

Jefferson County Economic Development Consortium

2010 Annual Report

2010 Board of Directors

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Dennis Heling.....	Executive Director
RoxAnne Witte.....	Administrative Assistant

JEFFERSON COUNTY DEMOGRAPHICS

AND

WORKFORCE PROFILE SUMMARY**

Annually, on the first day of January, the Wisconsin Department of Administration predicts Wisconsin's population in its various political subdivisions. On January 1, 2010, the Wisconsin Department of Administration forecasted the population of Jefferson County at 81,362. Of this population it is estimated, by the State of Wisconsin Department of Workforce Development, that the 2010 annual workforce participation was 42,500* persons. This means on average, assuming an annual 2010 unemployment rate of 7.7%, 39,228 people were working while 3272 individuals on average were unemployed during the same period. The 2010 average unemployment rate showed about a one and one-half (1.5%) percent lower rate than that of 2009.

The U.S. Census Bureau reported in its recent release of household information that there are approximately 33,895 housing units in Jefferson County with an average household size of 2.49, which is slightly higher than the 2.42 per household size statewide. It further found that the household median income for Jefferson County is \$55,379.00 with the statewide median household income at \$51,569.00.

The work commuting patterns still reveal that about 15,500 Jefferson County residents work outside of Jefferson County while some 11,300 workers commute into Jefferson County. Over 1/3 of all employees that commute into Jefferson County originate from Dodge County. It is estimated that approximately 1/3 of those who commute out of Jefferson County travel to work in Waukesha County. Additionally, it is estimated that almost 1/4 of those who commute out travel to Dane County. Commuting and traffic counts now reveal approximately 25,000 commutes take place within Jefferson County on a daily basis.

Jefferson County has approximately 2080 non-farm business establishments operating in its borders according to the US Census Bureau and the Wisconsin Office of Economic Advisors. In 2010, Jefferson County saw about a one percent increase in business establishments within Jefferson County. Well over half of these businesses reported employing 19 or fewer employees. The top ten employers in Jefferson County are highlighted in **Chart A** with Fort Healthcare Inc. ranked as the largest employer in Jefferson County. The top ten employers account for about 20 percent of the jobs within Jefferson County.

The United States Department of Agriculture (USDA), National Agricultural Statistics Service 2007 report, identified a total of 1434 farms in Jefferson County at an average size of 170 acres with well over 244 thousand acres in the farms of Jefferson County. In addition crop sales exceeded 86 million dollars with livestock sales at almost 123 million dollars.

**Jefferson County Top Ten Employers
Third Quarter 2010
Chart A**

Rank	Employer
1	Fort Healthcare Inc.
2	Trek Bicycle
3	Wal-Mart
4	Opportunities Inc. of Jefferson
5	Bethesda Lutheran Home & Services
6	Jefferson County
7	Generac Power Systems
8	Terra Staffing Inc.
9	Watertown Unified School District
10	Nasco Division

**This number doesn't include those who reside in Jefferson County, but are in the military, institutionalized or not working and not currently looking for employment. This also is an estimate based upon data gathered in 2009 and not updated for 2010 at the time of this report.*

*** Source: Unless otherwise noted the data source is the State of Wisconsin Department of Workforce Development*

ORGANIZATION

HISTORY, MISSION, GOALS AND PRINCIPLES

The Jefferson County Economic Development Consortium (JCEDC) formed in June 2003 and was the combined effort of Jefferson County, the Cities of Fort Atkinson, Jefferson, Lake Mills, Watertown and Whitewater and the Village of Johnson Creek. The City of Waterloo joined the JCEDC as a full voting member effective January 2005. The Board of Directors is comprised of 1 voting member, representing each participating city or village, and three County Board Supervisors representing Jefferson County. Dennis Heling is the department's Executive Director and RoxAnne Witte is the department's part-time Administrative Assistant.

The Jefferson County Economic Development Consortium's mission is to foster and encourage responsible economic development activities that result in job creation, retention, increased tax base and an improved quality of life for the citizens of Jefferson County. This mission is to be achieved through goals adopted by the Board of Directors, as amended from time to time.

Later I will briefly discuss our comprehensive planning which the JCEDC has been involved in over the past several years. In prior annual reports, I reported that the JCEDC had five generalized operating principles, which guided us in our day-to-day operations. These broad operating principles are:

1. **Communication** - The JCEDC must continue its efforts to inform the public and private sectors on its role and function. This includes clarifying perceptions and communicating information on issues, regulations, policies and other issues that impact the business community in Jefferson County. The JCEDC wants to be recognized as a problem and information clearinghouse on economic development issues. The JCEDC will assist in maintaining and promoting open and free lines of communication between local government officials, area businesses, and local and state agencies.
2. **Marketing of Jefferson County** - The JCEDC must develop and promote the County and its communities. Promotion includes working with existing business, networking with regional and state representatives, recruiting new business, and marketing Jefferson County and supporting a high quality environment.
3. **Workforce Development, Training and Education** - JCEDC will promote workforce development through education, training, and strategies which will foster a quality labor pool. Education and training will focus on basic skills including English as a Second Language (ESL), leadership training, problem solving, and skills upgrades.
4. **Supporting a Positive Business Climate** - JCEDC will promote modernization of business (agricultural, commercial, industrial, and tourism) and attract supporting businesses to Jefferson County. Promote positive government and business environment and maintain high quality public infrastructures. Explore strategies and partnerships to bring more financial resources for business expansions and start-ups.
5. **Facilitation and Coordination** - JCEDC will act as the voice for Jefferson County both at the regional and state level. In its role as facilitator and coordinator, JCEDC will provide assistance with financial, startup, and regulation information.

One of the requirements outlined in the essential duties and responsibilities of the JCEDC Director is that he, “Lead the creation and maintenance of Economic Development element of the Jefferson County Comprehensive Plan.” In 2010, we completed several activities, which led to our updating and completing one of the major requirements for Jefferson County’s decennial update of its Smart Growth compliant Comprehensive Plan. In the past several years, the JCEDC completed several critical goals and objectives with regard to economic visioning and planning. On April 29th, 2009 we hosted a rollout of our visioning planning which was the culmination of over two years of public meetings, focus groups, planning workshops, interviews and core team activities. This event (The Economic Vision & Positioning Framework Initiative) consisted of a public forum in which we had over eighty participants representing the public and private sectors to include businesses (profit and nonprofit), government (local state and federal), and individuals. At this event the “Storybook” document known as the Economic Vision & Positioning Framework Initiative was featured with the purpose to shape a vibrant and economically competitive environment for the future of Jefferson County. In part the initiative was designed to provide:

- An understanding of Jefferson County’s assets and location advantages.
- Identifying of emerging economic opportunities that are based on existing assets and trends
- An economic framework and vision for the future
- Identifying of catalytic projects and an initial implementation plan
- A means to integrate the economic framework into Jefferson County’s existing comprehensive plan.

Out of this process three economic development focus areas emerged. The three focus areas of economic development are summarized in the agreed upon Economic Vision statement that, “**Jefferson County will be a leader in home-grown business development and innovation linkage, agricultural enterprises, and healthy small-town living**”. (See complete Storybook on our website)

The first key area of focus visits Home Grown Business and directs that we take steps to grow our own businesses, and help existing industries compete globally and locally, by developing strong innovation links and local networks. A few of the catalytic strategies, ways to do our job, included making sure that we connect Jefferson County businesses to regional institutional research activities and focus economic development energy and capacity to support *existing* small and mid-sized companies.

The next key area of focus acknowledges that enterprising agriculture requires that we expand agricultural, food and bio-energy businesses to capture growing regional and national demand. Here the catalytic strategies envision advancing farmland preservation, creating a Jefferson County Food Initiative and promoting local energy independence.

The third broad key area of focus, that of small-town magnetism , portends the we should capitalize our intrinsic assets to attract talent and entrepreneurs, through continued downtown revitalization and community reinvestment, natural resources and tourism planning.

