENARIO THREE

For an amount of \$85,000 annually from 2017-2021, all of Dodge County could join the GHDP Strategic Initiative with a contract for services. Three seats on the GHDP Board of Directors a potentially a seat on the GHDP Executive Committee would be established for a Dodge County representative. Existing JCEDC staff would cover all of Dodge County for economic development, community development, and tourism support. In addition, a new program manager would be placed in Dodge County to ensure proper support and coverage for this extended geographic area. This staff member would be well-trained in project management, business attraction and expansion, and workforce development as it supports existing businesses. Dodge County would provide office space for this staff member, an in-kind donation that would also empower the staff member to closely work with the leadership and staff of Dodge County.

Best Regards,

*Genevieve Coady, AICP, PhD*  
Executive Director, JCEDC

*Benjamin Wehmeier*  
Jefferson County Administrator

*James Schroeder*  
Jefferson County Board Chairman

*Watertown Mayor John David*  
JCEDC Chairman



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: XI

Respective Issue: Vote to Approve Open Session

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: XI.A

Respective Issue: Motion to approve Memorandum of Understanding between the JCEDC, WEDO, and Jefferson County, dated 4/25/16.

### Roll Call Vote:

City of Fort Atkinson - Matt Trebatoski

City of Jefferson - Tim Freitag

City of Lake Mills - Steve Wilke

City of Waterloo - Mo Hansen

City of Watertown - John David

City of Whitewater - Pat Cannon

Village of Cambridge - Linda Bagley-Korth

Village of Johnson Creek - Mark Johnsrud

Jefferson County - Jim Mode

Jefferson County - Jim Schroeder

Jefferson County Augie Tietz

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



## Board Action Form

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Action

Docs Enclosed

Future Review

Date: April 25, 2016

Point of Contact: Genevieve Coady  
JCEDC Executive Director

Agenda Item: XI.B

Respective Issue: Possible on Dodge County Collaborations

### Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows: