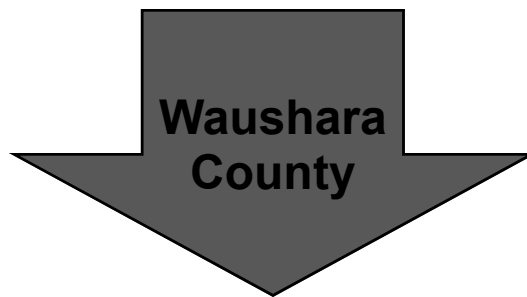
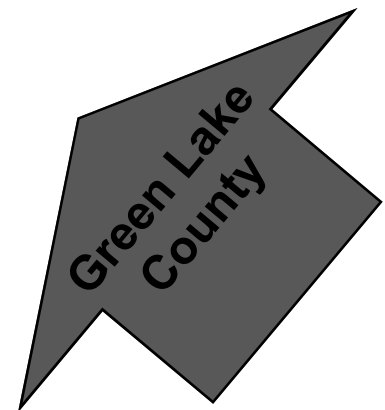
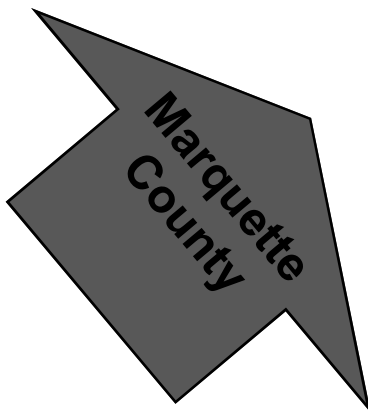


A Proposal for a Tri-County Approach to Regional Economic Development



Tri-County Regional Economic Development Corporation



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Executive Summary

Throughout the State of Wisconsin, economic development is at the forefront of business leaders and public official's discussions. Wisconsin is losing ground economically when compared to neighboring states and the Tri-County Region, Green Lake, Marquette and Waushara Counties, are no exception. Concerns about low paying jobs, lack of business development and loss of potential workforce are just a few of the issues discussed. According to the Wisconsin Department of Revenue, Economic Outlook Appendices August 2002, the 2001 per capita income for the Tri-County Region averaged \$21,927 where State of Wisconsin per capita income was \$29,923. In addition to lower wages, employees are leaving the counties at an alarming rate; about 50% of the workforce in the Tri-County Region leaves the region daily for employment elsewhere. This has an even greater significance considering that the region's unemployment rate hovers near 7.5% as compared to the state average at 5.1% as per the Wisconsin Department of Workforce Development 2004 Local Area Unemployment Statistics for the first six months of 2004.

Although the Economic Development Corporations in each of the three counties are working to address these issues, it was identified by the Waushara County Economic Development Corporation Board, made up of volunteers who are involved in other organizations and local government, the amount of time they are able to invest in economic development activities is limited. They believe that a full time paid Economic Development Professional would be able to have a greater positive impact on local economic development efforts. The value of an Economic Development Professional to the local economy can be seen in neighboring counties such as Columbia, Adams, Sauk and Fond du Lac where unemployment rates in these areas for 2004 are significantly lower than the Tri-County Region. In addition, the efforts of the Economic Development Professionals have led to substantial investment in those counties through state and federal grant and loan programs.

In an attempt to move in the direction of a paid staff person, the Waushara County Economic Development Corporation Board looked into hiring a part-time economic development director in the winter of 2002. Given budgetary constraints and the annual cost to hire an experienced economic development professional, they realized it would not be possible to hire someone on their own. It was decided that they would pursue discussion with Marquette and Green Lake Counties concerning the possibility of a partnership to hire an economic development director. The Waushara UW-Extension Community Resource Development (CRD) Educator, Patrick Nehring, who had been working with the Waushara County EDC, presented the partnership idea to his colleagues, CRD Educator, Patty Watson in Marquette County and CRD Educator, Jeff Hoffman in Green Lake County.

The three CRD Educators arranged a meeting of members from the Economic Development Corporations of Waushara and Green Lake County and members of an economic development advisory committee from Marquette County and co-facilitated a meeting to discuss the possibility of a tri-county economic development position. The

group determined that the idea of a joint position was worth investigating and they asked the UW-Extension Educators to help them learn more about economic development corporations and activities. Initially, the group had to decide whether the position would be a seamless regional economic development corporation or a shared position responsible to each county 1/3 of the time. After very lengthy discussions that consumed several meetings the board members from the three county economic development corporations came to the conclusion that the position must be regional in scope to be most effective and useful to the region. All the board members agreed that any economic development activity that occurs in one of the counties would benefit the whole region. After that hurdle was crossed the three county group met several more times over the next six to eight months where they learned about specific economic development activities and they identified the most pressing economic needs of the three county region.

The group decided that before they could go further in the planning of the regional position each county group should look strategically at their own economic goals. Therefore, during the summer months of 2003 the three county groups worked separately on their own strategic plans. In the fall of 2003 the three-county group got together once again to discuss their individual plans and talk about the future of the group. They realized that for the most part the goals of the counties were very similar and most importantly, on their own, each of the Board's came to the conclusion that working together as a region was the best and maybe only hope the region has of securing a full time professional economic developer's assistance.

To move forward they decided to select two representatives from each of the county economic development groups to form a sub-committee. This group's task was to work with the three UW-Extension Educator's to work out the details of the position including the budget, organizational structure and mission and to write up a proposal for the entire three-county group to review.

The six-member sub-committee and the three Extension Educators began meeting in the early summer of 2004 and met every other week through July. With the UW-Extension Educators facilitating the discussions, the sub-committee talked through several variations and eventually worked out the details for an economic development director's position. This proposal is organized into six sections that represent the culmination of the committee's work and recommendations.

Mission Statement and Goals

Within the past year, the Economic Development Corporations (EDC) in Green Lake, Marquette and Waushara Counties engaged in a strategic planning process, which resulted in the development of a strategic plan for each county. These plans identified the mission statement, goals and objectives for each EDC.

Early in 2004 the three EDC Boards met to review each other's plans. This provided the Board members with an opportunity to see if the three counties had common goals

and interests in economic development. The group did identify that there were many common themes within the three EDC strategic plans and recommended the formation of a sub-committee to develop an outline and recommendations for how a tri-county approach would “look” and how a regional organization would function.

The sub-committee began their process by reviewing the three strategic plans and identified common themes that could become the foundation for the Tri-County Regional Economic Development Corporation’s mission statement and organizational goals.

The mission statement for Tri-County Regional Economic Development Corporation (TCREDC) is:

The regional corporation, encompassing Green Lake, Marquette, and Waushara Counties, working in cooperation with public and private entities, promotes the region and businesses in order to attract, stimulate and revitalize commerce, industry, and manufacturing resulting in the retention and creation of viable living wage jobs.

The goals for the corporation include:

- Provide education about services of the Tri-County Regional Economic Development Corporation as a resource for business development, stabilization and diversification and economic development issues/information
- Provide assistance to local businesses
- Develop and use funding sources to meet the future financial requirements of economic development projects for the region
- Create businesses and jobs to enhance tax revenues and provide additional employment opportunities providing sustainable livable wages

Structure, Operation & Bylaws

The sub-committee reviewed several organizational formats both public and private and identified a structure that they felt is most appropriate for the Tri-County Regional Economic Development Corporation (TCREDC).

- Formation of a new 501(c)3 non-stock corporation, the Tri-County Regional Economic Development Corporation
 - Board of Directors will consist of 2 people from each county
 - Appointed by the county economic development corporation
- Local municipalities will be involved with the Tri-County Regional Economic Development Corporation through the local county economic development corporations.
- This structure will provide for guidance and input from each county and will also provide a communication link from the TCREDC to each county EDC and county board.
- The bylaws are included in this proposal.

Operation

The Tri-County Regional Economic Development Corporation will have the ability to operate out of various office locations.

- The first will be a central located office in Neshkoro, an equipment and a telecommunications center, a place to make copies, a place to receive mail, and other correspondences. The office will be staffed by a part-time administrative assistant.
- The other type of location is a virtual office. The Economic Development Director will keep in touch with the central office via cell phone and wireless internet access. The Economic Development Director will have access to conference rooms and offices in the area banks for appointments to meet with clients and to work.

The Tri-County Regional Economic Development Corporation will meet monthly. Special meetings will be called as needed.

- The Economic Development Director will meet with the county economic development corporations on request, but the director will not be expected to meet with each county economic development corporation each month.
- Communication and reporting will be through the Tri-County Regional Economic Development Corporation.

Job Description

The sub-committee reviewed several existing job descriptions for economic development professionals throughout the state in the development of this regional job description. Considering the scope of the position, the committee felt that it was necessary to hire someone with extensive economic development experience. This individual would have the expertise and personal attributes to “hit the ground running” to build an economic development presence and put the region in a more competitive position.

Budget

The sub-committee reviewed sample budgets of other EDC’s and utilized local knowledge in order to develop a budget for the TCREDC. The budget for the TCREDC is:

Public Contributions	\$121,000
Private Contributions & Sales and Service	\$13,940
Total Budget	\$134,940

First year contribution requested from each county \$18,190

Potential Impacts

- Precedent setting endeavor towards regionalism
- Sharing of expenses, resources and information.
- Business retention and/or expansion resulting in job retention/security and/or job creation. This strategy works towards securing tax base or enhancing the tax base. As we have seen there are numerous impacts when a business leaves a community. Spending money on economic development may help to reduce lost revenues through taxes and jobs.
- Business development leading to job creation and enhancing the tax base. Bringing businesses into the region could provide jobs that pay livable wages and have a tremendous fiscal impact on the region. The impact will be seen with the collection of property tax, possible increase in sales tax and job creation. Job creation and better paying jobs could improve the quality of life for residents in the region and enhance their purchasing power. Improved purchasing power will have a positive ripple effect on local businesses that can capture those dollars.
- Pursue grant and funding opportunities to bring other strategic initiatives to fruition.
- Provide for a single contact person and location for the region for interested visitors, businesses, state agencies, municipalities and other counties – one stop shopping!
- An opportunity to provide a timely response to questions and requests for information – demographics, funding opportunities, development sites, available real estate, community infrastructure data, etc.
- Provides for a regional focus with broader considerations of the impacts of growth and development.
- Will place Green Lake, Marquette and Waushara Counties in a more competitive position.
- Would allow for the region to take advantage of grants and other funding opportunities with a central location to submit applications and administer grant funding. This is especially important given the current emphasis by state government to look at regional approaches in new initiatives.
- Provide confidentiality, persistence, accountability and expertise.

Mission Statement & Goals

Mission Statement:

The regional corporation, encompassing Green Lake, Marquette, and Waushara Counties, working in cooperation with public and private entities, promotes the region and businesses in order to attract, stimulate and revitalize commerce, industry, and manufacturing resulting in the retention and creation of viable living wage jobs.

Goals:

1. Provide Education about services of the Tri-County Regional Economic Development Corporation (TCREDC) as a resource for business development, stabilization and diversification and economic development issues/information.

Possible Strategies (that have been identified by each county) to achieve this Goal

Hold Community Informational meetings *Objective -Provide information to the public regarding economic development issues in the region.*

The TCREDC members believe it is their responsibility to be the conduit of economic development information to businesses, local government and the general public in the region. The TCREDC will sponsor four meetings annually that will be highlighted by a keynote speaker, offer information about current economic development resources, and provide attendees an opportunity to network.

Host an economic development seminar to provide information about the TCREDC, state and local economic development issues, and business resources.

Conduct businessperson's meetings *Objectives - Have informal businessperson's breakfast/lunch gatherings.*

The TCREDC wants to sponsor a set of meetings specifically for businesses. These meetings are a chance to discuss relevant topics, and provide a networking opportunity for community businesspersons.

Educate state and federal agencies about the TCREDC, its unique structure and needs. Working cooperatively to develop programs that meet those unique needs.

Create informational handouts and other resources about the TCREDC for local EDC's to distribute at presentations and meetings throughout the three counties to promote the services and resources of the TCREDC.

Regularly **promote and publicize** activities and successes of the TCREDC and county EDCs to increase public awareness and support of economic development issues.

Develop Partnerships, Promote Intergovernmental Cooperation & Improve Communications – Represent the region by meeting regularly with and/or make presentations to area chambers, local unit of government, state agencies, supporting businesses and other service organizations to provide an update on the TCREDC (its goals, future activities and resources/partners available) and to learn about partnership, resource and funding opportunities.

2. Provide Assistance to local business.

Possible Strategies (that have been identified by each county) to achieve this Goal

Make regular business visits *Objectives - Improve the communication between businesses and the TCREDC.*

Business retention is at the heart of the TCREDC's economic development effort. Staff will talk face to face with area businesses sharing information and working to help these businesses in any way they can.

Economic Development Assessment Program to better understand wants/needs/desires of communities, residents, businesses and local organizations and to determine what is currently in place for economic development projects and activities. Survey local businesses.

Provide education to local businesses to help improve their business operations, become more efficient or utilize new techniques and/or technology.

3. Develop and use funding sources to meet the future financial requirements of economic development projects for the region.

Possible Strategies (that have been identified by each county) to achieve this Goal

Develop grant funding both public and private.

Develop financial support from each County.

Develop partnerships with state agencies, counties and other entities.

Explore funding opportunities through state, federal or private entities.

4. Create businesses and jobs to enhance tax revenues and provide additional employment opportunities providing sustainable livable wages

Possible Strategies (that have been identified by each county) to achieve this Goal

Promote and advertise tri county area and all of its assets for economic development

Web site development – virtual tour of area

Area informational profile

Create marketing plan

Develop promotional materials

Network through state agencies, business associations/alliances outside of the region

Maintain a list of contact people for each municipality and other ED organizations within the region.

Develop and implement a response plan with which to respond to inquiries by business prospects.

Establish contacts with State agencies, utilities, county ED organizations, and others to be respond to inquiries from business prospects.

Present a positive influence on existing or new businesses so that they will expand or locate within the region. This could be done through the Chamber newsletter, press release, business visits.

Determine and define target businesses the TCREDC should concentrate its marketing efforts.

Identify existing county sites on which business prospects might locate.

Work with interested municipalities to assist in improving their position for ED activity.

Structure, Operation & Bylaws

Structure

Formation of a new 501(c)3 non-stock corporation, the Tri-County Regional Economic Development Corporation.

Forming a new economic development corporation would be a more balanced approach to working on economic development issues on a multi-county regional level. Keeping the existing county economic development corporations is desired because there are some issues that can be better addressed by a county economic development corporation. In addition, a separate tri-county economic development corporation would be a little more removed from being influenced by any one County. As a result, dissolving the three county economic development corporations and merging into a single regional corporation was ruled out. Creating an operating agreement, where one county would hire an economic development director and contact with the other two was ruled out, because of concerns that even though there may be no intention to do so, the county that issues the pay check may receive preferred treatment or at least be perceived to receive preferred treatment because they are the ones holding the check. Incorporating as a 501(c)3 charitable organization was preferred over other forms of nonprofit status, because contributions to the organization are tax deductible and charitable organizations are often preferred when applying for grants. In addition, the tri-county regional economic development organization does not anticipate spending a lot of time on lobbying, nor do they anticipate having paying members.

Board members will consist of two people from each county. The board members will be assigned or appointed by the county economic development corporation. Membership of the Tri-County Regional Economic Development Corporation shall consist of only these 6 representatives. The Economic Development Director is an ex-officio member, a non-voting member. The annual meeting will be the six representatives and the Economic Development Director.

Each county is equally represented in the Tri-County Regional Economic Development Corporation. A six member board is large enough to accomplish tasks, but not too large to get things done.

There will be no substitutes or alternates of board members. Conference call meetings and voting via telecommunication is permitted. All meetings must be noticed. Quorum will consist of the majority of the board members. Meetings will be scheduled when board members are available. A tie vote fails.

Substitutes and alternates may not be current on all of the aspects of what the board is discussing. It is up to the board member to show up. A tie vote fails, because in order to have a tie at least two counties are not in favor of the vote.

Local municipalities will be involved with the Tri-County Regional Economic Development Corporation through the county economic development corporation.

Local municipalities have a closer tie to the county economic development corporation. To ensure that the Tri-County Regional Economic Development Corporation maintains a regional approach, direct participation on the board is through the county economic development corporations. In addition, it would be difficult to maintain a reasonable size board if every municipality was on the board and there likely would be municipalities that would not be represented, therefore county representation is preferred.

Operation

The Tri-County Regional Economic Development Corporation will have the ability to operate out of various office locations. The first will be a centrally located office, near Neshkoro, for equipment and a telecommunications center, a place to make copies, a place to receive mail, and other correspondence. The office will be staffed by a part-time administrative assistant. The other locations will be where the Economic Development Director will spend most of their time. This is a virtual office. The Economic Development Director will keep in touch with the central office via cell phone and wireless internet access. The Economic Development Director will have access to conference rooms and offices in the area banks for appointments to meet with clients and work.

Because this is a regional approach to economic development, it is necessary for the Economic Development Director to be mobile and meet with people around the 3 county area. By making arrangements to use the conference rooms of area banks, the Tri-County Regional Economic Development Corporation will essential have office space in every village and city in Green Lake, Marquette, and Waushara Counties. In addition, there will be a real and perceived image that the Tri-County Regional Economic Development Corporation is working with the banks in the area. There is still a need to have a location to store files, receive Faxes and mail, and a place were messages can be left with a human being and administrative tasks can be taken care off. The location of this office should not be in a particular county's building, because of perceived and unintentional favoritism that one county has greater access to the economic director than any other county. Neshkoro is at about the center of the three county region, therefore, it would be a logical location for this central office.

The Tri-County Regional Economic Development Corporation will meet monthly. Special meetings will be called as needed. The Economic Development Director will meet with the county economic development corporations on request, but the director will not be expected to meet with each county economic development corporation each month. Communication and reporting will be through the Tri-County Regional Economic Development Corporation.

One of the reasons for forming a separate Tri-County Regional Economic Development Corporation is so that the Economic Development Director does not need to report to 3 different organizations that may not always agree. The Tri-County Regional Economic Development Corporation Board is made up of representatives from each of the counties. Issues involving the Tri-County Regional Economic Development Corporation will be worked through this board so that there is a consistent message and direction on the operation of the Tri-County Regional Economic Development Corporation.

By-Laws

Article I – Declaration

Section 1 – Name

The name of this organization shall be the Tri-County Regional Economic Development Corporation – hereinafter referred to as “TCREDC”.

Section 2 – Purpose

The TCREDC is a non-stock and non-profit development corporation. The purposes of the TCREDC are as set forth in its Articles of Incorporation and also include the following:

- A. To promote the region and businesses in order to attract, stimulate and revitalize commerce, industry, and manufacturing resulting in the retention and creation of viable living wage jobs.

Section 3 – Location/Area

The registered office shall be located within the State of Wisconsin at the address of the corporation's registered agent. The location of the registered office may be, but need not be, identical with that of the principal office if the latter is located within Wisconsin. The board of directors may change the registered agent and the address of the registered office from time to time, upon filing the appropriate statement with the Wisconsin Department of Financial Institutions.

Section 4 - Powers

The government of TCREDC, the direction of its work and the control of its property shall be vested in the Board of Directors. The Board of Directors shall be authorized to adopt such rules and regulations as may be deemed advisable for the government of the Board, the proper conduct of the business of the TCREDC and the guidance of all committees, officers and employees. The Board of Directors shall be empowered to do whatever in its judgment may be calculated to increase efficiency and add to the usefulness of TCREDC; and to carry out the main purpose of this association provided such action is not in conflict with these by-laws.

Section 5 – Limitations

The TCREDC shall be non-partisan and non-sectarian in its activities.

Article II – Membership

Section 1 - Types

The Board of Directors, two representatives from each county EDC as described in Section 1 of Article IV, are the members of the TCREDC.

Article III – Membership Meetings

Membership meetings will be determined as provided by the Board of Directors.

Article IV – Board of Directors

Section 1 – Board Role, Size and Composition

The Board is responsible for managing the business affairs, property and policies of the Corporation. The Board shall have six members. The Board receives no compensation other than reasonable and pre-approved expenses. The Board shall be comprised of members representing various communities and industries where diverse interests and areas of expertise strengthen the knowledge base of the corporation. Board member composition shall be as follows:

A total of six board members;

Two board members from each county EDC;

Economic Development Director would serve in an ex-officio capacity

Section 2 – Meetings

The Board shall meet at least monthly at an agreed upon time.

Section 3 – Board Elections

The County Economic Development Corporations of Marquette, Green Lake and Waushara shall appoint directors of the Board of TCREDC. Appointments shall be consistent with Board composition as per Article IV Section 1.

Section 4 – Terms

All Board members shall serve two-year terms, but are eligible for re-appointment by their respective county EDC. The first Board will include members with one and two year terms from each county to begin staggered terms.

Section 5- Quorum

A majority of the Board of Directors of TCREDC shall constitute a quorum at any meeting of such members and be capable of transacting any business thereof.

Attendance via telecommunications is permitted.

Section 6 – Notice

Notice will be given within the guidelines of the Wisconsin Open Meetings Law.

Section 7 – Officers and Duties

The Board of Directors at their annual meeting in June shall elect from their number by majority vote, President, Vice-President, Secretary and Treasurer. The officers shall be elected annually. The same person shall hold no two offices simultaneously. Their duties are as follows:

The President shall preside at all meetings of the TCREDC Board of Directors and the Executive Committee. The President shall be in charge of TCREDC affairs, perform all duties incident to the office and advise on such action as may be deemed likely to increase the usefulness and prosperity of TCREDC. These duties may be delegated to other members at the President's discretion.

The Vice President shall perform the duties of the President in his/her absence and perform such other duties as may be delegated to him/her by the President or the Board of Directors.

The Secretary shall see that (a) the minutes of the meeting of TCREDC are kept in the books provided for that purpose; (b) all notices are duly given in accordance with the provisions of these by-laws or as required by law; (c) a custodian is appointed to keep the TCREDC records; and (d) all duties incident to the office of the Secretary are performed.

The Treasurer shall see that all monies of TCREDC are deposited in its name and shall supervise the books of TCREDC. The Treasurer shall make reports to the Board of Directors at frequent intervals and make a complete report to the membership at the annual meeting.

Section 8 - Vacancies of officers

Vacancies of officers will be filled at the next Board meeting following the vacancy.

Section 9 – Delegation of Duties

In case of the absence or inability to act of any officer of TCREDC, the Board of Directors may delegate for the time being the duties of such officer to any director who is not an officer.

Section 10 – Resignations, Termination and Absences

Resignation from the Board must be in writing and received by the Secretary. A recommendation by the TCREDC Board to the respective County EDC Board shall be made to remove a Board member for excess absences (three or more annually) from the board or for other reasons. The County EDC Boards will fill all vacancies for their county representatives.

Section 11 – Special Meetings

Special meetings of the Board of Directors may be held whenever called by the President or upon written request of one-third of the directors then in office.

Section 12 - Voting

Conference calls and voting via telecommunications is permitted. All conference calls will be on a speakerphone at the central office and all other telecommunications may be viewed and/or heard at the central office. Substitutes or alternate members are not permitted. No voting by proxy. A tie vote fails.

Section 13 – Rules of Order

Roberts' Rules of Order are the parliamentary procedures to be used to conduct meetings of the Board of Directors.

Article V – Committees

Section 1 – Committees

The Board of Directors shall determine such committees as it deems necessary and the president with the consent of the Board shall select members to serve on such committees.

Article VI – Finances

Section 1 - Fiscal year

The fiscal year of TCREDC shall begin January 1 and run through December 31 of the same year.

Section 2 – Disbursements

All disbursements will be made by check with Board approval.

Section 3 - Audits

An audit will be conducted every year as determined by the Board of Directors of TCREDC. All audits shall be conducted by an independent and non-affiliated entity.

Section 4 – Financial Reports

The Treasurer will prepare an annual financial report and such other financial reports as requested by the Board of Directors.

Section 5 – Grant Applications

The Board of Directors shall approve grant applications.

Section 6 - Contracts

The Board of Directors shall approve contracts.

Article VII - Dissolution of the corporation

Section 1 – Voluntary Dissolution

This entity may be dissolved if all three County EDC Boards agree to dissolve this entity through a majority vote of the Board of Directors of each County EDC Board and five of the six voting TCRED board members agree to dissolve this entity through a vote on a resolution to dissolve this entity. The resolution shall provide that all members be given at least 30 days notice by first class mail at their last known address. An affidavit of mailing showing deposit of a postage paid first class mailing addressed to the members last known address shall be proof of notice. The resolution shall include a proposed distribution of all assets remaining after satisfaction of all liabilities. Distribution shall be made only to non-stock, non-profit entities with similar purposes to TCREDC. Any member may seek reconsideration by the County EDC Boards of the dissolution by filing a written objection not less than 15 days prior to the date set for dissolution by the Boards. The County EDC Boards shall meet to consider all timely objections. Unless one of the County EDC Boards votes to overturn the resolution to dissolve and five of the six voting TCRED board members vote to overturn the resolution to dissolve the original resolution shall become effective in accord with its terms.

Article VIII - Book and records

All books and records shall be maintained at the central office by the Director. These records shall be subject to Wisconsin Public Records Law. Destruction of any records shall be accomplished in accord with Wisconsin Public Records Law and County Records Management and Retention Ordinance.

Article IX - Amendments

Section 1 – Power to Amend

These by-laws may be altered, amended or repealed and the Board of Directors may adopt new by-laws provided that advance notice has been given and considered at least 21 days prior to the adoption meeting. Action to alter, amend or repeal the by-laws shall be passed by five of the six directors voting.

Section 2 – Procedure

The advance notice must be in writing and include specific wording of and proposed changes to the by-laws. The proposed changes shall not be in conflict with any law of the State of Wisconsin or Articles of Incorporation of TCREDC. By-law adoption must be approved by a majority of TCREDC Board of Directors.

Article X – Indemnification

TCREDC agrees to indemnify and hold harmless any director or officer of TCREDC found liable for activities pursued in the course of his or her service to TCREDC.

Job Description

Minimum qualifications:

- Prefer 4-year college degree or equivalent extensive experience in accounting, business administration, economic development, planning, or a related field. At least 7 years experience in economic development.
- Salary range (\$45,000 to \$55,000)

Other qualifications:

- Knowledge in economic development, business retention/recruitment, public and private finance, and planning are required.
- Grant writing experience is preferred.
- Must be entrepreneurial, energetic, imaginative, and capable of functioning effectively in a very independent situation.
- Excellent verbal and communication skills are essential.
- Strong decision-making and analytical skills are highly desirable.
- Be a self-starter with the ability, initiative, and willingness to learn.
- Computer literate including word processing, spreadsheet, amortization software, Internet utilization and familiarity with bookkeeping programs.
- Understanding of business operations.
- Knowledge of economic development resources and ability to network with local community organizations.
- Excellent interpersonal and organizational skills.

Duties and Responsibilities

- Reports to the Board
- Maintain periodic contact and network with peer level professionals within the Tri-County Region.
- Develop, coordinate and implement community and economic development activities keeping with the long range economic development plans and goals of the Tri-County Regional Economic Development Corporation (TCREDC).
- Serve as first point of contact for economic development in the region.
- Maintain confidentiality in negotiations.
- Prepare annual plan of work.
- Perform variety of administrative functions.