These activities led to the Jefferson County Board of Supervisors adopting by resolution the Jefferson County Development Plan update and Comprehensive Plan update (with Economic Development Emphasis) at its December 2010 meeting. Jefferson County Economic Development Consortium is now implementing the strategies identified during the planning process. This includes working with various communities on specific projects as well as the engagement of communities to incorporate the catalytic strategies that they deemed important for their specific community. The JCEDC is currently scheduling with community groups to work on implementation of the economic visioning.

EXAMPLES OF ROUTINE ACTIVITIES IN 2010

In 2010, we continued to spend a large portion of our staff time working with businesses and local communities on projects resulting from the 2008 flooding disaster. This included projects of flood recovery as well as workforce related issues. As part of our efforts we created and completed a survey which resulted in our publishing the 2008 Flood Business Assessment. The report which is on our website documented and then reported to various state and federal agencies part of the losses sustained in Jefferson County’s business community. At the end of 2008, the JCEDC and Jefferson County worked with Wisconsin Department of Commerce on creating a flood recovery program. The City of Jefferson, contributed \$115,040.00 to the lending pool, and the State of Wisconsin awarded \$93,960.00 in grant funds for this FRSB program. Eleven business loans were made totaling \$220,000. The 2010 activities for the Flood Recovery Small Business (FRSB) program included filing reports, updates and loan monitoring activities. Monitoring activities included site visits, conferences with the participating businesses and review of financial information. These loans are to begin repayment in 2011 and will be available for future lending to business projects under our Revolving Loan Fund.

Over the past two years, we prepared and filed applications and amendments to the State of Wisconsin for Community Development Block Grant-Emergency Assistance Program (CDBG-EAP) funding. We have now been awarded approximately \$3,150,000 in grant funds to assist business in flood mitigation activities. In 2010, our efforts resulted in Jefferson County receiving an additional award of \$1,349,935 for business mitigation and public facilities projects. When additional funds became available, we will request further funding of approximately three million dollars toward flood assistance for businesses. This application will include a request for funding for a regional project directed toward activities to reduce the flooding impacts along the entire Rock River Basin as a multi-county effort. In addition, the CDBG-EAP activities for 2010 included our preparing and holding five separate public hearings and actively participating in over a dozen related committee and board meetings associated with the CDBG-EAP program. Other activities such as environmental reviews and preparing the required environmental records also saw substantial staff time commitment during the 2010 reporting period. Our involvement in the CDBG-EAP program helps assure job retention through business stabilization.

We are the administrator of several Community Development Block Grants for economic development that were grants to Jefferson County. These grants act as a funding source for the Jefferson County revolving loan fund. As each loan is paid, the Jefferson County revolving loan fund (RLF) program increases and is then available to lend to other businesses in Jefferson County. The revolving loan fund balance as of December 31, 2010 exceeds \$275,000.00 with \$200,000.00 already committed to Kendall Packaging Corporation for its \$3.8 million dollar expansion project. Kendall Packaging is estimating that through this expansion project it will create at least 10 jobs at an average wage of \$15.10 per hour within two years from completion of the equipment installation. This program requires us to report frequently to the State of Wisconsin Department of Commerce on our revolving loan program. It allows us an opportunity to interact with the state on local financing needs and to relay our needs for areas such as infrastructure and future planning for projects. Currently we have two projects in repayment, which includes Tag Lane Dairy. Kevin and Christine Griswold and Bryant Products of Ixonia. In December of 2010, we saw the final payment on the Kutz Dairy project.

In 2009, the Jefferson County Board of Supervisors designated the JCEDC to serve as the Complete Count Committee. This designation required that we work with the U.S. Census Bureau and local staff and coordinating teams to assist in making sure Jefferson County got counted for the 2010 census. We focused our efforts on awareness through local networking, media, newsletters, and marketing materials. We also compiled information and tried to identify community-based organizations and begin solicitation of awareness for the 2010 Complete Count. We participated in a number of Census-related efforts including promotion of the Census at local events such as the Jefferson County-Continuum of Care and the Jefferson County Fair. In addition to the awareness and needs initiatives we reported monthly to the JCEDC Board of Directors on the activities and also the members networked on their community initiatives and updated on ways to assure an accurate count would be completed. Our participation was needed because of the substantial impact on our economy that having an accurate census count means. Not only is this important for representation and elections but the Census is critical for receipt of millions of dollars in federal aid for such areas as highways, schools, and housing and community development block grants. In September of 2010, the Jefferson County Economic Development Consortium and Jefferson County received recognition awards from the U.S. Census Bureau as a valued partner and acknowledgement that our efforts helped achieve a complete and accurate census count.

During this reporting period, we actively participated with regional economic development professionals such as Thrive, the Collaboration Council, and the Economic Development

Professionals. These regional groups are comprised of the eight counties of Columbia, Dane, Dodge, Rock, Sauk, Jefferson, Green and Iowa. We support the success of our region by collaborating on economic development solutions. We met quarterly in 2010 to work on regional projects and initiatives. We realize and support the need to work together to promote our region and its assets through economic development. We exchange information with participating members to improve our regional growth. The information and initiatives focus on our infrastructures, assets, community contacts and specifically includes detailed information about the composition of the county and our municipalities with such data as our transportation structure, business/industries parks, hospitals and school districts/ higher education and the natural resources. Our participation gives Jefferson County representation in the region and helps us prepare for the future growth of the region.

JCEDC works to provide community data/information such as community profiles, key businesses, business sites, industrial parks, and buildings available and strives to work with communities to make sure this information is current and updated. When a request for site information is received, it may be directed to the local communities for more detailed information and follow up. We previously reported that as more site location firms begin to use the internet we are incorporating more internet and electronic information into our department and are linking to regional organizations and their sites and information bases.

Our department is involved in marketing activities such as assisting with the development and distribution of the 2010-2011 Jefferson County Official Guide. In addition, we respond to requests for tourism information and may then have to refer to various other organizations for further assistance, such as local municipalities, chambers of commerce, county parks and recreation departments. In addition, JCEDC sits as an ex-officio member on the Jefferson County Tourism Council to promote tourism in Jefferson County. We also provided information to Wisconsin Department of Tourism for distribution at the State Fair as well as having had information at the 2010 Jefferson County Fair.

JCEDC continues to work closely with businesses, agencies and organizations to insure that Jefferson County employers have access to a quality and stable workforce. As a member, we participated in the planning process focusing on the issues which impact economic development and workforce development. We act as a conduit for information from the business community regarding workforce development and economic development topics. Further we continue to act as an advisor to the Business Service Team (BST) for the Workforce Development Center of Jefferson and Dodge Counties. The broad areas that the BST is charged with is to focus on expansion, relocation and reorganization efforts for businesses and their workforce development activities.

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. Our philosophy includes utilizing our website to help "make connections and give direction" for those seeking information. We will continue to upgrade the website which is www.jcedc.net. We routinely provide press information for the local news media. This has included information on programs as well as various workshops and activities that we have hosted, participated in and/or sponsored. Additionally, we utilize the print media in advertising such activities as our Home Consortium rehabilitation program and our Entrepreneur and Inventors Connection Organization.

JCEDC continues its strong working relationship with the Workforce Development Board of South Central Wisconsin (WDBSCW). WDBSCW has authorized JCEDC to access and disseminate information utilizing Strategic Advantage software. Strategic Advantage is economic modeling software. During the past four years period we routinely provide economic modeling information to various communities, businesses, leaders and agencies. The economic profiling and modeling software allows us to compile very specific modeling and profiling information for Jefferson County and the region. We frequently utilize this resource for research, site review and potential projects. During 2010, we received approximately 15 separate requests which we used this modeling software. JCEDC's use of this software helps us 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 and thereby assisting JCEDC in meeting our goal of workforce stabilization through effective actions. In addition, request from various county departments for economic modeling information are entertained. These requests could include such diverse information requests as residential trends, economic value of parks to the community and the economic impact of emergency management in the region. In addition, we continue to assist local businesses with workforce issues. This requires us to work closely with and promote the Workforce Development Center of Jefferson County.

