



May 26th 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, TBD - 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, Timothy Smith – County Supervisor

- I. Call to Order
- II. Roll Call (Establish a quorum)
- III. Certification of Compliance with Open Meeting Laws
- IV. Approval of May 26, 2016 Agenda *
- V. Approval of Minutes – April, 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. Election of Officers: Chair, Vice Chair, Secretary/Treasurer *
- VIII. JCEDC Reports
 - A. Finance Reports - April, 2016 *#
- IX. General Orders
 - A. External Committee Reports
 1. Wisconsin River Rail Transit Commission (2-5min summary)
 - B. Homebuyer Counseling Update
 - C. Director's Report #
- X. Special Orders
 - A. Presentation of Feasibility Study Results #
 - B. Discussion and Possible Action on Implementation of Capital Campaign and Potential Hiring of Professional Services to Support the Campaign * #
 - C. **Discussion and Possible Action on Resolution to Supporting JCEDC Co-Application of EDA Grant * #**
- XI. New Business
 - A. Future Agenda Items
 - B. Upcoming Meetings/Seminars
- XII. 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

Action

Docs Enclosed

Future Review

Date: May 26, 2016

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: IV

Respective Issue: Motion to approve May 26, 2016 Agenda.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action

Docs Enclosed

Future Review

Date: May 26, 2016

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: V

Respective Issue: Motion to approve April, 2016 Minutes.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Jefferson County Economic Development Consortium BOARD MINUTES

April 28, 2016

Meeting called to order at 8:34 am.

Board members present: Supervisors Jim Mode, Augie Tietz, County Board Chairperson Jim Schroeder, John David – City of Watertown; Steve Wilke – City of Lake Mills; Matt Trebatoski-City of Fort Atkinson; Patrick Cannon – City of Whitewater

Others Present: Ben Wehmeier-County Administrator; Professor Steve Grabow; Jennifer Bakke-MATC, Kim Erdmann-WEDO; Julie Olver- WEDO; Mary Gage-WEDC, Paul Jayden-MadRep; Alexa Zoelher-Daily Union; Executive Director Genevieve Coady, and Program Specialist RoxAnne Witte, Ali Kvalheim – JCEDC Intern.

Roll Call – Quorum Established

R. Witte certified compliance for the agenda dated April 28, 2016.

Approval of April 2016 Agenda

No changes

Minutes

Tietz/Mode moved to approved February 2016 minutes as presented. Motion Carried

Citizen Comments

Emails were received from both Tim Freitag – City of Jefferson and Mo Hansen – City of Waterloo regarding their absence at today's meeting.

JCEDC Reports

Mode/Cannon moved to approve JCEDC December 31, 2015 Final Finance Report and March 31, 2016 Preliminary Finance Report as presented, Motion Carried.

General Orders –

- A. Wisconsin River Rail Transmission
 - 1. A Tietz updated the board on current activities and also passed out correspondence regarding the Great Lakes Basin Transportation – Railroad Proposal in Wisconsin
- B. Directors Report
 - 1. G. Coady highlighted several activities that staff have been working on from the Directors Report submitted to the board.

Special Orders –

- A. Discussion and possible action to authorize funding on a Laborshed Study as part of the EDA Grant application Cannon/Wilke moved to approve JCEDC staff to move forward and work with the City of Jefferson on the EDA Grant Application and Laborshed Analysis. Total cost of the project not to exceed \$25,000. JCEDC match not to exceed \$10,000 and the EDA portion would be \$10,000 - \$15,000. 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-April 2016

- B. Update on Feasibility Study and Capital Campaign Process –
Letters have been sent out to over 100 businesses. Power 10 will be conducting over 70 confidential interviews to gather feedback and assess support for the 2017-2021 Strategic Initiative of the Glacial Heritage Development Partnership (GHDP)
- C. Discussion and possible action on the 501c3 formal application
Wilke/Tietz moved to approve JCEDC staff to work with the County staff and Von Briesen & Roper to move forward with the formal 501c3 application for a new partner organization to be named Glacial Heritage Development Partnership. Motion Carried

Convene into closed session pursuant to Wisconsin State Statutes Section 19.85 (1)(c),

Mode moved that the Board convene into closed session pursuant to Wisconsin State Statutes Section 19.85 (1)(c), to discuss JCEDC/WEDO merger and possible Dodge County Collaboration. Seconded by Wilke and carried by the following roll call:

Ayes: Trebatoski, Wilke, David, Cannon, Mode, Schroeder, Tietz. Total 7
Noes: 0. Absent: Freitag, Hansen, Bagley-Korth, Johnsrud. Total 4

Reconvene to open session

Tietz moved that the Board reconvene in open session. Seconded by Wilke and carried by the following:

Ayes: Trebatoski, Wilke, David, Cannon, Mode, Schroeder, Tietz. Total 7
Noes: 0. Absent: Freitag, Hansen, Bagley-Korth, Johnsrud. Total 4

Special Orders

- A. Possible Action on JCEDC/WEDO Merge
Wilke/Cannon moved to approve Memorandum of Understanding between the JCEDC/WEDO and Jefferson County dated April 25, 2016. Motion carried unanimously.
- B. Possible Action on Dodge County Collaboration
Wilke/Tietz moved to continue negotiations with Dodge County to become a formal member of the new 501c3 Glacial Heritage Development Partnership. Motion carried unanimously.

Citizens Comments

Professor Grabow updated the board that reorganization of the UW Extension could take up to 12 months.

New Business

- A. Future Agenda Items
 - 1. May JCEDC Election of Officers
 - 2. Feasibility Study Results Presentation
- B. Upcoming Meetings/Seminars –
 - 1. JCEDC Board of Directors Meeting, May 25 2016, 8:30 am, 864 Collins Road, Room 12, Jefferson, WI

Adjournment

There being no further business for consideration, motion by Mode/Schroeder to adjourn. Motion carried.
Meeting adjourned at 10:08 am

Respectfully submitted,

RoxAnne Witte, Recording Secretary

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



Board Action Form

Action

Docs Enclosed

Future Review

Date: May 26, 2016

Point of Contact: Watertown Mayor John David
JCEDC Board Chairman

Agenda Item: V.IIIA

Respective Issue: Motion to approve Preliminary April, 2016 Financial Report.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



Board Action Form

Action Docs Enclosed Future Review

Date: May 26, 2016

Point of Contact: Genevieve Coady
 JCEDC Executive Director

Agenda Item: I.X.C

Respective Issue: Director's Report (2015-2016 Annual Report)

Action Taken:

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



2015-2016 ANNUAL REPORT: STATE OF THE AREA'S ECONOMY

JEFFERSON COUNTY ECONOMIC DEVELOPMENT CONSORTIUM





About the JCEDC

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

The 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.

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

2016 JCEDC Board of Directors

City of Fort Atkinson | City Manager, Matt Trebatoski

City of Jefferson | City Administrator, Timothy Freitag

City of Lake Mills | City Administrator, Steve Wilke

City of Waterloo | Clerk/Treasurer, Mo Hansen

City of Watertown | Mayor John David

City of Whitewater | CDA Director, Pat Cannon

Village of Cambridge | Economic Development Director, Linda Begley-Korth

Village of Johnson Creek | Village Administrator, Vacant

Jefferson County | County Supervisor, James Mode

Jefferson County | County Supervisor, Augie Tietz

Jefferson County | County Supervisor, Timothy Smith

Ex-Officio | Jefferson County Administrator, Benjamin Wehmeier

Report Preparations Completed By:

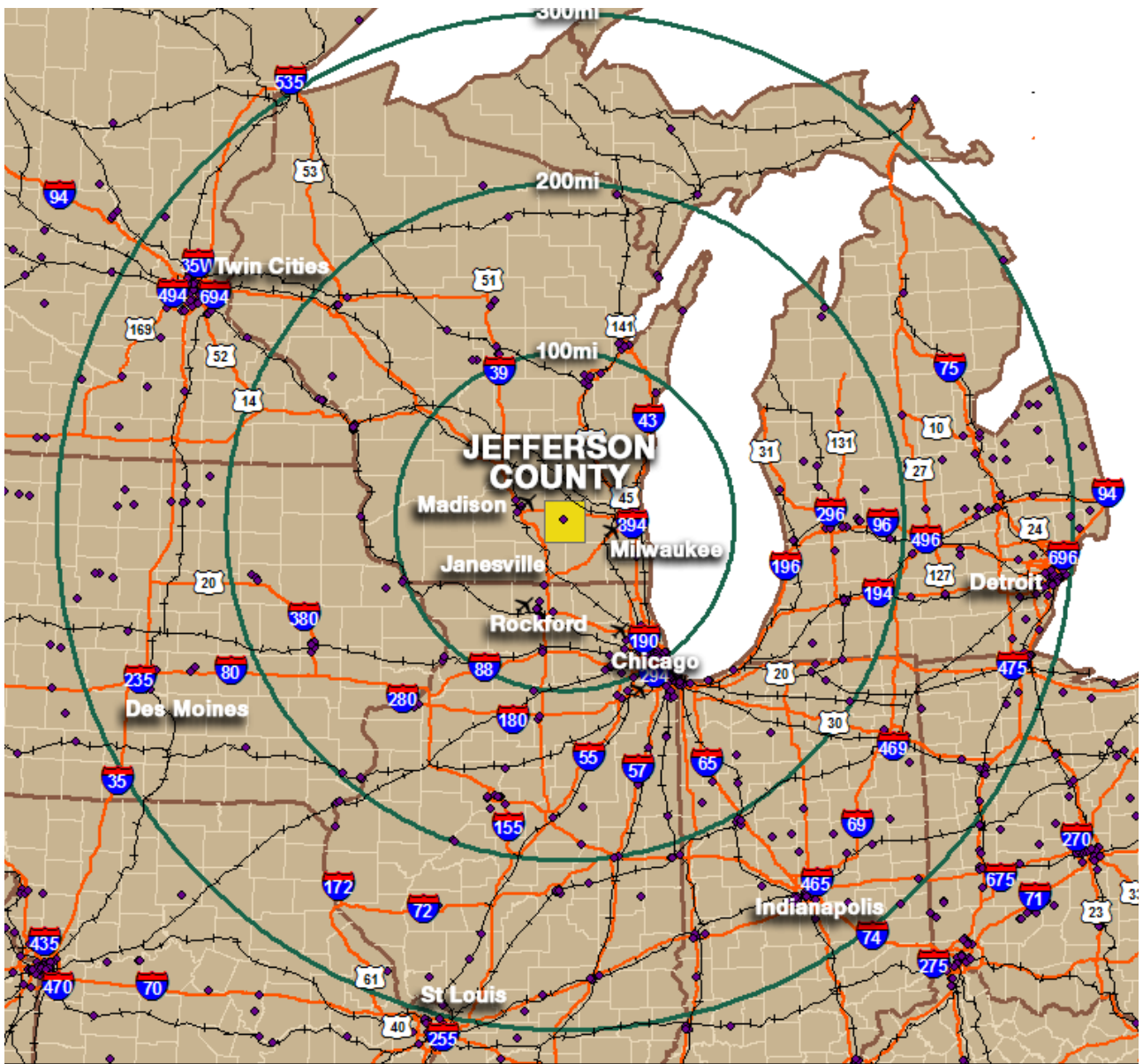
JCEDC Executive Director | Genevieve Coady, PhD, AICP

Program Specialist | RoxAnne Witte

Program Assistant | Ali Kvalheim

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Tuesday, May 10th, 2015

To whom it may concern,

Over the last year, the work of the Jefferson County's Economic Development Consortium (JCEDC), its partners, and the communities within the Jefferson County area has grown exponentially. I have enjoyed working with the expanding JCEDC team and am looking forward to the year to come.

Enclosed is JCEDC's 2015-2016 Annual Report. Included within this document are three main sections over-viewing the work of the JCEDC and its partners over the last year as well as looking forward to next year: 1) an overview on the State of Jefferson County Area's Economy, 2) a 2015-2016 Year in Review of the work of the JCEDC and its economic partners, and 3) Looking Forward to 2016-2017. We encourage you to review the report and share it with the local leaders and affiliates you work with.

State of the Jefferson County Area's Economy

Jefferson County is currently holding at about a 5% unemployment rate, lower than both the State of Wisconsin and the nation. However, when examining detailed economic data there are still opportunities for improvement in the area's economy. 11% of the County's residents fall below the poverty line. 15.8% of the County's children are living in poverty. An estimated 45% of the County's workforce are employed in occupation areas typically at or below a self-sufficiency wage. In Jefferson County a single-parent with one child must work 124 hours at minimum wage a week to earn enough salary to be self-sufficient given costs of living. This translates into a salary of \$47,074 annually. While local industry has grown 6.2% since 2009, several industries have experienced losses.

Business retention and expansion is becoming increasingly competitive, necessitating a professional and coordinated local support system for business executives and site selectors. Business attraction and expansion initiatives saw much activity in the last year with Create-A-Pack Foods, Trek Bicycle Distribution Center, Johnsonville Sausages, Fisher Barton, KoneCranes, Clasen Quality Coatings, BASO Gas Products, DP Electronic Recycling, Jones Dairy Farm, RateWatch, Glory Global, and Ball Corporation (to name a few) all working on growth of facilities or jobs.

Both within the area and outside of it, regionalism is ever-important. While the Jefferson County area is within three larger laborsheds (Madison, Janesville, and Milwaukee), our area draws upon over 500,000 workers living within 20 miles of the County. In large part due to the dispersed nature of the area's economy, increasing the area has a significant amount of commuting. 26,115 of Jefferson County residents work outside the County; 15,837 workers are imported from outside the County.

Year in Transition & Looking to the Future

The past year has seen much transition from the legacy built on by the JCEDC in the last ten years. The work the JCEDC staff completed in 2015-2016 has laid a solid foundation for the work to come in growing both the quality of life and economy of the area. The JCEDC has launched a Strategic Initiative for 2017-2021 to invite the private-sector to the table administratively and financially in our economic development, community development, and tourism work. The Strategic Initiative will be supported through the establishment of a public-private nonprofit organization, the Glacial Heritage Development Partnership. Our team is expanding with a merger with the Watertown Economic Development Organization later this year. And, there are more partnerships being built with key initiatives such as the 2016 Area Job Fair and the launch of the Jefferson County Area Business Alliance.

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

Sincerely,

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



genevievec@jcedc.net
t: 920.764.1123
864 Collins Road, Suite 111, Jefferson, WI 53549

State of Jefferson County Area

BUSINESS

INDUSTRY

Industry areas of employment growth for Jefferson County since 2011 include manufacturing; administration & support, waste management and remediation; professional, scientific, and technical service; management of companies and enterprises; and health care and social service.

Areas of largest employment decline include finance and insurance, public administration, education, and retail trade.

EMPLOYMENT

Currently out of 22 main employment areas by occupation, 15 of these areas typically made a wage below self-sufficiency. This represents 45% of the workforce in the County. Occupational employment areas with typical wages at or above self-sufficiency in our County include management, business and financial operations, computer and mathematical, architecture and engineering, life/physical/social sciences, legal, and healthcare practitioner and technical.

SELF-SUFFICIENCY

According to an analysis by Massachusetts Institute of Technology, in Jefferson County a single-parent with one child must work 124 hours at minimum wage a week to earn enough salary to be self-sufficient given costs of living. This translates into a salary of \$47,074 annually.

COMMUTING PATTERNS

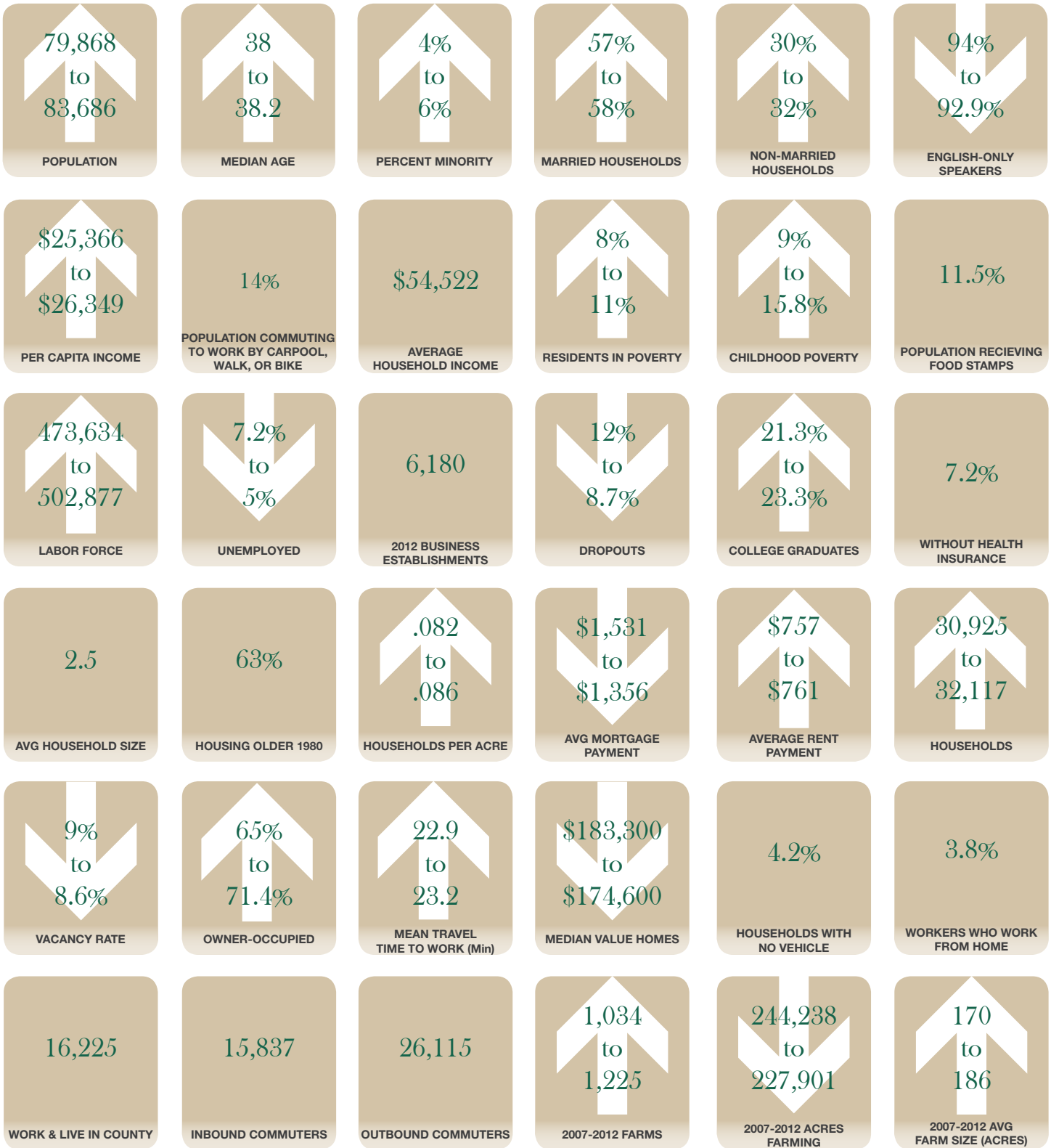
Jefferson County has a highly dynamic workforce that draws upon over 500,000 employees within 20 miles.

42,340 Jefferson County residents are in the work force (working anywhere). Of these, 16,225 residents work in the county and 26,115 of Jefferson County residents work outside the County.

In Jefferson County, the workforce is 32,062. Of these, 15,837 workers are imported from outside the County. See page 9 for more info.

Stats for Jefferson County Area

All data is for 2009 and 2014 and from the 5-Year ACS US Census unless otherwise noted.



Laborshed Employment Trends

Employment by Industry

	2015 Count	2015 Share	2015 Percent	2009 Total	Difference from 2009 to 2015
Agriculture, Forestry, Fishing and Hunting	2,886	0.6%	2,503	0.5%	0.05%
Mining, Quarrying, and Oil and Gas Extraction	394	0.1%	413	0.1%	-0.01%
Utilities	2,388	0.5%	2,281	0.5%	-0.01%
Construction	21,200	4.2%	21,243	4.5%	-0.27%
Manufacturing	80,864	16.1%	75,792	16.0%	0.08%
Wholesale Trade	26,516	5.3%	25,080	5.3%	-0.02%
Retail Trade	51,446	10.2%	50,970	10.8%	-0.53%
Transportation and Warehousing	15,272	3.0%	14,885	3.1%	-0.11%
Information	11,671	2.3%	10,806	2.3%	0.04%
Finance and Insurance	22,711	4.5%	25,340	5.4%	-0.83%
Real Estate and Rental and Leasing	5,290	1.1%	5,161	1.1%	-0.04%
Professional, Scientific, and Technical Services	23,522	4.7%	21,555	4.6%	0.13%
Management of Companies and Enterprises	11,587	2.3%	8,151	1.7%	0.58%
Administration & Support, Waste Management and Remediation	26,084	5.2%	19,333	4.1%	1.11%
Educational Services	43,813	8.7%	43,094	9.1%	-0.39%
Health Care and Social Assistance	68,914	13.7%	61,989	13.1%	0.62%
Arts, Entertainment, and Recreation	7,797	1.6%	7,117	1.5%	0.05%
Accommodation and Food Services	39,071	7.8%	36,591	7.7%	0.04%
Other Services (excluding Public Administration)	16,455	3.3%	16,197	3.4%	-0.15%
Public Administration	24,996	5.0%	25,133	5.3%	-0.34%
Total	502,877		473,634		

Employment by Industry Source: OnTheMap, US Census. Laborshed pool defined by residents within 20 miles of Jefferson County. Industries in red indicate loss of employment share since 2009.

Jobs by Worker Age	2014		2009	
	Count	Share	Count	Share
Age 29 or younger	114,469	22.8%	114,149	24.1%
Age 30 to 54	275,319	54.7%	271,492	57.3%
Age 55 or older	113,089	22.5%	87,993	18.6%

Jobs by Earnings

\$1,250 per month or less	125,412	24.9%	129,055	27.2%
\$1,251 to \$3,333 per month	156,034	31.0%	163,433	34.5%
More than \$3,333 per month	221,431	44.0%	181,146	38.2%

Jobs by Worker Educational Attainment

Less than high school	31,904	6.3%	25,219	5.3%
High school or equivalent, no college	117,476	23.4%	107,804	22.8%
Some college or Associate degree	131,082	26.1%	121,738	25.7%
Bachelor's degree or advanced degree	107,946	21.5%	104,724	22.1%
Educational attainment not available (workers aged 29 or younger)	114,469	22.8%	114,149	24.1%

Employment by Industry Source: OnTheMap, US Census. Laborshed pool defined by residents within 20 miles of Jefferson County. Figures in red indicate loss of employment share since 2009.

Income and Living Wage Calculations

Hourly Wages

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Living Wage	\$9.97	\$22.63	\$29.13	\$38.12	\$8.32	\$12.42	\$15.92	\$19.38
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

MIT Living Wage Source: 2015 MIT Living Wage Study. The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2,080 hours per year). The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. It has been converted it to an hourly wage for the sake of comparison. Wages that are less than the living wage are shown

Monthly Expenses

	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Food	\$3,087	\$4,553	\$6,849	\$9,078	\$5,659	\$7,047	\$9,095	\$11,068
Child Care	\$0	\$8,284	\$16,108	\$23,932	\$0	\$8,284	\$16,108	\$23,932
Medical	\$2,231	\$5,727	\$5,516	\$5,580	\$4,542	\$5,516	\$5,580	\$5,547
Housing	\$5,664	\$9,528	\$9,528	\$12,852	\$7,260	\$9,528	\$9,528	\$12,852
Transportation	\$4,569	\$8,320	\$9,589	\$11,236	\$8,320	\$9,589	\$11,236	\$10,735
Other	\$2,127	\$3,699	\$4,046	\$4,891	\$3,699	\$4,046	\$4,891	\$4,569
Required annual income after taxes	\$17,678	\$40,111	\$51,636	\$67,569	\$29,480	\$44,010	\$56,438	\$68,703
Annual taxes	\$3,069	\$6,963	\$8,964	\$11,730	\$5,118	\$7,640	\$9,798	\$11,927
Required annual income before taxes	\$20,747	\$47,074	\$60,600	\$79,299	\$34,598	\$51,650	\$66,235	\$80,630
Working Hours Needed Per Week Per Adult at Minimum Wage	55	124	160	210	46	67	88	107

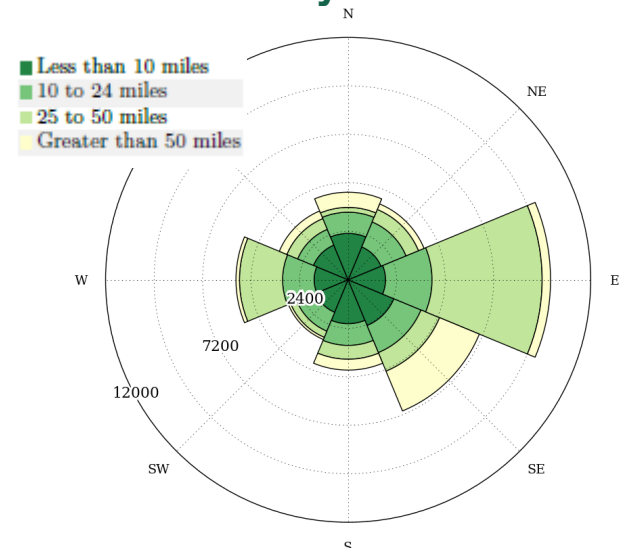
MIT Living Wage Source: 2015 MIT Living Wage Study. These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

Commuting Patterns

	Total Workforce	Commute Inbound	Live & Work	Commute Outbound
Cambridge	527	491	36	823
Fort Atkinson	8,429	6,075	2,354	4,390
Jefferson	3,800	3,002	798	3,408
Johnson Creek	2,147	2,025	122	1,606
Lake Mills	2,317	1,753	564	2,289
Waterloo	1,811	1,582	229	957
Whitewater	6,996	5,674	1,322	4,442
Watertown	9,622	6,028	3,594	7,823

Household Income Source: OntheMap, US. Census. 2014 Data for area residents in workforce.

Work Destination Direction for Jefferson County Residents



Source: OntheMap, US. Census. 2014 Data for Jefferson County Residents in Workforce.

Employment by Occupation

	Total	Male	Female	Typical Annual Salary
Management	3,978	64.9%	35.1%	\$87,490
Business and Financial Operations	1,323	35.5%	64.5%	\$56,640
Computer and Mathematical	752	74.6%	25.4%	\$67,320
Architecture and Engineering	618	90%	10%	\$64,660
Life, Physical and social Science	241	49.4%	50.6%	\$53,170
Community and Social Services	628	31.2%	68.8%	\$41,100
Legal	276	34.8%	65.2%	\$58,550
Education, Training and Library	2,189	25%	75%	\$44,540
Arts, Design, Entertainment, Sports and Media	582	40%	60%	\$39,990
Healthcare Practitioner and Technical	1,664	15.5%	84.5%	\$60,280
Healthcare Support	1,236	7.1%	92.9%	\$28,030
Protective Service	770	78.4%	21.6%	\$36,440
Food Preparation and Serving Related	2,473	33.8%	66.2%	\$18,590
Building and Grounds Cleaning and Maintenance	1,651	70%	30%	\$22,970
Personal Care and Services	1,396	19.1%	80.9%	\$21,560
Sales and Related	4,545	52.1%	47.9%	\$24,620
Office and Administrative Support	5,765	25.1%	74.9%	\$32,220
Farming, Fishing and Forestry	540	81.3%	18.7%	\$28,490
Construction and Extraction	1,888	97.9%	2.1%	\$46,820
Installation, Maintenance and Repair	1,624	95.1%	4.9%	\$42,000
Production	5,396	68.4%	31.6%	\$33,440
Transportation and Material Moving	3,223	83.9%	16.1%	\$30,130
Total	43,639	51.9%	48.1%	

Employment by Occupation Source: 2014 MIT Living Wage Study. Wages that are below the living wage for one adult supporting one child are marked in red.

Household Income

Less than \$10,000	1,399
\$10,000 to \$14,999	1,416
\$15,000 to \$24,999	3,003
\$25,000 to \$34,999	3,587
\$35,000 to \$49,999	5,113
\$50,000 to \$74,999	6,856
\$75,000 to \$99,999	4,636
\$100,000 to \$149,999	4,374
\$150,000 to \$199,999	1,115
\$200,000 or more	768
Median household income	\$54,522
Mean household income	\$67,041
Total Households	32,267

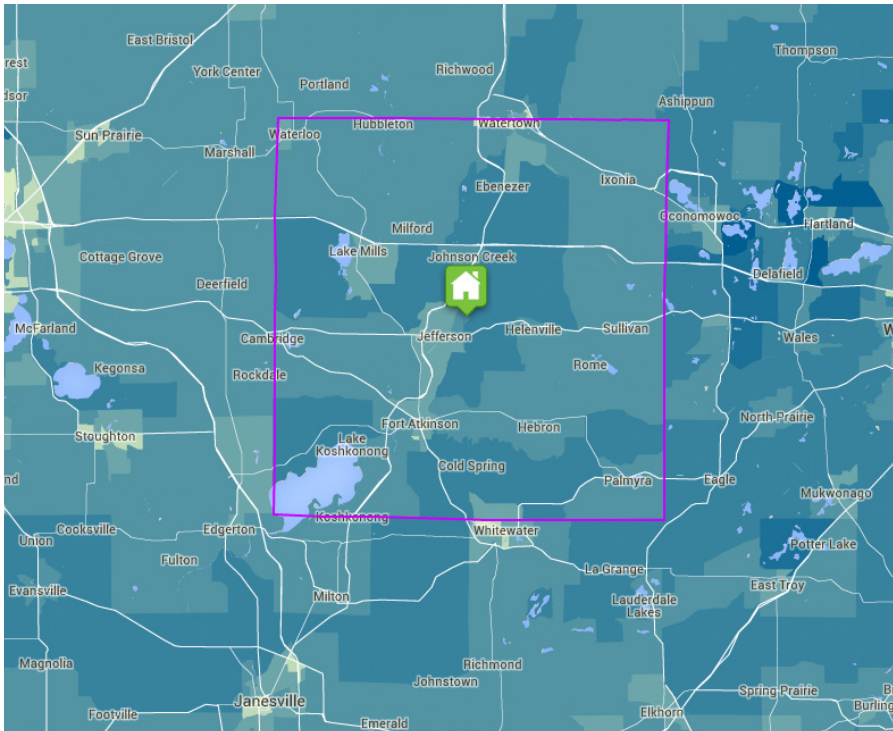
Cost of Living Comparison

Jefferson County	\$30,063	\$60,000
Dane County	\$32,297	\$64,458
Waukesha County	\$31,367	\$62,603
Dodge County	\$30,927	\$61,724
Walworth County	\$30,229	\$60,332
Rock County	\$30,714	\$61,289
Racine County	\$31,282	\$62,422
Milwaukee County	\$32,504	\$64,871
Winnebago County, Illinois	\$31,408	\$62,685
Cook County, Illinois	\$35,525	\$70,901

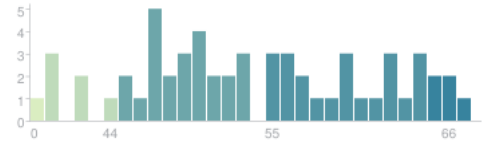
Household Income Source: RelocationEssentials.com. According to 2014 ACS 5-Yr Estimates, Median Non-Family Income for Jefferson County - \$30,063.

Household Income Source: 2014 5-Year ACS US Census. Numbers in red indicate households, depending on household size, that may be in danger of being at or below self-sufficiency threshold.

Average Household Costs on Housing and Transportation



H+T Costs % Income: 56%
 Housing: 29% Transportation: 26%



	Population	% of Population
< 24%	0	0%
24 - 36%	0	0%
36 - 45%	6,398	7.6%
45 - 54%	31,298	37.3%
54 - 66%	36,601	43.6%
66 - 78%	9,688	11.5%
78 - 87%	0	0%
87% +	0	0%
Total	83,985	100%

Source: Center for Neighborhood Technology. Generally speaking it is recommended for households to spend less than 30% of their income on housing and no more than 45% combined on housing and transportation.

COST OF LIVING

It is more affordable to live in Jefferson County than any other surrounding county. There is also a significantly lower cost of living than in Madison, Milwaukee, Rockford, Janesville, and Chicago.

H&T EXPENSES

Generally speaking it is recommended for households to spend less than 30% of their income on housing and no more than 45% combined on housing and transportation. 92.5% of area households exceed this threshold. This is perhaps due to the rising commute times and rising housing costs. The area average is 56%. Several areas within the County exceed this threshold (see above).





2015 -
2016

A YEAR OF TRANSITION

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.

Announcing the 2017-2021 5-Year Strategic Plan & Capital Campaign

The JCEDC is embarking on the area's first capital campaign to engage the region's private sector in collaborative economic development work. In conjunction, local leadership is also developing a 5-year economic development strategic initiative for 2017-2021. Together, this effort aims to increase economic development responsiveness; improve visibility of the area statewide, regionally, and globally; and align area communities, businesses, and economic development partners with the impactful work of the 5-year work program.

A feasibility study for the capital campaign is being completed this month to determine both the scope of the campaign fundraising goal as well as to refine the strategic initiative draft plan based on the feedback of area community and business leaders. While it was planned to conduct around 40-50 interviews for this study, 71 were able to be completed with area business and community leaders. The campaign, to be executed in the second half of the year, will focus on raising funds for economic development programming. Programming will include job fairs, workshops and seminars, and a host of other economic development activities designed to promote business retention and attraction. For more information on the new strategic initiative visit <http://jcedc.net/resources/strategicinitiative.php>.

Genevieve Coady, JCEDC Executive Director, said, "Businesses don't stop functioning at the municipal or county boundaries; this new model for economic development is a model for business - not for government. Our job is to best support businesses with their challenges and opportunities, and I believe this newly merged organization and the strategic plan will empower us to do just that."

OUTDOOR RECREATION OPPORTUNITY



Exploring Launch of Tourism and Economic Development Brand and Growth Focus

The Glacial Heritage Development Partnership, a newly-formed public-private nonprofit, 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. For to Chicago, Rockford, Janesville/Beloit, Madison, and Milwaukee the Glacial Heritage Area is the closest rural outdoor recreation hub that has a collection of charming smaller communities to explore. The Rock River, a nationally-designated water trail, snakes through the entire region and is a focal point for outdoor activity and to the small towns in the area. Jefferson County is also home to the international headquarters of Trek Bicycle.

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 Launch of the Glacial Heritage Development Partnership (GHDP)

Along with the launch of the strategic initiative is to form a newly-developed partner nonprofit organization, to be named the Glacial Heritage Development Partnership (GHDP). This organization will be led jointly by area public and private-sector leadership and JCEDC staff. The leadership of the partner organization will oversee the implementation of the plan's programming. With the economy recovery gaining momentum, each community in the area has a different economic focus; this new model aims to provide more extensive specialized support to area public and private leaders with expanded staff, programming, and resources. This expansion of capabilities to the area's communities will include a range of new initiatives under the 5-year work program including an area-wide manufacturing council, an entrepreneurship council, an extensive branding/marketing campaign, increased workforce assistance and programming, a renewed focus on logistics development, and targeted industrial and retail sector growth.

Matt Trebatoski, City Manager of Fort Atkinson, said, "Fort Atkinson has placed increased focus on strategic economic development work through a partnership of the Chamber, the Fort Industrial Development Corporation, and the JCEDC. There is more than enough work to be done, and we welcome the increased support from this new model. To be truly effective at assisting our businesses it is imperative that we elevate our business retention, business attraction, and small business support."

The organization will be funded by both the public and private sectors through the capital campaign. Currently, JCEDC member communities in Jefferson County pay a per-resident fee. Member communities include Cambridge, Fort Atkinson, Jefferson, Johnson Creek, Lake Mills, Waterloo, Watertown, and Whitewater.

James Schroeder, Chairman of the Jefferson County Board of Supervisors, said, "Jefferson County has one of the only publically-funded area-wide economic development organizations in the Midwest. The creation of a true public-private economic partnership and supporting strategic plan for our area will not only emulate best practices but, more importantly, give the private sector a leadership role in the health of our area's economy."

JCEDC Merger with Watertown Economic Development Organization (WEDO)

Alongside this process the JCEDC and Watertown Economic Development Organization (WEDO) have also formally announcing a merger of the two organizations under the auspices of the JCEDC. Leadership from both organizations have been in discussions since late 2015 about how to better work together on economic development initiatives in Watertown and the greater Jefferson County area. Both organizations approved the merger this spring.

"The development of this new model and the merger holds much promise for the City of Watertown as well as the greater area. Having WEDO merge with the JCEDC is a smart move that helps both organizations towards long-term sustainability and while providing better value for our businesses," noted Watertown Mayor John David and Board Chair of the JCEDC. "When companies look at expansion or relocation they look at an entire customer base, laborshed, and supply chain of an area – the steps area economic development leadership is set to take in 2016 positions Watertown and our area to be more relevant in the economic development arena."

"Economic development is an increasingly competitive field. Our area alone is experiencing a significant number of layoffs – but is set to grow our workforce by nearly 1,000 jobs. Our economy is evolving and our organizational model needs to evolve

with it. Alignment is critical for local economic partners to be as effective as possible," said Jefferson County Administrator Benjamin Wehmeier.

The newly merged organization will eliminate duplication of efforts and align resources to effectively manage and implement the work program of the 5-year strategic plan. Since both organizations are currently operating with minimal staff and budgets, it is difficult for each to work on the breadth of economic development projects. The merger will allow for a broader scope of work and cover more sectors of economic development in the area. For Watertown, it will also increase efficiencies, as most of the businesses currently served by the organization operate area wide.

Julie Olver, WEDO Marketing Manager, will join the JCEDC staff in June as the area's new marketing manager and Kim Erdmann, Director of WEDO, will be joining the JCEDC as the Associate Director of Business Development in January of 2017.

"Watertown businesses aren't confined to jurisdictional boundaries," notes Matthew Mauthe, WEDO Board President and CEO of Marquardt Village in Watertown. "As businesses expand beyond Watertown, whether it's through their supply chain, workforce, customer bases, or additional facilities such as Marquardt Village, the new organization will be able to assist them more effectively and efficiently. More resources and staff will be directly available and on-call to our companies under this new model; the work program of the 5-year plan will cover more of the spectrum of economic development work we need to focus on in Watertown."

Kim Erdmann, WEDO Executive Director, said "Ultimately our area operates as one economy sandwiched in between major metros; there is a unique opportunity at hand to reinvent how we support our area's economy. This merger will enable us to take economic development to the next level – not only for Watertown and its businesses but for all of the businesses in the area. Our plan is to provide more strategic assistance to a greater number of companies in the area."

BUILDING TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS WITH DODGE COUNTY

Exploring Formal Collaborations with the GHDP Strategic Initiative

The JCEDC is exploring formal partnerships with Dodge County for their area to join the public-private coalition supporting the GHDP Strategic Initiative. Under the different scenarios being explored the work of the strategic plan and its benefits would extend to Dodge County through networking, programming, and marketing for economic development, community development, and tourism. The partnership is intended to provide an initial opportunity for the Dodge County leadership to explore a formal collaborations 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 communities' 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



NEW

2016 AREA JOB FAIR

A total of
over 210,000
online
impressions
were achieved
through job
fair marketing
activities.

FORGING NEW WORKFORCE PARTNERSHIPS

The Jefferson County Area's workforce is in flux with the recent announcements from Tyson and several other companies totalling nearly 1,000 in layoffs and closures for dislocated workers. In addition, surveying area employers is indicating around 1,000 jobs are being added to the area's workforce in the coming year.

In response, the JCEDC and area workforce partners hosted its first regional job fair on May 11th, 2016 for area employers hiring this year and for workers seeking internships, apprenticeships, entry-level, and professional-grade positions.

The morning of area-wide job fair focused on high school students looking for part-time/seasonal, apprenticeships, and career-path opportunities as well as veterans. All high schools in area were invited to attend. The remainder of the day was open to the general public.

Statistics from the Fair

- Over 200 companies were invited to participate in the fair
- Approximately 150 job seekers attended
- 50 area employers and workforce partners hosted booths at the fair - full capacity
- Approximately 31,000 emails were sent out to job seekers from the Department of Workforce Development
- 2,536 website hits resulted from job fair marketing activities
- 36,731 people/impressions were reached through organic and paid Facebook engagements for the fair
- 139,113 LinkedIn impressions were achieved from job fair marketing activities
- 8 print ads ran in local papers
- Staff promoted event on 940 WFAW's Morning Magazine
- Area Chamber and Community partners assisted with posting the job fair on their websites, social media, and sending out e-blasts to area employers and job-seekers
- 200 flyers were posted around the area on community boards





AVAILABLE BUSINESS PARK PROPERTY

Park Name	Community	Acreage	Land Use	Rail Access	Park Type	Acres Available	Developed Land?	Contact	Contact Number	Contiguous Acres	City Owned	TIF District	Minimum Lot Size
Crossroads Business Park	Cambridge	248	Agricultural	No	Mixed Use Business Park	35	Some	Linda Begley-Korth	608-423-3712	35	No		
Robert F Klement Business Park	Fort Atkinson	203	Industrial	No	Industrial	88	Yes	Vytautas Barcas	262-818-5660	33	Yes	6	2
North Industrial Park	Jefferson	227	Heavy Industrial	Yes	Industrial	13	Some	Tim Freitag	920-674-7700	5	Yes	2	2
North Business Park	Johnson Creek	110	Mixed Use	No	Mixed Use Business Park	36	Yes	Joan Dykstra	920-699-2296	36	Yes	3	0
Crossroads Business Park	Johnson Creek	37	Planned Business	No	Business Park	37	No	Rachel Schmidt	414-395-4691	37	No	3	2
North Industrial Area	Johnson Creek	71	Industrial	Yes	Industrial	60	Yes	Joan Dykstra	920-699-2296	60	No	3	0
East Industrial Area	Johnson Creek	144	Mixed Use	No	Mixed Use Business Park	144	No	Joan Dykstra	920-699-2296	144	No	2	0
Lake Mills Business Park	Lake Mills	448	Industrial	No	Industrial	68	Yes	Lang Group	866-653-2198	26	Yes	2, 6	2
Waldo Business Park	Waterloo	38	Industrial	No	Industrial	15	Yes	Larry Waldo	920-478-2711	15	No	3	1
Sheehy Industrial Park	Waterloo	152	Industrial	Yes	Industrial	152	No	John Sheehy	920-202-5086	152	No		
Westside Business Park	Watertown	116	Industrial	No	Business	50	Yes	Kim Erdmann	920-342-8053	50	Yes	4	
University Technology Park	Whitewater	86	Tech Park	No	Technology Park	80	Yes	Pat Cannon	262-473-0148	80	Yes	4	1
Whitewater Business Park	Whitewater	318	Industrial	No	Business Industrial Park	92	Yes	Pat Cannon	262-473-0148	42	Yes	4	1

BUSINESS SUCCESS

Create-A-Pack Foods

Create-A-Pack Foods of Ixonia will be adding more than 100,000 square-foot expansion. The company, which performs contract manufacturing for both dry and liquid foods, will be \$5M investment and includes 15,000 square feet of office space, 19,000 square feet of production space and 77,000 square feet of warehousing space.

Trek Bicycle Distribution

TREK Bicycle Corporation opened their doors to a new Wisconsin Distribution Center in November of 2015 in Johnson Creek, Wisconsin. The Johnson Creek site was chosen based on its convenient location to I-94 and State Highway 26. The \$7M, 300,000 square-foot building provides distribution of bicycles and parts to TREK dealers throughout the World. The state of the art pre-cast concrete building was completed in less than twelve months on the 17 acre site.

Ball Corporation

Ball Corporation is undergoing a \$21 million renovation to "build for the future". This expansion will be to retool the entire plant and provide modernization. Recently Ball Corporation announced producing cans for New Glarus Brewery.

KoneCranes

KoneCranes recently added 75,000 square feet of additional warehouse and manufacturing space for overhead crane component production. This expansion will add additional employees with plans to grow annually.

Glory Global Solutions

The City of Watertown has been supporting a 25,000 square-foot additional to Glory Global's warehouse on a 16-acre site. This addition will allow the company to centralize their operations and modernize the workspace.

Confectionery Manufacturing

The Johnson Creek Board of Trustees approved a site plan of a yet-to-be named 200,000 square-foot confectionery and snack-food processing facility. The \$12M building will be located on 28 acres near the new Trek Bicycle Corp's distribution center. The site plan includes space for two future additions of 105,000 square feet and 173,000 square feet.

Clasen Quality Coatings

Clasen manufactures confectionery coatings and fillings for a variety of products and in 2015 began exploring expansions of their facility in Watertown. The construction would include 20 stalls of parking, four additional docks, an addition of an overhead door, a warehouse, two silo tanks, and additional trailer parking. This will be the company's third expansion in five years. In 2012, a 123,395 square-foot addition was built and again in 2013 with a 102,000 square-foot expansion.

BASO Gas Products

BASO Gas Products recently received approval from the City of Watertown for a new 75,000 square-foot facility. The new facility will provide needed updates to the office space required, provide better operating layout, and improve the exterior look of the building through landscaping. A planned future addition has also been proposed which would provide an additional 50,710 square-feet to the building area.

Jones Dairy Farm

Jones Dairy Farm announced in 2015 the purchase of the former McCain Foods facility for expansions of its product lines. When completed, the new space will provide over 155,000 square-feet of floor area for production. In addition, Jones Dairy opened the Jones Market facility facing the Glacial Heritage Trail in Fort Atkinson.

Fisher Barton Tech Center

In September of 2015, Fisher Barton opened its state-of-the-art Technology Center in Watertown, the company's third location in the community. The company renovated and restored the aging Village Blacksmith building and created the Technology Center. The multimillion dollar renovation preserves the history of the building while allowing the company to further devote itself to innovation and process development.

DP Electronic Recycling

The City of Whitewater has approved a developers agreement with DP Electronic Recycling in the Whitewater University Tech Park. The company is proposing building a 100,000 square-foot facility with a total value of \$8M. An estimated 90 new full-time positions will also be created as a part of this process. Their recycling process turned old electronic equipment glass into new tiling.

RateWatch

RateWatch, a Fort Atkinson company, moved into a recently renovated Creamery Building in downtown. With \$655,000 in "build-out", a 10-year lease is empowering the company to expand from 65 to an estimated 100 employees in the next year. RateWatch is a leading independent digital financial media company providing business and financial news, investing ideas and analysis to personal and institutional investors worldwide.

Johnsonville Sausage

After a severe fire heavily damaged their facility in Watertown, Johnsonville Sausage announced the purchase of the recently-closed Multi-Color Corporation building in Watertown. The 63,000 square foot industrial building is being remodeled. Since the fire, Johnsonville has been paying its employees full wages, and their workforce has been in training and volunteering at local organizations. With the new facility about 120 employees will grow by about 30 in the near future.

2015-
2016

Year in Review

An Overview of Key Economic Development Initiatives in the Jefferson County Area

Osteopathic Medical College

The following is a summary of the initiative to bring Wisconsin's third medical school to Jefferson, Wisconsin. It provides an update of the initiative from Jennifer Dekrey and Mark Lefebvre, the two consultants working to spearhead the initiative.

The Need

According to the Wisconsin Hospital Association in its 2011 report, 100 New Physicians a Year: An Imperative for Wisconsin, there is a significant shortage of doctors in our state. The greatest shortfall is in the area of Primary Care physicians. Despite the laudable efforts of the state's two existing medical schools, they have not and cannot produce enough Primary Care doctors to fill the current need, let alone the growing long-term need. The national shortage was underscored by a 2015 report prepared for the Association of American Medical Colleges, The Complexities of Physician Supply and Demand: Projections from 2013 to 2025. Another 2015 report, one by the University of Wisconsin School of Medicine and Public Health, Projection of Physician Supply and Demand in Wisconsin through 2025, underscores that current efforts are not going to be enough to solve this crisis (please note pages 67-69).

The Idea

Viewed by many nationally as "the historic moment" when Primary Care providers

are again becoming the leaders in how medicine is practiced and delivered, due to legislative and financial changes, an urgent demand has been created. In response, there are nearly twenty Osteopathic medical colleges, those graduating D.O.s, in various stages of development, while there are a limited number of new Allopathic medical schools, those graduating M.D.s, being created. The American Osteopathic Association reports on average that 60% of graduates of Osteopathic medical colleges choose to practice Primary Care. Supply meets demand.

The Uniqueness of Osteopathic Medicine

Graduates of Osteopathic Medical Schools and graduates of Allopathic Medical Schools are both fully qualified physicians licensed to perform the full spectrum of medical care. Yet, there is a difference. D.O.s practice a "whole person" approach to medicine. Furthermore, they are noted for their focus on preventive health care and addressing broad population health issues. D.O.s are trained to lead integrated health care teams that include professionals from other health care disciplines. Collaborative practice is at the heart of Osteopathic Medicine. D.O.s are noted for their communication skills, both with their fellow professionals and with patients, families and communities. Many medical educators view D.O.s as the best trained general practice physicians in the country. An essential lesson that we have learned as we have traveled throughout Wisconsin

and talked with hundreds of people is that our state may not need more doctors who are M.D.s, but Wisconsin does need more doctors who are D.O.s.

The Scope

The College of Osteopathic Medicine will be a best-in-class institution. Its creation will be driven by a funding consortium with a goal of \$125 million. The consortium model promotes a wide circle of partners ensuring immediate and ongoing philanthropy and support to sustain the college. Additionally, to support the completion of the students' education, a new model for funding medical residencies has been created. The first class, anticipated to be 160 students, should matriculate no later than 2018 or 2019.

In May of this year Governor Walker visited Jefferson to conduct a listening session; prior to the session the Governor met with area officials to receive an update on the initiative. Consultants are currently working to advance the launch of the college.

Key Issues

There are a number of key issues identified by the state which the creation of this college will address: statewide and local economic development, statewide and local job creation, educating and retaining the "best and brightest," addressing an identified shortfall of physicians for Wisconsin and providing grassroots health care. The funding model, especially as it relates to the funding of residencies, supported and endowed at the community level, embodies a hometown belief in self-reliance.

Economic impact and job creation are key elements of the college. The Jefferson County Economic Development Consortium developed a Local and Statewide Economic Impact Analysis. As the College anticipates placing graduates in every county in the state, the aggregate impact is significant.

Brownfield Initiative

Jefferson County was awarded a \$200,000 grant from the Environmental Protection Agency to develop an area-

wide brownfield site inventory and to assess a number of existing brownfield properties known to have hazardous substances. Work has centered around the following two tasks to-date.

Consultant undertook, in conjunction with the JCEDC, a community-wide inventory of existing and potential brownfield properties located throughout the County. The brownfield inventory is being managed using a Geographic Information System (GIS) database. In an effort to prevent brownfields, the GIS will also be used to track "at risk" properties that could become brownfields if there is a change in condition, such as vacancy.

SCS Engineering is conducting two Phase I ESAs. Two sites (one in Waterloo and Johnson Creek a piece) were nominated for Phase I ESA assessments through the brownfields program have received formal qualification from the EPA. SCS is conducting the Phase I ESAs.

Hotel & Event Space Demand Analysis

The JCEDC is in the process of finalizing a hotel and event space demand analysis for the area. This study aims to outline the demand for hotels in the Jefferson County area as well as for event space as well. Several

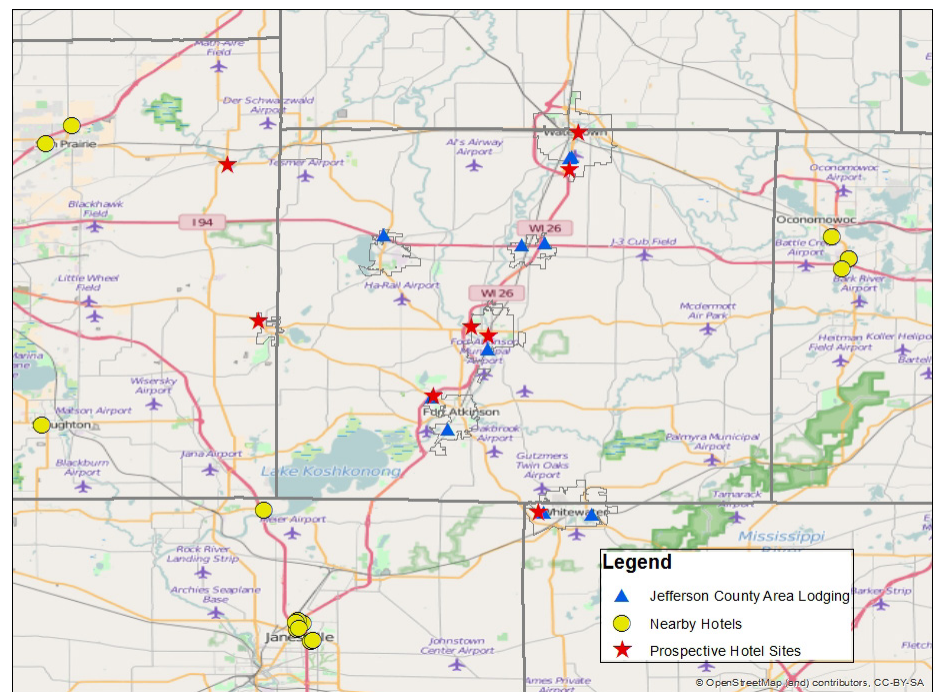
developers are looking at numerous communities in the area for growth in both hotel space and event space. It is the hope of the JCEDC this report will aid with the development of the tourism industry in the area. The report will be completed in the spring of 2016. See below for a graphic from the report.

Waterloo Strategic Action Plan

The JCEDC has supported Waterloo in developing an community economic development strategic action plan. This document, currently being finalized, will serve as a road-map for Waterloo outlining a set of innovative economic strategies for Waterloo to follow in the coming years. Focus ranges from downtown and retail redevelopment to industrial growth to supporting infrastructure and community development needs. JCEDC staff assisted with the development of an RFP for consulting services to lead the initiative, aided in group facilitation in prioritizing strategies and action items, and assisted with finalizing the initiative and plan draft.

Rehab Programs

Jefferson County continues to partner with the Home Consortium to provide



HOMEBUYER ASSISTANCE

Homebuyer Education

The JCEDC continues to partner with the Home Consortium and the Wisconsin Partnership of Housing to provide homebuyer education for down-payment assistance. Since JCEDC took over the counseling program in 2011, staff have now counseled 328 families which totaled 803 family members.

Assisting homebuyers contributes to workforce stabilization and enhances the property tax base. This translated into 44 home purchases in 2015, with a total sales value of \$4,081,450.

In 2015, JCEDC counseled 86 families, comprised of 200 family members for home ownership. Not all families are ready to purchase a home once they have completed their education; some will continue their counseling to work on their credit worthiness with hopes to purchase a home in the near future. Of those 86 families counseled 44 were able to purchase their first home which had an average purchase price of \$92,760.23 reflecting affordable housing in Jefferson County. While all families counseled are not able to use the grants, those that did were able to use \$233,850 of state and federal grant funds in Jefferson County.



both a Pre-Purchase Rehab Loan Program and also a Post Purchase Rehab Loan Program to families in Jefferson County that need to make repairs to their home and are at the 80% of county median income. These programs offer a loan of up to \$15,000 at 0% interest with no monthly payments. The loan is paid in full when the property owner sells the home.

The pre-purchase loan is used to pay for things that fail on the code inspection thereby preventing the family from using the down payment funds offered by the county to purchase the home. In 2015, we were able to assist 11 families using the Pre-Purchase Rehab Loan Program with \$160,225 to make the code repairs so they would be able to purchase their first home using the down payment assistance programs offered in Jefferson County.

In, 2015 the Post Purchase Loan Program was able to help 1 family with a loan of \$9,852 to make needed repairs to their home.

Jefferson County is also a member of the Southern Housing Region CDBG program along with 9 other counties to offer a Post Purchase Rehab Program. This program also offers a loan up to 115% of loan to value at 0% interest with no monthly payments. The loan is paid in full when the property owner sells the home. Since the program was started in 2014 Jefferson County has been able to offer loans to 10 families with a total loan amount of \$316,345.00 to make the needed repairs to their homes.

Fort Atkinson CDI Grant Application

The JCEDC provided grant writing support to Fort Atkinson in a \$250,000 WEDC Community Development Investment grant for the renovation of 201 North Main Street in Fort Atkinson (known as the Creamery Building). Local leaders expect to hear word on the status of the award in the spring of 2016.

The grant application outlined the goal of developing additional retail, restaurant, office, and brewery space in what is locally known as the Creamery Building Complex in the heart of Fort Atkinson, Wisconsin. Specifically, the CDI grant funds would

assist in the renovation of a combined 38,000 square feet of space consisting of the second and third floors of the complex and build out of a section known as the North Building - all adjacent to the Glacial Heritage Trail on the west side of the building. The \$250,000 would leverage over \$1M in private direct investment in the redevelopment of this complex. These additional preliminary build-outs are critical to prepare the spaces for tenant attraction and ultimately full activation use of this highly demanded space in downtown Fort Atkinson. This grant project is an important part of a larger \$5M redevelopment program for the site the City of Fort Atkinson is partnering on with the current site owners and developers, Badger 47, LLC.

Matt Trebatoski, Fort Atkinson City Manager, said, "the redevelopment of this key site will be catalytic for not only downtown Fort Atkinson but for the region's economy overall. The amount of premiere office, restaurant, brewery, and retail space in the facility will truly create an anchor for downtown for several hundred employees supporting downtown vitality."

In 2015, JCEDC counseled 86 families, comprised of 200 family members for home ownership. 44 families purchased first homes with an average price of \$92,760 and represented \$233,850 of state and federal grant funds brought into Jefferson County.

The buildings renovations began in 2015, when \$300,000 in revolving loan fund (RLF) assistance (a low-interest loan program) was awarded by the City of Fort Atkinson to building owners to renovate office space for

RateWatch – a local company that was able to be retained in the area and moved in the complex in January of 2016 under a 10-year lease. RateWatch, is a leading independent digital financial media company providing business and financial news, investing ideas, and analysis to personal and institutional investors worldwide and has plans to expand from 65 employees to around 100 over the course of the next year.

Strategic Business Park Growth through Competitive Analysis & Targeted Marketing

Strategic communities are cohesive -- continuously innovating and measuring progress. They are transparent in their messaging and work as powerful engines of business while being both socially and environmentally healthy for its residents. The City of Fort Atkinson, Fort Industrial Development Corporation, and the Fort Atkinson Chamber's prior work have positioned the community's industrial corridors for prime economic development – the backbone for the area having a truly vibrant quality of life.

JCEDC aims to empower the Fort Atkinson business park to do more strategic, intelligent development by utilizing competitive market analysis data for business park growth. Some of the most significant benefits of this initiative include:

- Quicker access to targeted data for marketing key properties
- Enhanced ability to help businesses grow with market, consumer, and demographic data
- Better marketing capabilities for available properties within Fort's business parks

Once completed, this approach will be able to be similarly implemented in other communities in the area.

CDA: Renewed Focus on Development in Watertown

Activating the development function of the Community Development Authority (CDA) for the City of Watertown turns the page for the organization and for the City of Watertown. It

establishes an avenue through which redevelopment and economic development activity can flow. Since the CDA has many powers necessary for development and redevelopment implementation, equipping the organization with the proper structure, staff and accompanying skill sets will allow the CDA to operate as an approving body, with the ability to literally change the landscape and economy throughout the City. A renewed redevelopment focus has been approved by the CDA board and is in the process of being implemented this year.

Jefferson County Area Business Alliance

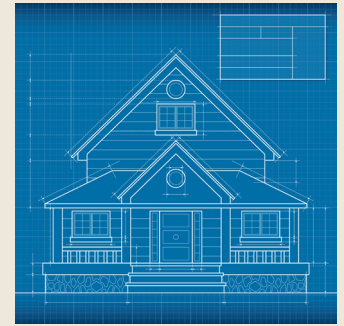
The Jefferson County Economic Development Consortium is launching the area's first area-wide business alliance – a formal partnership between the JCEDC, Chambers of Commerce, Main Street downtown revitalization programs, and key local development organizations. This collaboration will be known as the Jefferson County Area-wide Business Alliance (or JCABA) and include increased direct support of business establishments within the general area of Jefferson County.

The JCABA aims to empower local economic development partners in the area to work together on providing additional value and support to businesses. The JCABA will supplement work of community business organizations by offering occasional area-wide programming and networking opportunities for businesses. It is the hope this collaboration will empower business leaders to share mutual interests, challenges, and opportunities in a more regional approach while providing additional continuing education programming that is only possible at an area-wide scale as opposed to being offered only at a community level. By working together our organizations can provide higher-caliber (supplemental) support for area businesses than we could by working solely on direct business engagement each on our own.

Benefits to Area Businesses

- Network with existing and expanded supply chain partners

HOMEBUYER ASSISTANCE



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- Develop strategic business partnerships
- Identify and expand customer bases
- Participate in continuing education seminars for both business executives and employees
- Learn about area-wide economic development trends and programming opportunities
- Increase capacity of corporate volunteerism
- Participate in an area-wide manufacturing council
- Grow future business leaders through an area-wide entrepreneurship organization
- Engage area leaders in the labor shed where employees reside



- Annual State of JCABA Economy – area-wide networking event

Benefits to Local Economic Development Partners

- Maintain relationships with business executives
- Work with partners to develop targeted economic development programming
- Newly engage area businesses
- Provide additional value for existing businesses with programming and networking opportunities
- Participate in supplemental business engagement support with an area-wide business retention interview program
- Marketing of own organization through co-sponsorships of area-wide JCABA events
- Engage industry to a higher degree by supporting a JCABA manufacturing council
- Grow future business leaders through an area-wide entrepreneurship organization/group
- Co-sponsor events including continuing ed seminars, quarterly JCABA networking events, and an annual State of the JCABA's Economy event
- Co-manage business & community leader contact database

Key Programming of JCABA

- Continuing education seminar series for business leaders and employees on various business and economic development topics
- Quarterly networking sessions
- Business retention interview programs for both primary employers and retail/service sectors
- Area-wide manufacturing council
- Area-wide entrepreneurship group
- Area-wide co-sponsorship an online volunteer platform enabling corporate volunteerism opportunities

Regional Coordination and Comprehensive Planning

JCEDC supports coordination and collaboration to promote the region and the advantages of economic development cooperation. Staff worked with JCEDC partners to improve regional growth. Initiatives focused on building infrastructure, identifying economic assets, and growing community contacts. Staff specifically worked on compiling detailed information about the composition of the county and it's municipalities with such data as transportation infrastructure, business/industries parks, hospitals and school districts/ higher education and the natural resources. Doing so gives Jefferson County representation in the greater region and helps residents and community leaders alike prepare for the future growth of the area.

In 2015, staff continued to work with University of Wisconsin Extension on various activities. This included providing information to such organizations as the Inter-county Coordinating Committee (ICC) as well as attending and participating in selected meetings held by the ICC. Staff attended numerous community events and meetings and relaying information about the implementation process and actions being taken.

JCEDC's active participation with regional economic development professionals such as MadREP (Madison regional economic development), M7 (Milwaukee region economic development), SEWRPC (Milwaukee regional planning), and

CARPC (Madison regional planning) continued during the last year.

Developing a Comprehensive List of Marketable Industrial and Commercial Properties

The JCEDC continues to supply information to the LOIS and Locate in Wisconsin websites - sites that are made available to the public to search for commercial and industrial property and buildings available for lease or sale. These sites provide community data/information such as community profiles, key businesses, business sites, industrial parks, and buildings available.

Business Development

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

Supporting Small Business Growth

The JCEDC remains committed to supporting the business community and maintaining a positive business climate. This includes developing and continuing programs which promote the "entrepreneurial spirit". Area staff and partners assist entrepreneurs with business plan fundamentals and other technical business development concerns. JCEDC routinely works with the SBDC at U-W Whitewater to provide direction and resource for both product development and for business planning efforts. This includes working with the Innovation Center at University of Whitewater to assist businesses obtain market research and guidance for product development.

CDGB Economic Development Assistance

The JCEDC is the administrator of a program known as the Community Development Block Grants-Economic Development (CDBG-ED) for Jefferson County. The loan funds come from repayments from grants initially released to assist businesses located in Jefferson County. The repayments act as a funding source for the Jefferson County Revolving Loan Fund (RLF) which is then available to businesses with their job creation activities for such activities as start-up or expansion projects. As each loan is repaid, the Jefferson County RLF program balance replenishes and is then available to lend to other businesses in Jefferson County.

Staff continue to market the program and provide assistance for local business on potential lending assistance. The revolving loan fund balance as of May, 2016 was \$531,487.71 which reflects interest and principal payments received during the calendar year.

Communications and Marketing

The JCEDC continues its effort to market the many benefits and advantages of Jefferson County to businesses interested in expanding, to entrepreneurs anticipating a startup of a new business, and to those companies considering whether to locate, expand or relocate to Jefferson County.

In 2015, the JCEDC launched the utilization of a customer relations management program (CRM) to develop a contact database for program communications. To-date nearly 1,500 businesses and over 3,400 individual's contact information has been collected and logged. The development this database is empowering staff to send snail mail and e-blasts to area residents, businesses, and partners about programs, events, success stories, and announcements.

JCEDC's philosophy includes utilizing its website to help "make connections and give direction" for those seeking information. In the last year staff strived

to keep an up-to-date, dynamic interface to the website. The JCEDC increased website hits to jcedc.net nearly 300% in the last year, increasing users from 2,412 to 9,825. Page views doubled and users tripled.

Tourism is a solid driver of economic development in the Jefferson County area. The JCEDC responds to requests for tourism information refers inquiries to various other organizations for further assistance, such as local municipalities, chambers of commerce, county parks and recreation departments.

Staff routinely provide press information for the local news media. This has included information on programs as well as various workshops and activities that JCEDC has hosted, participated in and/or sponsored. Additionally, JCEDC utilizes the print media in advertising such activities as the Home Consortium rehabilitation program and the down payer's assistance program and also the Southern Housing Region Consortia Home Rehab programs.

The JCEDC increased website hits to jcedc.net nearly 300% in the last year, increasing users from 2,412 to 9,825. Page views doubled and users tripled.

2016 Area Manufacturing Council Launch

In June of 2016, the JCEDC will be launching an area manufacturing council for area manufacturing executives. This event will host area manufacturing experts in a panel discussion outlining resources available to area executives. Panelists include Paul Jadin from MadREP, Pat Schramm of the Workforce Development Board of South Central Wisconsin, and Andy Broderick of the Wisconsin Manufacturing Extension

Partnership. Executives will be invited to join a manufacturing-focused CEO roundtable and to help prioritize manufacturing-focused "lunch and learn" events with topics specifically aimed at better informing and supporting area industry leaders.

Evolving Workforce

In addition to the 2016 area job fair, the JCEDC continued its strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW) and the Department of Workforce Development.

WDBSCW has authorized JCEDC to access and disseminate information utilizing Strategic Advantage software (economic modeling software). JCEDC's use of this software helps staff provide an economic impact model designed to provide a quantifiable and economically sound method for determining relative impacts of proposed or impending changes to our regional economy. As such, the software is not only an essential tool for guiding economic development, but is also invaluable in justifying the decisions made in respect to a specific project. Staff routinely provided economic modeling information to various communities, businesses, leaders and agencies. JCEDC frequently utilizes this resource for research, site review and potential projects.

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





2016-
2017

LOOKING AHEAD: INCREASING IMPACT

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 mentioned on page 14, 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 the draft plan, the 2017-2021 GDP Strategic Initiative will:

- Dramatically strengthen the Jefferson County area’s 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 area communities, businesses, and economic development partners in pursuit of GHDP and partners’ 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



2016-
2017

Looking Forward

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
 - Outdoor Recreation
 - Food Processing
 - 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.

- **I-94 Corridor Summit** | Co-Host corridor summit with M7, MadREP, Waukesha County Business Alliance, and other corridor partners to explore infrastructure and workforce development needs and opportunities
- **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...

EXPANDED STAFFING

CEO | Genevieve Coady, AICP, PhD

VP of Business Development | Kim Erdmann

Manager of Marketing and Communications | Julie Olver

Manager of Community Development | RoxAnne Witte

Communications Assistant | To Be Filled

PROPOSED INITIATIVE NEXT STEPS

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, a revised strategic initiative plan document, and a phased-action strategy for each will be developed and refined 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

CASE FOR THE NEW DIRECTION

The "Feasibility Study" is wrapping up this spring and 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, the initiative must have the endorsement and buy-in of the community's stakeholders—public and private. the JCEDC and leadership of the soon-to-be formed Glacial Heritage Development Partnership 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.





Jefferson County Economic Development Consortium

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Board Action Form

Action

Docs Enclosed

Future Review

Date:

May 26, 2016

Point of Contact:

Genevieve Coady
JCEDC Executive Director

Agenda Item:

X.A

Respective Issue:

Presentation of Feasibility Study Results

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:



POWER 10
Capital Campaign Operations

FEASIBILITY STUDY FINDINGS AND RECOMMENDATIONS REPORT
**Prepared for the Jefferson County Economic
Development Consortium**

MAY 26, 2016

Catch. Drive. Finish.

GOPOWER10.COM
404.550.6167

3535 Peachtree Road, NE, Suite 520-346 Atlanta, GA 30326

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Introduction and Funding Feasibility Study Process

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. 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-be-secured private and public sector financial supporters.

The \$4.1 million 2017-2021 Strategic Initiative includes three primary goals:

GOAL 1: WORKFORCE | Attract, Develop and Align Talent

GOAL 2: BUSINESSES | Grow Businesses, Jobs and Capital Investment

GOAL 3: MARKETING | Drive Communications and Tourism

Before commencing a capital campaign to fund the Initiative, the JCEDC enlisted the assistance of professional fundraising counsel, Atlanta-based POWER 10, to gather input and advice from top community leaders via a Funding Feasibility Study. This “look before you leap” process, led by Chief Executive Officer Sean Mikula, Director of Campaign Operations Amity Farrar, and Development Director Steve Stevens, allowed POWER 10 to test the campaign goal by assessing interviewees’ interest in the plan and interest / capacity to invest. It also enabled POWER 10 to gather valuable input on the plan.

Prior to conducting interviewees, POWER 10 collaborated with the JCEDC to:

- ❖ Develop a compelling draft Case for Support summarizing the components of the Initiative, and the reasons prospective investors should support a potential campaign;
- ❖ Identify and prioritize a cross-section of prospects / community leaders best positioned to provide input regarding the Initiative and the campaign strategy to be employed to fund it; and
- ❖ Develop the other necessary Funding Feasibility Study documents to be used in interviewing these leaders – the “Pave-the-Way” Cover Letter, Interview Questionnaire and Pledge Table.

The JCEDC then sent to prospective interviewees the Case for Support draft accompanied by the “Pave-the-Way” Cover Letter of introduction. The prospect list represented an intentional mix / cross-section of approximately 250 business and public sector leaders in the region. With the diligent scheduling assistance of the JCEDC’s Staff, POWER 10 conducted 70 personal, confidential interviews (69 organizations represented; we conducted two interviews with Jefferson County leaders) with 100 community leaders (a number of interviews included 2 or more people) and concluded the interview phase on May 17, 2016.

POWER 10 utilized a carefully crafted Questionnaire in order to obtain critical data and to provide consistency to the Feasibility Study process. POWER 10 representatives did not ask interviewees for money or a pledge of financial support, but did ask interviewees to review a “Pledge Table” indicating levels of financial support normally required to reach the estimated \$4.1 million fundraising goal, and suggest a range at which they would consider investing. It is the opinion of POWER 10 that, due to a firm guarantee of confidentiality,

interviewees spoke with candor. Responses of those interviewed are shown in subsequent pages only in the aggregate. Direct, unattributed quotations are included to convey the tone and flavor of interviewees' comments. Interviews ranged in length from 30-60 minutes and lasted 45 minutes on average. All interviewees were generous with their time and were very forthcoming in expressing their opinions.

The findings and recommendations that follow are the result of careful analysis by POWER 10 senior management of the data collected. The fundraising recommendations, in particular, reflect a "marriage" of interviewee input and POWER 10 fundraising experience and know-how.

JCEDC / GHDP 2017-2021 Strategic Initiative: Findings / Recommendations

POWER 10 asked interviewees a series of questions related to the JCEDC / GHDP and its proposed 2017-2021 Initiative. The following pages combine interviewee input with POWER 10 analysis and recommendations regarding:

1. **Need: Need for the GHDP / Initiative**
2. **Plan: Assessment of the Initiative Itself**
3. **Organization: “Asking Rights” of the JCEDC / GHDP**

1. Need for the GHDP / 2017 – 2021 Strategic Initiative

***Fundraising Doctrine:** *The need should be a well-recognized community, societal or individual need – not an organizational need. A compelling reason should exist to fund this program NOW.*

QUESTION: How would you characterize the state of the economy in Jefferson County?

State of the Economy		
Excellent	0 / 69	0%
Good	26 / 69	38%
Fair	40 / 69	58%
Poor	3 / 69	4%

Representative Comments from Interviewees

Good

- ❖ *We are about at pre-recession levels – so we’re doing good but not great.*
- ❖ *We have climbed back to about where we were prior to the recession. There is not much retail space available in Lake Mills and we need more commercial real estate available.*
- ❖ *There is substantial money going out (bank lending) – so there is clearly economic growth.*
- ❖ *Businesses are stable. And there are positive signs - Jones Dairy is opening a new store, the city is buying property, etc.*

Fair

- ❖ *Unemployment is down, but it still feels “flat.”*
- ❖ *There is opportunity here, but not a lot of higher paying jobs.*
- ❖ *It has a long way to go. We are very manufacturing-oriented and the land available for development is in short supply – especially in the industrial park - and what is available is expensive.*
- ❖ *Businesses seem to come and go and are not growing.*
- ❖ *People live here, but spend their money elsewhere.*

Poor

- ❖ *Companies keep closing their doors.*

- ❖ *We haven't positioned ourselves very well – we are lost between Milwaukee and Madison – and we lose out because of it.*
- ❖ *The public sector is pressed for revenue and taxes already feel high here.*

QUESTION: Is the economy better, worse, or the same compared to 2 years ago?

Better, Worse, or the Same Compared to 2 Years Ago		
Better	37 / 69	53%
Worse	6 / 69	9%
Same	26 / 69	38%

Representative Comments from Interviewees

Better

- ❖ *Construction is strong and an indicator. And manufacturing and agriculture are increasing.*
- ❖ *The housing market is booming. It's a sellers' market and more homes are needed.*
- ❖ *It's better, but families here still need two incomes to make it.*

Worse

- ❖ *It seems that Jefferson County has not participated in the economic recovery like other areas. We have lost approximately 1,000 jobs this year.*

Same

- ❖ *I haven't seen much change.*
- ❖ *We're stagnant.*
- ❖ *Some industries are up, some are down, but I'd say we're pretty flat overall.*

QUESTION: Is there a need to accelerate the pace of economic growth in Jefferson County?

Need to Accelerate Pace of Economic Growth		
Yes	69 / 69	100%
Somewhat	0 / 69	0%
No	0 / 69	0%

Representative Comments from Interviewees

Yes

- ❖ *We need higher quality and higher wage jobs.*
- ❖ *Yes. UW-Whitewater turns out plenty of talented graduates, but they leave the area in search of higher paying work.*
- ❖ *Absolutely. But one of the challenges is an anti-growth attitude by some folks who want to maintain the status quo. They like a "small town" feel. The result is that Jefferson County has not been ready to respond to inquiries and opportunities.*
- ❖ *We need to transition from an agricultural economy to an intellectual and tech-based economy.*
- ❖ *Yes! And one of the reasons often forgotten is that growth leads to additional tax revenue.*

- ❖ *We definitely need to do something. We are not getting the number of new business starts we'd expect given our population.*
- ❖ *Yes, but will accelerating growth make it more difficult for us to recruit employees?*
- ❖ *We have the talent in our community, but not the opportunities for them.*

QUESTION: What are the county's greatest assets that support economic growth?

Representative Comments from Interviewees

- ❖ *Open space and flat land.*
- ❖ *Our location between Madison and Milwaukee.*
- ❖ *UW-Whitewater, Community College and the Workforce Development Center.*
- ❖ *Quality of life. Natural resources and amenities. Glacial Drumlin Trail, Lake in Lake Mills and Rock River.*
- ❖ *Good transportation system - both interstate and county roads.*
- ❖ *Low-cost provider services. We are 1/4 the cost of Madison and Milwaukee and 1/10 the cost of the coasts.*

QUESTION: What are the largest obstacles or challenges to economic growth?

Representative Comments from Interviewees

Vision

- ❖ *Getting people to think "bigger."*
- ❖ *Lack of vision setting.*
- ❖ *A status quo and "keep things rural" mentality.*

Collaboration

- ❖ *Getting everyone in the county to "play well" with each other.*

Identity

- ❖ *How we see ourselves – are we part of Madison or Milwaukee – or something else entirely?*

Talent

- ❖ *Brain drain – keeping our young people here.*
- ❖ *Our proximity to large metros that have more amenities to draw people away.*

HQ's Elsewhere

- ❖ *Many businesses are not connected to the community – their HQs are elsewhere.*

Housing

- ❖ *Lack of affordable housing.*
- ❖ *Older housing stock that is not being replenished with new housing.*

Incentives

- ❖ *Manufacturing is what the state is funding (incentives) and we need them to fund other types of companies as well.*
- ❖ *Need more incentives to compete against other areas.*
- ❖ *Lack of incentives to attract and keep businesses.*

Downtowns

- ❖ *Tired downtowns with little retail.*
- ❖ *Negative perception when you drive through local cities versus our neighbors in other counties. We need to look better visually to outsiders.*
- ❖ *The by-pass has diverted people away from downtown Whitewater which has hurt businesses there.*
- ❖ *Jefferson County just does not have enough people with disposable income – so there is not enough demand for fun things to do – which hurts our downtowns.*

Employees

- ❖ *A lacking work ethic among too many employees.*
- ❖ *Our wages are lower than other areas, so it difficult to attract the talent we need.*
- ❖ *There is a lack of a skilled workforce.*
- ❖ *We can't find people who want to work in assembly, welding, steel cutting and painting.*
- ❖ *There are a number of reasons it is difficult to attract employees here. But one that doesn't get talked about much is - manufacturers need to make changes to become more attractive to employees. Many of the jobs are low tech, low wage, dirty and dangerous.*

Public Sector / Business Climate

- ❖ *There's a reliance on the public sector to get things done rather than through the private sector.*
- ❖ *The attitude of many elected officials that the status quo is "acceptable." What we need is a culture change. Let's trade "acceptable" for "excellent."*
- ❖ *There is uncertainty among businesses regarding government regulation and laws.*
- ❖ *Some communities in our county are just not business friendly. And yet they say they want more businesses and jobs.*

Tech

- ❖ *Access to fiber is lacking. Many parts of the county have poor internet service.*

Capital

- ❖ *Inadequate access to capital.*
- ❖ *We need to bring funding to the table like Bright Star in Milwaukee.*

POWER 10 ANALYSIS AND RECOMMENDATIONS

As the numbers reflect, nearly all interviewees assess the area economy as hovering in the "fair" to "good" range (96% cumulatively). And the collective perception is that the area economic trend is flat (38%) or somewhat better (53%) than two years ago.

Accordingly, it is not surprising that fully 100% of interviewees believe that there is a need to accelerate the pace of economic growth in Jefferson County. While unemployment is relatively low, interviewees noted that wages (and spending power!) are depressed and the economy "feels" flat.

Interviewees expressed that, in many ways, the area is poised for growth. Interviewees point to a low cost of living, relatively low business costs, educational institutions that have strong capacity to produce future employees, excellent transportation infrastructure with access to major markets and land that can be improved and developed.

To the negative, interviewees primarily expressed concerns regarding (1) the lack of an available workforce with the skills to meet the needs of existing and new employers (partially due to new graduates departing the county for larger communities with greater attractions and higher wages); (2) a lack of "team work" on the part of area governments and community / economic development organizations; and (3) inadequate broadband internet service (that could result in prospects – tech entrepreneurs, etc. - looking elsewhere)

In sum, POWER 10 believes interviewee feedback on the area economy and the need to accelerate economic growth provides a mandate for the JCEDC / GHDP to proceed as planned with a unifying county-wide economic development initiative. Specific interviewee input follows regarding existing economic development efforts / the JCEDC and its proposed 2017-2021 Initiative.

2. 2017 – 2021 Strategic Initiative

***Fundraising Doctrine:** *The initiative should provide a practical, appropriate response to the need.*

QUESTION: After reviewing the proposed 5-year Initiative with each interviewee, POWER 10 asked, “What is your overall assessment of the Initiative?”

Assessment of the Strategic Initiative		
Exactly What’s Needed	16 / 69	23%
Largely On Target / Needs Refinement	53 / 69	77%
A First Step	0 / 69	0%
Way Off Base	0 / 69	0%

Representative Comments from Interviewees

Exactly What’s Needed

- ❖ *We need this kind of longer range effort – it will take time to ramp this thing up and produce results.*
- ❖ *The plan is good but people need to understand that things like this take time. It won’t be an “instant gratification” situation.*
- ❖ *We need the private sector to help us put deals together - that’s why I like this new plan.*
- ❖ *We want to see home values increase here – if this plan will help, then count me as a supporter.*
- ❖ *The clarity in the Initiative Plan is great, and it will sell. We did not have goals before. The Plan is easy to understand and sellable. Great!*
- ❖ *I wish we had done this years ago!*

Largely On Target / Needs Refinement

- ❖ *We need more folks (organizations) delegated to do different tasks in the Plan.*
- ❖ *Does this plan supplement what the State already does or are we “re-creating the wheel” it here?*
- ❖ *Does this plan incorporate lessons we’ve learned from businesses we have already lost?*
- ❖ *Does this plan include an effort to get governments to support and not serve as an obstacle to business growth?*

QUESTION: What priority should the JCEDC / GHDP give to each of its 3 goals?

POWER 10 additionally asked each interviewee to opine on the priority the JCEDC / GHDP should give to each goal. Specifically, POWER 10 asked interviewees to state whether the goal should be given a HIGH priority, AVERAGE priority, or LOW priority. POWER 10 then assigned five points, three points, or one point, respectively, to these ratings. The following chart reflects the average score given each goal by interviewees. Of note, POWER 10 did not ask interviewees to “rank” the goals in priority order. We were merely trying to uncover each interviewee’s instinctive response to each goal.

Goal / Strategy	What Priority? (Average Score)
1. WORKFORCE Attract, Develop and Align Talent	4.40
2. BUSINESSES Grow Businesses, Jobs and Capital Investment	4.43
3. MARKETING Drive Communications and Tourism	4.04

COMMENTS FROM INTERVIEWEES AND POWER 10 ANALYSIS

Goal 1 Comments: (Workforce: Attract, Develop & Align Talent)

- ❖ *I like this focus area - we pay \$35 per hour plus a pension and still cannot attract enough workers.*
- ❖ *We have over 100 positions open for jobs paying \$45-75K per year.*
- ❖ *For purposes of our business, we need to target high school kids who are hardworking, but not at either the college-bound – and might not come back - or “burger flipper” ends of the (work force) spectrum.*
- ❖ *The fact is that our competition does it better when it comes to attracting younger folks. Selling our outdoor attractions isn’t enough – lots of communities have those.*
- ❖ *We must attract talent first before we can attract businesses.*
- ❖ *Millennials want Madison or Milwaukee – not Jefferson County – will this plan change that?*
- ❖ *Businesses come here in search of a “cheaper” workforce. We need to make sure the quality of the workforce is right as well.*
- ❖ *As a headquarters, we could be located in a number of other communities, but we are here primarily for historic reasons – not because of the great talent pool. If this plan makes it easier for us to bring in and keep higher talent, then you’ll have my attention.*
- ❖ *With 4-5 post-secondary institutions located here, if we do this piece of the program right, Jefferson County should be viewed as an education hub churning out quality employees.*
- ❖ *I definitely think the high schools and technical colleges could do a better job.*
- ❖ *What can you say about the ROI of this “workforce” piece? What will the results be for the dollars invested?*
- ❖ *This piece of the plan sounds good, but I need more detail.*
- ❖ *I like the emphasis on workforce development in the plan, but it’s not that clear to me how these efforts will result in more and better employees applying for our open positions.*

Goal 1 Analysis

As the comments make clear, interviewees collectively expressed that the quality and quantity of workforce in Jefferson County are inadequate. And these comments reinforced many of the concerns mentioned by interviewees when asked about the region’s greatest challenges to economic growth.

The interviewees commonly pointed to unattractive wages, a lack of available housing for workers throughout the wage spectrum, and a lack of social opportunities / amenities county wide as the primary challenges to attracting and sustaining a top level workforce. To the extent the JCEDC / GHDP can persuade existing businesses that this piece of the program will produce concrete outcomes, POWER 10 believes these businesses will step up and support the Initiative.

Of note, POWER 10 believes the last few representative comments (above) are critical for the JCEDC / GHDP to consider. This portion of the Initiative was viewed by many interviewees as the most vague – they did not find

it easy to “connect the dots” to the workforce outcomes they desire. At the same time, to many, it was the most important piece of the Initiative. **In order to maximize its chances of success, the JCEDC / GHDP should prioritize further development of this piece of its strategy – and potentially “test” it with a few existing businesses – before finalizing the plan and beginning the Ask phase of a campaign.**

Goal 2 Comments: (Businesses: Grow Businesses, Jobs and Capital Investment)

- ❖ *Business retention is “job #1.”*
- ❖ *I am interested in the business visitation piece. I have been here for 13 years and no one from the county has ever asked to meet with me.*
- ❖ *We definitely need to replace the manufacturers we’ve lost over the last 5-10 years.*
- ❖ *Do we have the right target sectors for economic development? How do you know?*
- ❖ *We must answer the question: “Why would somebody want to locate here?” And we need to do it in a way that distinguishes us from our friends to the east and west.*
- ❖ *It feels like there is too much emphasis on the outdoor industry – it’s too narrow of a focus - how much of an attraction is it to entrepreneurs, companies and workers to come here?*
- ❖ *Will new jobs mean a tighter labor market? This could make it harder for us to secure a workforce because we only pay \$12-15 per hour.*

Goal 2 Analysis

Interviewees prioritized this goal over workforce development by a very small margin. **Still, unless the JCEDC / GHDP can articulate the workforce development goal (current “Goal 1”) in a more compelling way, POWER 10 recommends making business / jobs growth “Goal 1.”**

The reality is that there are a variety of “players” involved in producing a quality workforce in Jefferson County, but there can and should be only ONE organization that serves as the economic development single-point-of-contact proactively assisting existing businesses with their expansion plans and recruiting new businesses to the area. Additionally, the outcomes / ROI of this goal area are clear / concrete, and a number of top funding prospects expressed their specific interest in seeing the projected new job creation and capital investment happen.

Of note, a number of interviewees expressed that the number of strategies and tactics under this goal may be too much and too aggressive given the size of the staff currently envisioned. These interviewees recommended that, at a minimum, the JCEDC / GHDP carefully prioritize the strategies under this goal and develop a disciplined plan to execute them.

Goal 3 Comments: (Marketing: Drive Communications and Tourism)

- ❖ *An upgraded marketing effort is a no-brainer. To many, we are almost invisible as compared to Milwaukee and Madison.*
- ❖ *We clearly need to get the word out about how much we have to offer.*
- ❖ *The marketing piece – to internal and external audiences – might be the most important part of this entire plan.*
- ❖ *Can this be done in such a way that we brand the county successfully, while incorporating – or at least accommodating - the branding of individual communities?*
- ❖ *No doubt - tourism helps, but I don’t see us building our economy on it.*
- ❖ *Tourism is supplemental to the other goals – it’s not as impactful day-to-day as having a new company settle here offering 150 jobs.*
- ❖ *Outdoor recreation should include more than the “quiet” outdoor activities. We need to be sure everyone is at the table, including snowmobiling, ATV, hunting, and others.*

Goal 3 Analysis

As the comments make clear, interviewees strongly support a highly professional and ongoing communications campaign.

With regard to the “Investor Relations” component, the interviewees were very interested in the plan to provide regular communication to investors, and they are eager to learn of progress toward the Initiative’s goals. Of note, a number said they might make an initial lower level investment in the Initiative and then potentially increase their investment if / when they see progress.

The interviewees provided modest support for the tourism piece of the Initiative, but suggested the JCEDC / GHDP not make it a high priority. As with workforce development, interviewees expressed that there are other organizations in the county working on growing tourism / associated revenues. Interviewees additionally noted that, given the number of tourist attractions in the region, GHDP should not spend too much time and effort competing against these other nearby attractions.

POWER 10 SUMMARY ANALYSIS RE: THE TOTAL PLAN

An impressive 100% of interviewees support the JCEDC / GHDP Strategic Initiative or a somewhat refined version. None of the interviewees expressed that this plan is only a “first step” or worse, “way off base.” In the experience of POWER 10, this level of endorsement clearly provides support for the JCEDC / GHDP to move forward with a campaign to fund implementation of the Initiative.

- ❖ Structure. Interviewees support the three-goal approach and seemed to readily grasp the importance – and potential positive impact - of the identified three goal areas.
- ❖ Public-Private Partnership Approach. Many interviewees specifically expressed their support for this effort to establish a stronger-than-ever public-private economic development partnership with the resources to take Jefferson County to the next level of economic competitiveness.

Additions to the Initiative Suggested by Interviewees

Interviewees made a variety of recommendations regarding the Initiative, but in most cases, the recommendations called for items either already in the plan or they provided added detail to program components summarized in the plan. In other words, **interviewees validated the plan and did not offer much in the way of significant changes.**

The following are examples of the kinds of recommendations POWER 10 received that build on / add detail to existing components of the plan. Interviewees recommended the JCEDC / GHDP:

- ❖ Work with all the communities and the county to analyze and recommend changes and improvements to permitting and other processes. To the extent businesses see greater certainty in government processes, they will find the area more attractive as a business location.
- ❖ Fully incorporate higher education institutions into the Initiative and secure their help in developing majors and curricula that meet business needs.

3. “Asking Rights” of the JCEDC / GHDP

***Fundraising Doctrine:** *The Steering Committee / Board should comprise respected leaders whose collective reputation is that of an organization that accomplishes its mission and will continue to do so with increased funding. Steering Committee / Board members should be enthusiastic, committed, and capable of supporting the campaign generously with their financial means, time and other resources. The Staff should comprise respected professionals who can be trusted to effectively deploy invested dollars and accomplish the organizational mission. If the leadership (board, and staff) have these qualities, they will have appropriate “asking rights” to proceed with a campaign.*

Note: To “set the stage” and provide context for the next question about the JCEDC’s organizational effectiveness, POWER 10 first asked interviewees about the effectiveness of collective economic development efforts in Jefferson County.

QUESTION: How would you rate the effectiveness of COLLECTIVE economic growth and development efforts in Jefferson County (from any / all public and private organizations)?

Effectiveness of Collective Economic Development Efforts		
Very Effective	2 / 69	3%
Moderately Effective	29 / 69	42%
Ineffective	25 / 69	36%
Don’t Know	13 / 69	19%

Representative Comments from Interviewees

Very Effective

- ❖ *I think they do a good job overall.*

Moderately Effective

- ❖ *A lot better than it used to be. City permitting and zoning processes are improving.*
- ❖ *So-so. It has just been government driving economic development up to now, and we need the private sector involved.*
- ❖ *It’s ok, but in my view, there has been too much passive waiting for companies to come to us and not enough reaching out.*
- ❖ *We are occasionally successful but that could be more chance or luck than anything else.*

Ineffective

- ❖ *We are not effective at working together – and I don’t think you’ll hear otherwise.*
- ❖ *There is a silo mentality. The various communities don’t communicate the way they need to for us to be successful as a county.*
- ❖ *There have been no “WOW” economic development successes that I can think of in Jefferson County.*
- ❖ *To date, we have been limited to the available public dollars to fund our efforts – and we are competing against better funded communities.*
- ❖ *Our small economic development entities have been operating “at the speed of government” – and that is too slow!*

Don’t Know

- ❖ *I have no idea.*

QUESTION: How would you rate the effectiveness of the JCEDC, in particular?

Effectiveness of the JCEDC		
Very Effective	3 / 69	4%
Moderately Effective	32 / 69	47%
Ineffective	9 / 69	13%
Don't Know	25 / 69	36%

Representative Comments from Interviewees

Very Effective

- ❖ *The first thing that comes to mind is – the JCEDC provides valuable data.*

Moderately Effective

- ❖ *It is changing – for the better. The JCEDC has not pushed much outwardly up until now.*
- ❖ *There is new life in the organization.*
- ❖ *In the past the JCEDC was more reactive, but now is more active taking on new branding, talent attraction and promoting our assets.*

Ineffective

- ❖ *There has been no organized effort to help start-ups.*
- ❖ *The JCEDC's organizational structure has made them ineffective. There has not been enough networking between the public and private sectors.*

Don't Know

- ❖ *I really don't know – this study is about the first I've heard of the JCEDC.*

QUESTION: Does the JCEDC have “asking rights” (credibility) to lead this effort and seek financial support from the community?

Does the JCEDC Have “Asking Rights”		
Yes	43 / 69	62%
No	0 / 69	0%
Don't Know	26 / 69	38%

Representative Comments from Interviewees

Yes

- ❖ *The Steering Committee on the cover (Initiative draft) has a lot of credibility.*
- ❖ *We now have a great plan we didn't have before – that gives them the right to seek support.*
- ❖ *Genevieve and the other staff I've interacted with have been great.*
- ❖ *Genevieve is very sharp. I think she has her work cut out for her, but progress is happening!*
- ❖ *I like the direction they are going – this should have happened a long time ago!*

Don't Know

- ❖ *I don't know – I think they will need to build a lot more and better relationships.*
- ❖ *I'm not sure – what "track record" are they running on?*

POWER 10 ANALYSIS AND RECOMMENDATIONS

The primary reason POWER 10 asks interviewees about our client's "Asking Rights" is to ensure that our client has the organizational credibility to mount a major campaign.

As the numbers reflect, a majority of interviewees (62%) believe the JCEDC/GHDP has such credibility. The remaining interviewees were unsure, but commentary from these interviewees highlighted their view that the community is not fully aware of the JCEDC, and this new GHDP effort, in particular. This can certainly be addressed by making substantive progress and communicating results through a dynamic communications effort.

With regard to the effectiveness of the JCEDC, only about a half of the interviewees (51%) stated that JCEDC was "moderately" or "highly effective." A large portion of others did not know enough to comment. As for those who stated the JCEDC is "ineffective," in most cases, these individuals were not aware of accomplishments of the JCEDC and used this as support for their assessment.

As may be obvious from the foregoing statistics and commentary, the JCEDC has some work to do to increase its profile and attract support for the GHDP initiative. In the opinion of POWER 10, the JCEDC is on the right track and this "picture" will look much different even just 90 days from now provided the JCEDC continues to engage the private sector and to work collaboratively with the various government and community / economic development nonprofit entities (chambers of commerce, etc.) throughout the county.

In sum, POWER 10 believes the JCEDC / GDHP has sufficient endorsement from the community to move forward and initiate a campaign to fund the 2017-2021 Strategic Initiative.

Potential Campaign: Findings and Recommendations

POWER 10 asked interviewees a series of questions related to CAMPAIGN STRATEGY. The following pages combine interviewee input with POWER 10 campaign experience to produce recommendations regarding:

1. Campaign Go / No Go Forward
2. Campaign Goal Amount
3. Campaign Duration
4. Campaign Process
5. Campaign Leadership Structure
6. In-Person Asks
7. Timing / Competing Campaigns
8. Campaign Communications
9. Investor Relations

1. GO / NO GO: “GO” forward with a capital campaign to fund the JCEDC / GHDP Strategic Initiative

Based on cumulative interviewee feedback and indications of support, POWER 10 recommends that the GHDP consider refining the Strategic Initiative in response to interviewee input and launch a campaign to fund it as soon as possible. **A near-term campaign commencement will enable the GHDP to capitalize on the interest and momentum generated by the Feasibility Study.** Details follow regarding the “capital campaign” approach to securing five years of funding for the GHDP.

2. CAMPAIGN GOAL AMOUNT: Pursue the GHDP’s desired \$4.1 million 5-year goal (\$820,000 annually)

During the Feasibility Study, we “tested” a campaign goal of \$4.1 million by first asking interviewees if they thought the goal was achievable.

Is a \$4.1 million Goal Achievable?		
Yes	45 / 69	65%
No	0 / 69	0%
Don’t Know	24 / 69	35%

Representative Comments from Interviewees

Yes

- ❖ *Absolutely. We need to step up and do this.*
- ❖ *If you can show the ROI – what’s in it for businesses and the communities - it will be successful.*
- ❖ *This is an ambitious goal. We need to find a way to sell it so that all can see that it is good for their business.*
- ❖ *Yes, as long as you can show the resources are fairly applied across all the communities.*
- ❖ *If we can get local governments and private sector partners working together on this thing, then this amount is definitely doable.*

Don’t Know

- ❖ *I’d like to think so, but I really just don’t know.*
- ❖ *It is a realistic budget, but it may be a challenge to get all of the communities on the same page.*

- ❖ *It may be hard in Whitewater to gain financial support because most people there identify with being part of Walworth County rather than Jefferson County. Many CEOs there are located out of town.*

Prospects

POWER 10 then asked interviewees to review a “Pledge Table” listing the pledge levels and quantities needed to reach the \$4.1 million goal and identify excellent prospects for the potential campaign – especially prospects that might pledge at the top levels. Answers to this question provided validation that the JCEDC had provided a strong / very thorough list at the outset of the Feasibility Study as interviewees routinely offered names already on the prospect list.

Of note, as a result of the prospect list development work conducted at the outset of the Feasibility Study and additions made throughout the Study, **the JCEDC / GHDP now has a strong list of approximately 250 prospects, and 69 of the strongest have been engaged and cultivated through this Feasibility Study process.**

Pledge Indications and Goal Analysis

Finally, POWER 10 asked interviewees at what level (or range) they / their firm or organization might invest in a campaign to fund the GHDP’s \$4.1 million 5-year Economic Development Initiative.

- ❖ Of the 69 interviews, POWER 10 received:
 - 39 specific financial “indications”
 - 12 indications of an intention to invest (but could / would not indicate a specific amount)
 - 14 non-indications (we do not know if they will invest; for example, the decision maker did not participate in the interview, etc.)
 - 4 “will not invest” indications
- ❖ In order to recommend a campaign goal, POWER 10 reviewed and would like to highlight the following for the JCEDC / GHDP:
 - Public Sector Investment
 - POWER 10 met with nearly all of the public sector entities in Jefferson County and secured financial indications from all but one.
 - All public sector financial indications received were equivalent to or greater than the total population of the entity – thus \$1 or more per resident.
 - The sum of all public sector indications suggests that **the public sector can be expected to provide approximately \$250,000 per year or more (\$1,250,000 / 5 years)** to the JCEDC / GHDP.
 - This number will increase if the JCEDC / GHDP is successful in securing \$1.50-2.00 (or more) per citizen from each public entity.
 - **For the communities that straddle Jefferson and another county** (Cambridge, Watertown, and Whitewater), **POWER 10 recommends the JCEDC / GHDP seek an investment tied to the total population of the respective community** – not just the portion of the population that resides in Jefferson County - as the economic benefits to flow from the Initiative will not be strictly contained in Jefferson County. For example, if the GHDP recruits a business to Jefferson County and it purchases a site in the Jefferson County portion of Watertown, many of the employees may purchase homes and live much of their lives in the non-Jefferson County portion.
 - Of note, while POWER 10 believes it is the “best practice” for a majority of economic development funding to come from the private sector, **it is not uncommon for the public sector to fund a larger share (some level of majority) of a first time public / private partnership-implemented economic development initiative.**
 - During the time of POWER 10’s involvement, much of the discussion has centered around funding requests at the level of \$1 – 2 per resident, but **a few communities indicated a desire to invest in the Initiative at a higher level.** The **JCEDC / GHDP should encourage**

these communities to do so if they see great value in the Initiative. As a common standard, prospective investors (public and private) should be encouraged to invest at a level consistent with their financial capacity and interest in the Initiative. Accordingly, if a community has the financial capacity and great interest, the community should not be limited by a dollar amount per resident formula.

- Lastly, **another option for the public sector to consider is to agree to match the private sector's investment** – or some greater percentage – and then apportion each community's respective commitment based on their percentage of the total area population.

- Private Sector Investment

- Lead Indication

- The actual lead indication was a business prospect who indicated a possible 5-year commitment in the range of \$500,000. Such a pledge would be a tremendous lift to the campaign and likely inspire others to make meaningful commitments to the JCEDC / GHDP. In the experience and opinion of POWER 10, the JCEDC / GHDP should most certainly engage this prospect and work to secure a pledge in line with the indication, but the JCEDC should not make a campaign “goal call” or any other major campaign decisions that rely on a pledge so large – until the pledge is actually secured.
 - As an initial matter, POWER 10 recommends the JCEDC / GHDP discount the \$500,000 indication by 50% and proceed as if the lead indication is \$250,000 / 5 years. **Such an indication suggests a feasible private sector campaign goal of approximately \$2.5 million / 5 years**, as successful campaigns of this type and size routinely have a lead pledge of 10-15% of goal.

- Top 10 and Total Indications

- The sum of the “top 10” private sector indications (with a lead pledge of \$250,000) ranged from a low of \$690,000 to a high of \$950,000. If we take the midpoint as \$820,000, the Top 10 **suggests a potential private sector goal of \$1.64 million / 5 years**, as successful campaigns of this type and size routinely have a “top ten” pledges total of approximately 50% of goal.

- Sum of all Private Sector Indications

- The sum of all private sector financial indications ranged from \$1,185,000 to \$1,630,000. The midpoint of this range is approximately \$1,400,000. It is common practice to apply a multiplier of 1.5 to the midpoint of low-high range of indications; **this yields a suggested goal of approximately \$2.1 million.**

❖ **Given these various indicators – especially the number of private sector prospects for whom we do not have a financial indication, the potential for public sector increases, and the fact that the prospect field is not well cultivated at this point, POWER 10 believes a total goal in the range of \$3.25 million (\$1.25 million public sector; \$2 million private sector) is feasible and recommends the JCEDC / GHDP pursue its feasibility study “test goal” of \$4.1 million as a stretch goal at the outset of the campaign.**

❖ Not surprisingly given that this is a first time effort to engage the private sector to fund a county wide economic development initiative, **there remain quite a few “unknowns” with regard to prospects and pledge opportunities.** Accordingly, POWER 10 recommends the JCEDC work hard to reach an ambitious stretch goal, but afford itself the opportunity to “dial it back” before the public launch at the midpoint of the campaign if the early pledges do not support such a challenging stretch goal.

❖ POWER 10 recommends the GHDP conduct a formal “prospect evaluations” discussion with key community leaders providing input before making a final decision on the “stretch goal” it will pursue at the outset of the campaign. The stretch goal should be monitored during the campaign's initial “quiet phase”

to ensure that early pledges set the trajectory needed to reach it. As POWER 10 has discussed with the JCEDC / GHDP Leadership, POWER 10 often recommends the approach of establishing a challenging “stretch” goal at the outset of a campaign that can later be scaled back if needed before the campaign’s public launch.

3. CAMPAIGN DURATION: Anticipate approximately 8-10 months to complete the campaign successfully

As we have shared with the JCEDC, economic development fundraising campaigns routinely take 8-12 months to complete. Campaigns that primarily focus on business prospects can be completed more quickly than “traditional philanthropy” campaigns, but they still average about 10 months.

Given the speed with which the GHDP was able to secure Feasibility Study appointments – AND the impressive number of appointments the JCEDC scheduled over a three week period (70), we estimate that the campaign **could be completed on the faster side of average and take approximately 8-10 months** to reach or exceed the campaign goal. However, as noted elsewhere in this report, **we recommend the JCEDC consider implementing an education / cultivation effort early in the campaign** to increase the engagement level of business leaders throughout the county. We believe this effort will produce positive financial and other results, but it **could slow the campaign a bit** in the early going. Of note, the shortest duration campaign POWER 10 has seen took 5 months, and this campaign was in a very small, rather isolated community.

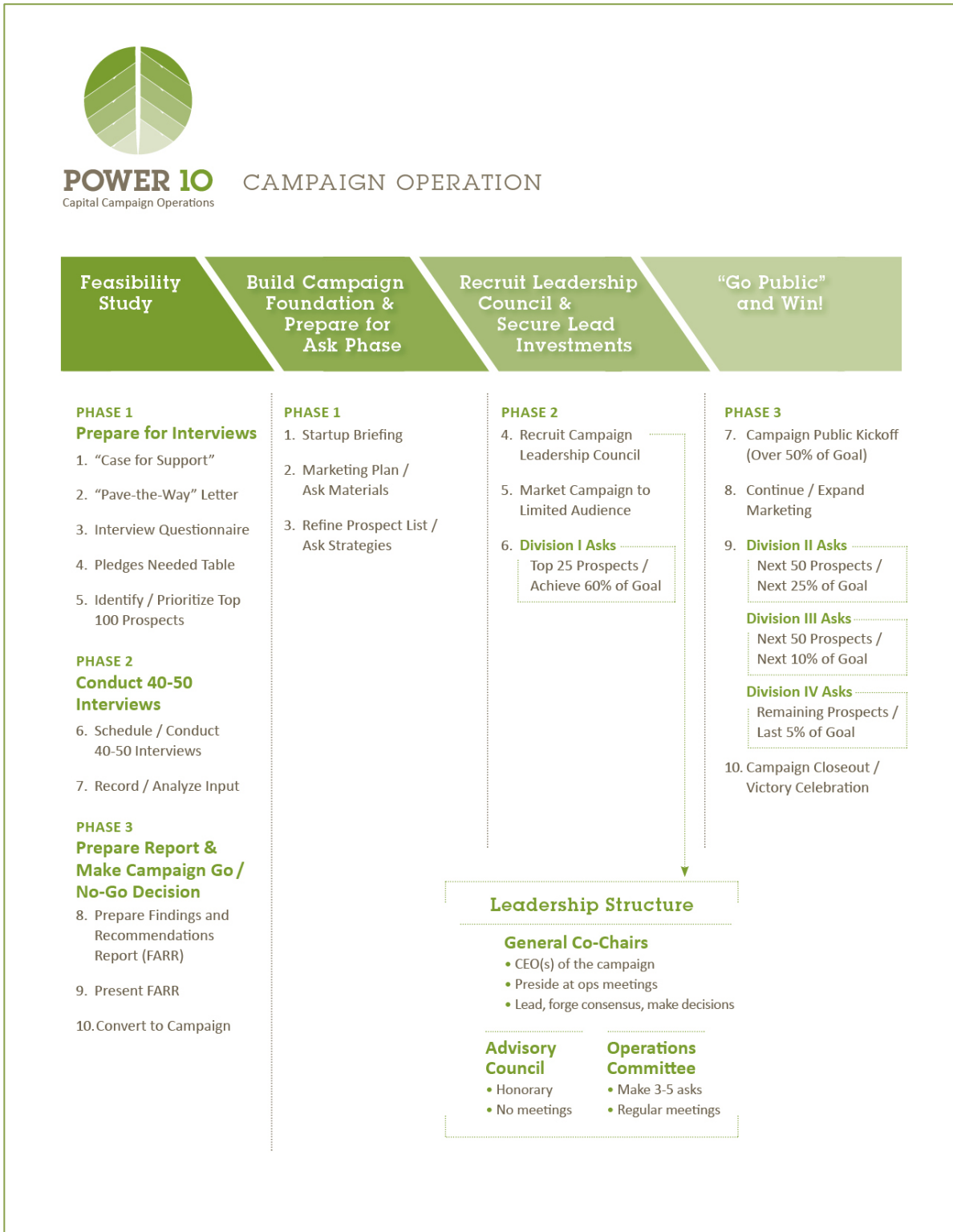
POWER 10 finds that the duration of any campaign is most closely connected to the timeliness of key volunteers / insiders committing to their own pledges and opening doors to new prospects.

If the JCEDC / GHDP chooses to go forward and contract with POWER 10 for campaign management, POWER 10 will prepare a detailed “Critical Task Calendar” that will enable the JCEDC / GHDP to assess whether the campaign is on schedule. If the campaign is falling behind schedule, POWER 10 will call “time-outs” as needed to ensure that all are on the “same page” with regard to progress and what will need to be done to get back on schedule.

This will be a fast campaign, but it should not be rushed. A rushed campaign carries the risk of producing sub-par results. To be successful, it is essential that we properly execute the campaign strategy in which each step proceeds naturally from the last.

4. CAMPAIGN PROCESS

We recommend implementation of POWER 10’s proprietary campaign process as depicted in the abbreviated Critical Task Calendar below. POWER 10 will provide a detailed calendar to the JCEDC / GHDP at the outset of the campaign.



5. CAMPAIGN LEADERSHIP STRUCTURE

It will be critical to recruit appropriate leaders who are representative of the entire constituency of Jefferson County and have recognized financial capacity, access, influence, or other key attributes which make each member an asset to the campaign. POWER 10 asked interviewees if they would consider some form of campaign leadership position.

Accept Campaign Leadership Position		
Yes	13 / 68	19%
No	15 / 68	22%
Maybe	40 / 68	59%

A strong majority (78%) of all interviewees stated that, if asked, they would accept, or at least consider, a campaign leadership position. This is a solid showing of support and POWER 10 speculates that it is indicative of the rest of the prospect / investor pool.

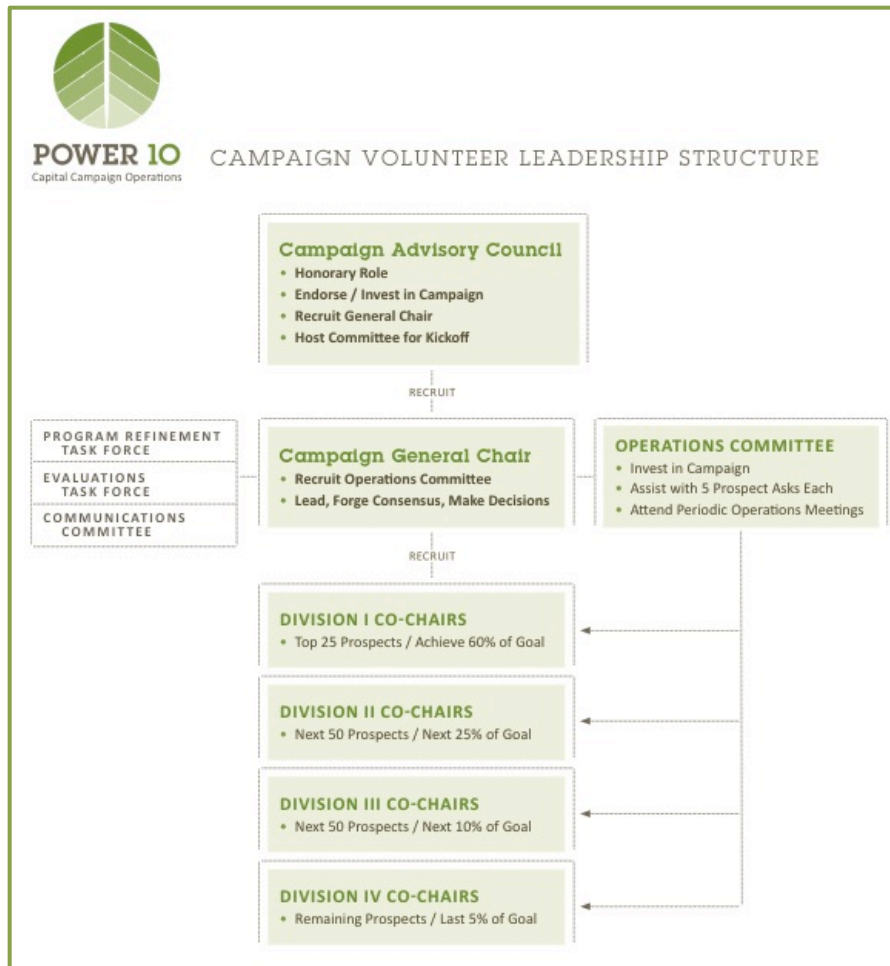
Of note, however, **POWER 10 finds the number of “maybe” answers to be relatively high, though not surprising.** This effort to engage the private sector in countywide economic development efforts is a “new thing,” and POWER 10 believes that many are interested but taking a “wait and see” approach. **It will be important to recruit a handful of well respected business leaders at the outset of the campaign to demonstrate to others that this project and effort should be supported.** This is the case in every campaign, but it is especially important in the case of the JCEDC / GHDP.

POWER 10 believes the **volunteer leaders who have experience with the Watertown Economic Development Organization (WEDO)** – which is in the process of merging with the JCEDC – **could be helpful in leading off the campaign effort** as they have experience with a public / private approach to funding and implementing economic development.

Additionally, POWER 10 recommends the JCEDC / GHDP **recruit to the campaign leadership at least 1-2 top business leaders from each community.** As noted previously, it is essential that we unite the county in this effort and ensuring that we have appropriate private sector representation from each community should help the JCEDC / GHDP do so.

In short, POWER 10 believes the JCEDC / GHDP currently has – or can successfully recruit - the quality and quantity of leaders necessary to orchestrate a winning campaign, but it will take a focused effort. **POWER 10 will be pleased to participate in a discussion of leader candidates at the appropriate time and is in position to make a number of recommendations.**

Campaign leaders should be recruited to populate the following recommended campaign leadership structure:



Campaign Leadership should **only include individuals that qualify based on (A) their interest and desire** to see this project completed, and (B) their **willingness to invest at a level that is “appropriate”** for the individual / firm. It is axiomatic that the closest insiders must properly set the example and support the campaign for it to be successful.

Campaign OPERATIONS Committee Leadership duties include (1) attendance at campaign operations committee meetings (normally, 2x per month for one hour); (2) assistance in “opening doors” (usually, via phone); and (3) accompanying POWER 10 staff on a handful of solicitation calls each. More often than not, the volunteer leader will simply begin a solicitation meeting and then turn over the bulk of the speaking duties to POWER 10 (and/or a JCEDC / GHDP representative, if in attendance). As the time-tested maxim goes, “people give to people.” This role of the volunteer is limited but vitally important.

Additionally, we recommend the JCEDC / GHDP implement the following:

- ❖ Recruit leaders in formal fashion with a written list of duties. It is essential to clarify expectations at the outset of the campaign.
- ❖ Create a meeting calendar for the campaign operations committee early in the campaign to ensure future attendance.

6. IN-PERSON ASKS: Make well strategized in-person Asks of prospects

A great deal of strategy should go into the sequence of Asks, participants, points to be emphasized, etc. In our view, the strongest Ask will generally combine: (1) a “door opening” volunteer leader who has already invested and has influence with the prospect, (2) Genevieve Coady, and (3) a POWER 10 staff member.

Volunteer leaders are not necessary for all of the solicitations, but it is ideal if they are willing to participate in at least the Top 25 or so. As a rule, the more often volunteer leaders join POWER 10 in making Asks, the better. As POWER 10 has discussed with GHDP staff, a few months of well strategized extra effort now will pay off for the next five years.

POWER 10 recommends the JCEDC / GHDP conduct an economic impact analysis of the 2017-2021 Initiative highlighting the economic ripple effect of the GHDP achieving job creation goals and other results metrics.

Once the analysis is complete, POWER 10 will use it to prepare prospect-by-prospect customized ROI presentations in appropriate situations. If we know the market share of, for example, X Bank or Y Car Dealership, we can detail for each the specific financial return to them due to new bank deposits and consumer expenditures associated with new jobs / payroll brought about by the Initiative.

These relatively “hard numbers” often inspire investors to take their pledges to the next level.

7. TIMING / COMPETING CAMPAIGNS

Various fundraising efforts are always ongoing in the communities in which POWER 10 works. The question then is – are large campaigns ongoing in the region that might directly compete with a campaign to fund the GHDP Strategic Initiative to the point that the JCEDC / GHDP should consider starting a campaign at a later date?

Surprising to POWER 10, interviewees reported very few ongoing campaigns of significant magnitude and stated that they do not see any existing fundraising efforts as presenting a significant obstacle to a potential GHDP fundraising effort. **The GHDP need not hold off on a campaign because of the competition created by other projects.**

8. CAMPAIGN COMMUNICATIONS

POWER 10 recommends development and implementation of a campaign communications plan that targets prospects in Division sequence: Division I (top 20-30 prospects) during the lead gifts phase, then Divisions II (next 30-50 prospects) and III (next 50-70 prospects) during and after the public Kickoff. Keep in mind that campaigns of this type are routinely won or lost with the top 10-15 prospects / investments, so it is important to focus early communications efforts on them.

The GHDP should consider the following communications activities:

- ❖ **CHAIR.** Recruit a Communications Chair for the duration of the campaign to provide counsel / direct assistance in designing and implementing a communications plan.
- ❖ **THEME.** Consider a campaign theme that will capture the attention of area prospects.
- ❖ **CASE FOR SUPPORT.** Create a compelling Campaign Case for Support, accompanying brochure, and accompanying collaterals.
- ❖ **VIDEO.** Consider creating a 3-4 minute campaign video.
- ❖ **WEBSITE.** Consider creating a campaign website or additional page on the JCEDC’s website.
- ❖ **PROGRESS REPORTS.** Send periodic campaign progress reports to key leaders and prospects.
- ❖ **PLEDGE UPDATES.** Send periodic updates to key leaders regarding new pledges secured.
- ❖ **GROUP BRIEFINGS.** Consider scheduling a series of small group briefings early on in the campaign to educate and cultivate key prospects AND prospective campaign leaders. POWER 10 has had success scheduling group breakfast briefings in corporate board rooms. These briefings often serve as an excellent prelude to an Ask.

- ❖ ONE-ON-ONE MEETINGS. Conduct one-on-one meetings with key prospects “pre-Ask” as needed. These are arguably the most effective method of communication / cultivation—especially early on with potentially large donors.
- ❖ PUBLIC KICKOFF. Conduct a Campaign public Kickoff after achieving 50% of goal.
- ❖ VICTORY CELEBRATION. Conduct a Victory Celebration for all investors at the end of the campaign.

9. INVESTOR RELATIONS

In addition to the aforementioned campaign communications, POWER 10 recommends the GHDP develop an “Investor Relations” program NOW – at the start of the campaign – and provide detail for prospective investors regarding the engagement, marketing, and other opportunities that will be provided to investors during the five year pledge period.

Especially because this effort is so new, it will be very important for the GHDP to inform prospective investors as to how GHDP will communicate with them during the life of the pledge period and how investors can track the community-wide economic outcomes to be produced by the initiative.

POWER 10 recommends the GHDP include a summary document in the “Ask Package” provided to prospects at the point of the Ask.

POWER 10 Thank You and Potential Campaign Service

There is a great deal of interest in accelerating economic growth in the county and there is solid early interest in the JCEDC's 2017-2021 Strategic Initiative and a high-speed fundraising effort to fuel it. POWER 10 believes that a properly managed capital campaign will be the most effective and efficient approach to turning the initial interest in to the commitment needed to reach the GHDP's preliminary stretch goal of \$4.1 million.

Let's work together and make this campaign happen.

POWER 10 is looking forward to continuing to provide professional fundraising assistance to the JCEDC / GHDP as it moves forward. We will "staff" and drive recruitment of the Campaign Leadership group and the entire Critical Task Calendar leading to a successful campaign. As with all of our project services, we will provide routine and timely feedback, decision points, budget expectations and adjustments as appropriate.

Next steps include:

- ❖ Formalize a campaign management services agreement between the JCEDC / GHDP and POWER 10 (if this is the JCEDC's desire)
- ❖ Schedule / conduct Program Refinement (to include development of a phased Initiative implementation plan) and Prospect Evaluations meetings
- ❖ Prepare the economic impact analysis of the 201-2021 Initiative
- ❖ Develop campaign Ask package / marketing collaterals

These steps will move the campaign to the "start line" and in position to start making Asks – about two months after the start of the campaign - ideally by early August.

POWER 10 appreciates the opportunity to assist the JCEDC / GHDP in developing and testing support for the 2017-2021 Initiative, and we have enjoyed getting to know dozens of leaders throughout the county area. Special thanks are due to Genevieve Coady, RoxAnne Witte, Ali Kavlheim, Ben Wehmeier, and Tammi Jaeger for their friendly and responsive assistance throughout the Study - we greatly appreciate it!



Board Action Form

Action

Docs Enclosed

Future Review

Date: May 26, 2016

Point of Contact: Genevieve Coady
JCEDC Executive Director

Agenda Item: IX.B

Respective Issue: Motion to Approve Implementation of Capital Campaign with enclosed Critical Task calendar as well as Hiring of Power 10 to Execute Consulting Services to Support the Campaign for the initial four months of the campaign in a total amount not to exceed \$100,000, including travel expenses.

Note: \$100,000 is available in the JCEDC reserve. See preliminary 5-year program budget on page 69 of board packet for more details.

Note: It is recommended the contract for services with Power 10 be reviewed after four months to determine need at that time for continued professional support in completing the campaign.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

	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
Reserve								
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						
Income								
Grant Income	\$ 9,200	\$ 28,000	\$ 15,000	\$ 10,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 95,000
Event Income	\$ 10,000	\$ 3,500	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Public Sector Investment at \$1, \$1.5 rates	\$ 135,350	\$ 135,350	\$ 250,000	\$ 252,500	\$ 255,025	\$ 257,575	\$ 260,151	\$ 1,275,251
Transfer from WEDO		\$ 60,000						
501c3 Income - General Donations		\$ 30,000	\$ 370,000	\$ 410,000	\$ 420,000	\$ 430,000	\$ 440,000	\$ 2,070,000
Counseling Admin Income	\$ 13,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Transfer from Reserve	\$ 91,373	\$ 91,373						
<i>Contract for Services from 501c3 to JCEDC</i>			\$ 143,760	\$ 167,698	\$ 147,663	\$ 208,768	\$ 231,009	
Total JCEDC Income			\$ 285,000	\$ 282,500	\$ 325,025	\$ 287,575	\$ 290,151	
Total 501c3 Income			\$ 390,000	\$ 430,000	\$ 440,000	\$ 450,000	\$ 460,000	
TOTAL INCOME	\$ 258,923	\$ 368,223	\$ 675,000	\$ 712,500	\$ 765,025	\$ 737,575	\$ 750,151	\$ 3,640,251
Total Income with Reserve	\$ 399,043	\$ 508,343						
Expenses								
Wages/Payroll & Benefits	\$ 153,052	\$ 198,727	\$ 397,000	\$ 416,850	\$ 437,693	\$ 459,577	\$ 482,556	\$ 2,183,500
Vested Benefits Reserve	\$ 12,186	\$ 15,898	\$ 31,760	\$ 33,348	\$ 35,015	\$ 36,766	\$ 38,604	\$ 170,408
Special Initiatives*		\$ 20,000	\$ 40,000		\$ 50,000			
Other Professional Services**	\$ 27,000	\$ 12,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 35,000
Office Buildout	\$ 200	\$ 12,000						\$ -
Furniture	\$ 200	\$ 3,500	\$ 600					\$ 600
Computer Equipment/Software	\$ 1,040	\$ 3,500	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 8,000
Office Supplies	\$ 4,000	\$ 4,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 35,000
Printing & Duplicating	\$ 30	\$ 600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,000	\$ 47,400
Subscription	\$ 12,620	\$ 9,009	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Membership Dues	\$ 2,300	\$ 2,300	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Regional Economic Membership (MadREP, M7 Opportunity Fund			\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
Marketing/Advertising	\$ 1,000	\$ 1,000	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 225,000
Event Expenses	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Registration	\$ 1,000	\$ 2,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Professional Certifications			\$ 6,000	\$ 3,000				\$ 15,000
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	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Lodging	\$ 300	\$ 300	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
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	\$ 2,000	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 16,800
Maintain Machinery & Equipment	\$ 850	\$ 850						\$ -
IP Telephony Allocation	\$ 397	\$ 397	\$ 397	\$ 476	\$ 572	\$ 686	\$ 823	\$ 2,649
MIS PC Group Allocation	\$ 6,738	\$ 6,738	\$ 8,000	\$ 8,800	\$ 9,680	\$ 10,648	\$ 11,713	\$ 46,113
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
Repayment to JCEDC for Campaign Costs			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Feasibility Study/Capital Campaign Costs		\$ 130,000					\$ 80,000	\$ 110,000
Travel Costs for Campaign		\$ 30,000						
Total JCEDC Expenses			\$ 428,760	\$ 450,198	\$ 472,708	\$ 496,343	\$ 521,160	
Total 501c3 Expenses			\$ 272,837	\$ 224,858	\$ 273,123	\$ 224,553	\$ 305,572	
TOTAL EXPENSES	\$ 258,923	\$ 495,749	\$ 671,597	\$ 675,056	\$ 745,831	\$ 720,896	\$ 826,732	\$ 3,566,891
Year-End								
JCEDC Reserve without Campaign	\$ 140,120							
JCEDC Reserve with Campaign		\$ 12,593	\$ 32,593	\$ 52,593	\$ 72,593	\$ 92,593	\$ 112,593	
501c3 Reserve			\$ 3,403	\$ 40,847	\$ 60,042	\$ 76,721	\$ 139	
Total Remaining Reserve			\$ 35,996	\$ 93,441	\$ 132,635	\$ 169,314	\$ 112,733	

* Represents Professional Services for Major Projects (ie Laborshed Study, Transportation Plan, Brand/Marketing Launch)

**Represents Accounting, Legal Fees

Items in red = JCEDC | Items in blue = GHDP

Above Budget is based on \$3.25M capital campaign assuming a \$1.5 per capita public membership rate and a 1% population growth rate.

If the campaign exceeds \$3.25M, additional resources will be allocated to an additional part-time staff position for clerical assistance, a higher marketing budget, a greater partnership with the regional ED partners, and the opportunity fund.

Above campaign does not include an extensive formal partnership with Dodge County - if this comes to pass both 501c3 income and JCEDC staffing would increase accordingly.

**Glacial Heritage Development Partnership (GHDP)
CAPITAL CAMPAIGN - CRITICAL TASKS CALENDAR (CTC)
Draft 5.24.16**

Critical Task and Duration	Months									
	M-1 June	M-2 July	M-3 Aug	M-4 Sep	M-5 Oct	M-6 Nov	M-7 Dec	M-8 Jan	M-9 Feb	M-10 Mar

Phase 1: Build Campaign Foundation & Prepare for Ask Phase

1	1. Conduct Startup Briefing and Implement All Startup Activities												
	1.1. Conduct Client Leadership Briefing to Start Campaign												
	1.1.1. Ensure shared expectations (Staff-Board-P10) and consensus on CTC and key Campaign principles												
	1.1.2. Develop initial chart of prospective campaign leaders, with special focus on Chair(s) candidates												
	1.2 Establish Key Office and P10 Staff Logistics												
	1.2.1 Establish office, telephone / Internet, computer / printer, office supplies												
	1.2.2 Establish POWER 10 on-site schedule												
	1.3 Thank Feasibility Study Participants												
	1.3.1 Send thank you letters to Study participants; conduct in person visits as appropriate												
	1.4 Meet Legal / Accounting Requirements												
	1.4.1 Register campaign / client / P10 with State												
	1.4.2 Establish pledge handling process												
	1.4.3 Establish gift acceptance policy (for gifts in-kind, securities, etc.)												
	1.5 Hire Campaign Coordinator or Engage Staff Assistance												
	1.5.1 Hire campaign coordinator or engage staff assistance for half to two-thirds time administrative duty												
	1.6 Identify Decision Makers												
	1.6.1 Identify decision maker(s) and clarify decision making process for various campaign decisions (Case for Support approval, etc.)												
	1.7 Consider Formation of a Phase 1 (only) Steering Committee												
	1.7.1 Recruit Chair, then rest of Committee (5-15 members); recruit one member to Chair Communications Sub-Committee												
	1.7.2 Committee supervises all Phase 1 activities: program refinement, prospect list development, communications package development, etc.												
1.7.3 Pass leadership "baton" to Campaign Leadership Council (Campaign Co-Chairs, Operations Committee (possible subdivisions), Advisory Council)													
1	1.8 Refine Strategy / Program & Conduct Economic Impact Analysis												
	1.8.1 Incorporate Feasibility Study input and achieve concensus on (a) revisions to the plan / budget (if any) and (b) revised \$ goal												
	1.8.2 Identify pledge naming opportunities as appropriate												
	1.8.3 Conduct economic impact analysis in-house or engage P10 strategic partner (Georgia Tech) / other to measure and report on the economic ripple												

Critical Task and Duration		Months													
		M-1 June	M-2 July	M-3 Aug	M-4 Sep	M-5 Oct	M-6 Nov	M-7 Dec	M-8 Jan	M-9 Feb	M-10 Mar				
2	2. Develop Marketing Plan / Especially All "Ask" Materials														
	2.1 Develop Marketing Plan														
	2.1.1 Clearly identify target audience by segment (internal/ external), develop singular message / theme, and campaign name (if appropriate)														
	2.1.2 Develop appropriate brand elements as needed - logo, tagline, etc.														
	2.1.3 Reach consensus on primary marketing / communications tactics to be utilized throughout the campaign and develop a one-page summary														
	2.1.4 Develop package for one-on-one Asks														
	2.1.5 Develop / implement insider weekly emails, monthly / periodic updates to a larger audience, press releases / interaction with local media,														
	2.1.6 Consider campaign web site / page, use of social media, campaign PowerPoint, video; make decisions and implement														
	2.1.7 Conduct small group briefings for Division I prospects														
	2.2 Develop "Case for Support" Folder Ask Package (Brochure, etc.)														
	2.2.1 Develop a firm production schedule for all package elements														
	2.2.2 Write copy / content and apply graphic design to Case for Support brochure and Ask folder; print in appropriate quantities														
	2.2.3 Develop for Ask folder the campaign leader and investor lists, Ask agenda template, pledge form, pledge thank you letter, investor benefits														
	2.2.4 Prepare standard business collaterals as appropriate: letterhead, envelopes, business cards, etc.														
	2.2.5 Prepare mailing list, mail / e-mail Campaign Council Letter, secure endorsements, prepare list for insert to brochure														
3	3. Refine Prospect List / Develop Ask Strategies for All														
	3.1 Refine Prospect List, Conduct Research, Organize Evaluations Committee														
	3.1.1 Add to / refine prospect list developed during Feasibility Study; prioritize list of individuals / families, businesses, foundations, government														
	3.1.2 Develop research files initially on top 20-30 prospects, then expanding to all top 100+ top prospects.														
	3.1.3 Utilize Steering Committee or recruit separate Evaluations Committee; identify prospects to complete needed pledges														
	3.2 Evaluate Board+, Prospect Divisions I, II, III, and Foundations / Public Sector														
	3.2.1 Select Division I Top 25 prospects with capacity / interest to make top pledge commitments; identify \$ ask and strategy														
	3.2.2 Select Division II next-best 50 prospects with capacity / interest to make next-best pledge commitments														
	3.2.3 Select Division III next-best 50 prospects with capacity / interest to make next-best pledge commitments														
	3.2.4 Identify \$ ask amounts and strategies for Board / Staff and possibly selected other institutional leaders														
3.2.5 Identify / evaluate foundation and governmental prospects, ensuring total evaluations equal 2-3x the campaign goal															
3.2.6 Identify Co-Chair candidates for each Division															

Critical Task and Duration		Months									
		M-1 June	M-2 July	M-3 Aug	M-4 Sep	M-5 Oct	M-6 Nov	M-7 Dec	M-8 Jan	M-9 Feb	M-10 Mar
Campaign Phase 2: Recruit Leadership Council & Secure Lead Investments											
4	4. Recruit Campaign Leadership Council										
	4.1 Recruit from Div. I Prospect List Campaign General Chair(s), Advisory Council, and the Operations Committee's Div. I Co-Chairs										
	4.2 Recruit to Operations Committee Div. II/III Co-Chairs (2-5 each Div.)										
	Note: Each recruitment to be conducted in person using the relevant "Campaign Leader Duties" document and include an Ask										
5	5. Implement Marketing Activities to Limited Audience (Quiet Phase)										
	5.1 Continue Phase 1 marketing efforts; seek to expand audience; monthly newsletter to all; increase engagement of social media (FB, LI, TW) (optional); Traditional press (optional)										
6	6. Conduct Prospect Division I Asks (Lead Investments & Insiders)										
	6.1 Secure Pledges from Top 25 Prospects and Raise 60% of Goal										
	6.2 Secure Pledges From Board / Other Appropriate Insiders (including Division Co-Chairs)										
	Note: Set goal for the Board (if appropriate; example: 5-10% of goal) and conduct in-person solicitation with each Board+ prospect										
	6.2.1 Prepare customized Ask package for each Board prospect; continue for all campaign prospects and incorporate new pieces of the Ask package										
	6.3 Begin Campaign Operations Committee Meetings (Conclude Steering Committee if campaign utilized one)										
6.3.1 Conduct highly efficient 1 hr meetings 2x per month; "open doors" to prospects and assist in securing capacity pledges											

Critical Task and Duration		Months									
		M-1 June	M-2 July	M-3 Aug	M-4 Sep	M-5 Oct	M-6 Nov	M-7 Dec	M-8 Jan	M-9 Feb	M-10 Mar
Campaign Phase 3: "Go Public" and Win!											
7	7. Conduct Campaign Public Kickoff (Should Be Over 50% of Goal)										
	7.1 Hold event attended by investors and prospect Divisions II and III; celebrate success and cultivate Division II / II prospects										
8	8. Continue / Expand Marketing										
	8.1 Consider and engage various forms of media to announce the campaign and generate enthusiasm among prospects and investors										
9	9. Conduct Prospect Division II, III, IV Asks (Mid and Lower Level Investments)										
	9.1 Solicit Prospect Division II (next-best 50 prospects) and Secure 25% of Goal										
	9.1.1 Develop Division II cultivation / solicitation strategy; consider pre-ask pave-the-way letter, small group briefings, etc.										
	9.1.2 Conduct in-person solicitation with each Division II prospect										
	9.2 Solicit Prospect Division III (next-best 50 prospects) and Secure 10% of Goal										
	9.2.1 Develop Division III cultivation / solicitation strategy; consider pre-ask pave-the-way letter, small group briefings, etc.										
	9.2.2 Conduct in-person solicitation with each Division 3 prospect										
	9.3 Solicit Prospect Division IV / Community Division (less than \$1K / year gifts) and Secure 5% of Goal										
	9.3.1 Make Go / No Go decision on whether to solicit this prospect division										
9.3.2 If a Go, consider direct mail, call event, volunteer mass ask, etc.											
10	10. Conduct Formal Campaign Closeout & Victory Celebration										
	10.1 Prepare Closeout Report and conduct campaign closeout meeting with top leaders										
	10.2. Develop and Implement Investor Relations Plan										
	10.2.1 Select Investor Relations Advisory Council and achieve consensus on investor communications for pledge period										
	10.3 Conduct Victory Celebration										
10.3.1 Host event for all investors to celebrate success											



Board Action Form

Action

Docs Enclosed

Future Review

Date: May 26, 2016

Point of Contact: Genevieve Coady
JCEDC Executive Director

Agenda Item: IX.C

Respective Issue: Motion to approve Resolution to Supporting JCEDC Co-Application of EDA Grant.

Action Taken:

Motion Carried

Not Carried / Denied

Amended As Follows:

RESOLUTION NO. -

Submitting an Economic Development Administration Grant Application to Fund an Area-Wide Laborshed Study

Executive Summary

With the announced impending closure of Tyson Foods in Jefferson, Wisconsin, the Jefferson County area will be experiencing nearly 1,000 layoffs over the course of a little over one year. Nearly half of the dislocated workers are coming from the food processing industry. As such, the City of Jefferson has invited the Jefferson County Economic Development Consortium (JCEDC) to be a co-applicant in an application for an Economic Development Administration (EDA) grant. The total program for the application will be \$130,000, with \$30,000 of the program being committed to an area-wide laborshed study.

The scope of the laborshed study will help Jefferson County area workforce partners understand laborshed issues and how to re-align the workforce to accommodate the changing area economic profile post-recession. This component of the overall initiative will allow the area to better address the laborshed challenges brought about not only by the Tyson layoffs, but also by the other layoffs in the area. This study will also identify improvements in how to assist employers in the area in identifying skill gaps of the underemployed and unemployed so that workforce partners can better align training programs to employer and workforce needs. The objectives of this laborshed study will be to: 1) understand skills, education, and commuting patterns of area workers; 2) understand local employers' viewpoints and needs regarding the existing work force, including availability, quality, costs, and training needs; and 3) determine ways to better attract/retain businesses that can utilize this important labor information and to train their employees. This resolution will authorize the Jefferson County Economic Development Consortium to join the City of Jefferson in submitting an application for an Economic Development Administration (EDA) grant, and if the grant is approved, authorize acceptance of grant funds in the amount of \$10,000.

WHEREAS, the above Executive Summary is incorporated into this resolution, and

WHEREAS, Tyson Foods announced closure of its facility in the City of Jefferson, Wisconsin, displacing approximately 400 employees, and

WHEREAS, in total the Jefferson County area is experiencing approximately 1,000 layoffs in the course of one year, and

WHEREAS, based on a survey conducted by the JCEDC, in total the Jefferson County area will be adding approximately 1,000 jobs to the labor force next year, and

WHEREAS, the top challenge expressed by area employers was the need to recruit and retain qualified and quality employees, and

WHEREAS, area employers have also expressed interest in better aligning area workforce training programs with the needs of the private sector, and

WHEREAS, the Jefferson County Economic Development Consortium voted on April 28th, 2016 to join the City of Jefferson as a co-applicant in submitting a grant application to the EDA for an area Economic Recovery Plan in response to the Tyson plant closure and the overall transition of the labor force in the area, and

WHEREAS, if the grant is awarded, the JCEDC has committed to providing \$10,000 in matching funds from the JCEDC reserve fund and \$5,000 in-kind match from staff time and resources to the development of a Jefferson County area laborshed study as part of the grant work program, and

WHEREAS, if the grant is awarded, the JCEDC will conduct an area-wide laborshed study to better understand area laborshed issues due to the Tyson closure and determine how to re-align the workforce to meet the changing area economic profile. , and

WHEREAS, if the grant is awarded, the JCEDC will hire a consulting firm in an amount not to exceed \$25,000 to aid the JCEDC staff in helping to support the development of a Jefferson County area laborshed study, and

WHEREAS, the Jefferson County Economic Development Consortium supports submitting an Economic Development Administration grant application as a co-applicant with the City of Jefferson to fund an area-wide laborshed study, and if the grant is approved, accepting grant funds in the amount of up to \$10,000.

NOW, THEREFORE, BE IT RESOLVED that the Jefferson County Board of Supervisors does hereby approve and authorize the Jefferson County Economic Development Consortium to submit an Economic Development Administration grant application as a co-applicant with the City of Jefferson to fund an area-wide laborshed study, and if the grant is approved, further authorize acceptance of grant funds in the amount of up to \$10,000.

BE IT FURTHER RESOLVED that the Jefferson County Administrator is authorized to execute the contract and authority is hereby granted to the JCEDC Director to take the necessary steps to develop the laborshed study in conjunction with a consulting firm hired in accordance with this resolution and to execute any ongoing documents necessary to effectuate this program.

Ayes____ Noes____ Abstain____ Absent____ Vacant____

Requested by
Jefferson County Economic Development Consortium

02/25/2016

Genevieve Coady

APPROVED: Administrator____; Corp. Counsel ____; Finance Director ____; JCEDC Director ____.