- Provide education about services of the TCREDC as a resource for business development, stabilization and diversification and economic development issues/information. Activities may include:
 - Hold community informational meetings.
 - Host economic development seminars.
 - Conduct businessperson's meetings.
 - Educate state and federal agencies about the TCREDC.
 - Create informational handouts and other resources.
 - Promote and publicize activities and successes of the TCREDC and county EDCs.

- Develop partnerships, promote intergovernmental cooperation and improve communication with local units of government, chambers, state agencies, supporting businesses and other service organizations.
- Provide assistance to local businesses. Activities may include:
 - Periodically conducting economic development needs assessment in the region.
 - Provide education to local businesses to help improve their business operations, become more efficient or utilize new techniques and/or technology.
 - Develop information on services and facilities of the Tri-County Region of the availability to business and industrial prospects.
 - Establish an ongoing business retention program that includes regular contact with all local businesses and industries. The Board may assist with initial contacts.
 - Actively participate and serve as a liaison between local government administration and businesses.
- Identify and develop funding sources to meet future financial requirements of economic development projects in the region. Activities may include:
 - Develop grant funding both public and private.
 - Develop financial support from each County.
 - Develop partnerships with state agencies, counties and other entities.
 - Explore funding opportunities through state, federal or private entities.
- Complete activities that encourage business and job creation thereby enhancing tax revenues and provide additional employment opportunities providing sustainable livable wages. Activities may include:
 - Maintaining an inventory of available industrial and commercial sites and buildings in the Tri-County Region.
 - Assisting with structuring financial packages for prospects.
 - Arranging appointments for prospects visits.
 - Recording prospects, follow-up and results.
 - Administering revolving loan funds.
 - Contacting out of state firms, promoting the advantages of doing business in the region or expanding their existing operations in the region.
 - Promoting and advertising Tri-County Region and all of its assets for economic development
 - Develop and maintain a Web site
 - Create an area informational profile
 - Create a marketing plan
 - Develop promotional materials
 - Network through state agencies, business associations/alliances outside of the region
 - Maintaining a list of contact people for each municipality and other ED organizations within the region.

- Developing and implementing a response plan to respond to inquiries by current businesses and potential businesses.
 - Establishing contacts with State agencies, utilities, county ED organizations, and others to be respond to inquiries from current businesses and business prospects.
 - Presenting a positive influence on existing or new businesses so that they will expand or locate within the region.
 - Determining and defining target businesses to market for attraction purposes.
 - Working with interested municipalities to assist in improving their position for economic development activity.
- Any other duties that will enhance the continued growth of business in the region or that the Board may direct the Director to perform.
 - The director serves at the pleasure of the board.
 - Training is encouraged and supported.

Evaluation:

The Board may evaluate Director based on the following:

- The annual plan of work developed by the Director
- Accomplishments as outlined in the job description.
- The degree by which the person completes the tasks they commit to.
- The level by which the Director to be acknowledged as the point source for economic development in the Tri-County Region.
- The dollar amount of new investment added in the Tri-County Region.
- The ability to attract positive press coverage.
- The actual number of businesses visited in relation to their plan of work.
- The ability to balance their time spent on the activities as outlined in their plan of work.
- The ability to adapt to the changing needs of the Tri-County Region.
- The strength of the network the Director develops in the region.
- The type and quality of professional development gained.

Budget

Expenses

The sub-committee, made up of two individuals from each county, began developing a budget by looking at an example budget provided by UW-Extension and adjusting it to reflect the activities of the economic development director position. The example budget was prepared for the Grant County Economic Development Corporation by Andy Lewis, UW-Extension Center for Community Economic Development, after reviewing the budgets of 14 County Economic Development Corporations. Their budgets ranged from \$32,000 - \$168,000 in 1987. UW-Extension Waushara County CRD Educator, Patrick Nehring, adjusted the 1987 number for inflation using according to US Bureau of Labor Statistics Consumer Expenditure Survey by expense category for the Midwest and by average inflation for the United States.

- Director's Salary – The desire is to hire a director with a 4-year college degree or equivalent extensive experience in accounting, business administration, economic development, planning, or a related field and at least 7 years experience in economic development. The American Planning Association conducted a survey in 2004 of their members. Of the 2,076 professional specializing in economic planning or economic development, 25% earn less than \$50,000, 50% earn less than \$64,400, and 75% earned less than \$85,000. Al Anderson, UW-Extension Center for Community Economic Development, and Roger Nacker, Wisconsin Economic Development Institute, conducted another survey in 2002. They found that 10% of economic development organization heads in Wisconsin earn less than \$25,000, 20% earn between \$25,000 and \$45,000, about 50% earn \$45,000 to \$65,000, 15% earn between \$65,000 and \$85,000, and 5% earn over \$85,000. Given this information the sub-committee decided that to find an educated experienced professional the salary range needed to be \$45,000 to \$55,000 depending on qualifications.
- Benefits – The benefits are 25% of the salary.
- Administrative Assistant – Part-time position. Based on example budget described above.
- Payroll Taxes – Calculated using 2003 tax schedule.
- Rent – Home office space used by administrative assistant. It houses the filing cabinet, fax, copy machine, and supplies. Most of the time the director will be at locations throughout the 3 counties, including using the conference rooms at area banks.
- Telephone – Cellular phone, fax, and internet usage. The sub-committee did not feel that the cost of phone service had risen in price as much as other items.
- Internet – Remote internet access.