One component to having a qualified workforce is that of education. Our department collaborates with the University of Wisconsin-Extension, University of Wisconsin Whitewater and Madison College, formerly MATC, in an effort to bring information and programs to residents and the workforce of Jefferson County. We inform business on various programs which they can utilize to enhance the skill sets of their workforce. Furthermore, we receive request from businesses about training and options available to assist them in job retention. In addition RoxAnne is certified to act as proctor to administer testing for the Manufacturing Skills Standard Certification which may act as a skills enhancement program for workforce retention.

Qualified home ownership is another proven strategy toward a stable workforce. As a participating member of the Home Consortium we look to programs which help achieve the goals of workforce stability and quality of life. The JCEDC utilizes the Home Consortium's resources to enhance the stability of the workforce as well as improving the quality of life for the citizens of Jefferson County. Through partnering with and utilization of various sub-programs discussed below we are able to assist more citizens of Jefferson County. The sub-programs and activities include the following:

- As the Administrator of the Jefferson County Home Rehabilitation Program, we assist households with homes that are in need of rehabilitation. In the fiscal year 2010, we assisted two families with a total of \$21,000.00 for home rehabilitation. Since the program beginning, late 2004, JCEDC provided over \$250,000.00 for home repairs to 22 separate families in Jefferson County.
- In addition, we continue our partnership with HBC Services, Inc. to provide homebuyer down-payment assistance. This assistance helped 35 families during the calendar year of 2010 with down-payment assistance and 6 families with mortgage foreclosure assistance. This partnership, allowed us to sponsor the Homebuyer Counseling course in an effort to educate families about homeownership and help qualify them to purchase homes in Jefferson County.

All of these activities contribute to workforce stabilization and enhances the property tax base due to these property acquisitions, improvements and rehabilitation.

JCEDC acts as an information clearinghouse for economic development concerns and provides information to the business community. On a daily basis we answer questions and respond to inquires, which includes telephone, faxes, e-mail and in person exchanges, related to a variety of issues, such as; permits, local government issues, financing, educational programs, census and demographic information, and training assistance. Businesses routinely request information and assistance on such topics as refinancing, employment related information requests and economic trends.

One of the major goals of the JCEDC is to support the business community and maintain a positive business climate. This includes developing and continuing programs which promote the "entrepreneurial spirit". JCEDC brought the Small Business Development Center's First Step business program to Jefferson County in 2004. The First Step program, utilizing University of Wisconsin Whitewater staff, counsels participants in the fundamentals of business as their "first step" toward starting their own business. The program now called "Opportunity to Profit", has assisted over 325 individuals with information and counseling about business and business startups. The program assists participants with business plan fundamentals and other technical business product development. We routinely work with Whitewater staff to provide direction and resource for both product development and for business planning efforts. This includes working with the Innovation Center at University of Whitewater to assist business obtain market research and guidance for product development.

The JCEDC participates in numerous department activities including department budgeting, department head meetings, and was an active and participating member on the Jefferson County Strategic Plan Steering Committee during 2010.

CONCLUDING REMARKS:

The annual report is designed to present examples of the department's activities/projects and outline the role of JCEDC in Jefferson County's economic development community. Our goal is to give a cross section of a variety of our routine activities. All of which are important components to Jefferson County's economic development.

In our role as Jefferson County's lead agency for economic development the JCEDC welcomes your participation and values your input. We strive to grow Jefferson County's economy and improve the quality of life for the citizens of Jefferson County. The JCEDC has exciting action initiatives well underway from the comprehensive planning that recently took place. This combined with the County's strategic planning initiatives will help guide the communities and the region forward on our journey into the future.

Do not hesitate to contact us.

Respectfully submitted this 8th day of March 2011

Dennis L. Heling

Dennis L. Heling
Executive Director
Jefferson County Economic Development Consortium