- Office Supplies/Postage/Website - Based on example budget described above. Website expense include domain name and site host.
- Automobile Lease – The sub-committee figured out how many miles they anticipated the director to drive within a year, 32,000. They came to this figure based on their own personal experience with an emphasis on the number of miles the realtor on the committee travels around the counties within a year. The corporation will lease an automobile. From contacts with area auto dealers and research on the internet, the lease for a small sedan ranges between \$300 to \$400 with 15,000 to 20,000 miles included with the lease. The additional miles would cost about eight cents per mile. Cost of gas figured on a vehicle that averages 25 miles to the gallon and the cost of gas at \$1.90. In addition, the lease agreement will likely not cover all maintenance and repair costs. These were estimated at \$500 per year. It will also be necessary to insure the car. This was estimated to be about \$1,000 per year.
- Insurance, Office Equipment, Printing and Copying - Based on example budget described above. Insurance includes errors and omissions liability insurance for the board of directors and workers compensation. Office Equipment includes laptop computer for director, office computer for administrative assistant, software, printer, and other office equipment as needed. Printing and Copying includes minutes, reports, promotional flyers, and various informational materials.
- Directors Expenses, Advertising and Promotion, Conference and Professional Improvement, Books and Periodicals - Based on example budget described above. Advertising and Promotion includes promotional handouts, advertisement in newspapers and magazines, radio ads, booth space at events, and other advertising. It is important for a director to keep current, to network with people around the state, and find out about new ideas and strategies through conferences, other professional improvement opportunities, books, and periodicals.

Revenue

- **Public Revenue** – Review of surveys conducted by Jim Goldsmith, UW-Extension Juneau County, Al Anderson, UW-Extension Center for Community Economic Development, and Roger Nacker, Wisconsin Economic Development Institute show that most economic development corporations are primarily funded by the county and the local municipalities. For the first year, the county and the municipalities through the county economic development corporation are asked to contribute approximately 13.5% of the budget. Through a Community Development Block Grant, the Wisconsin Department of Commerce may provide a matching grant for half the cost for the first year. Although the odds of receiving a grant are good, the grant has not been awarded and the exact amount is not known. It would be dependent on the counties contribution. Contributions from the counties are a necessity. In subsequent years, the county and the municipalities through the county economic development corporation may be asked to contribute up to 30% of the budget, which is consistent with other economic development corporations around the state.
- **Private Revenue** – The amount of revenue from private sources is based on verbal offers from local businesses to contribute office space staff and equipment. In addition, 2-drawer filing cabinet, desk chair, and fax are currently owned by the Waushara County Economic Development Corporation.
- **Sales and Service** – Most of the Economic Development Director’s time is spent assisting local businesses and promoting and advertising the area. These are not saleable services. The main sales and service source of revenue is management of the revolving loan fund. The amount is the estimated amount that can be taken from the interest on the revolving loan funds in Waushara and Green Lake Counties for administration costs, 15% of the income.
- **Interest** – Assumes the county contributions being placed in a savings account at the beginning of the year with an interest rate of 0.25% annual percentage yield, based on a local bank’s rates.

Expenses

- Provide Education about services of the TCREDC as a resource for business development, stabilization and diversification and economic development issues/information. \$38,820
- Provide Assistance to local business. \$40,850
- Develop and use funding sources to meet the future financial requirements of economic development projects for the region. \$12,690
- Create businesses and jobs to enhance tax revenues and provide additional employment opportunities providing sustainable livable wages \$42,580

Total Budget Expenses **\$134,940**

Revenue

- Private Contributions \$12,900
- Sales and Service Revenue \$1,000
- Interest \$40
- Public Contributions \$121,000

Total Budget Revenues **\$134,940**

First year contribution requested from each county – \$18,190
Years following contribution requested from each county - \$40,330

Three-year commitment from contributors desired.

Economic Development Corporation Budget

Proposed Budget for 2004

Personnel:

Director	55,000
Benefits	13,750
Adm. Assistant	8,100
Payroll Taxes	5,840
Total Salaries	82,690

Operating Expenses:

Rent	4,800
Telephone	2,400
Internet	500
Office Supplies/Postage/website	8,900
Automobile Lease	9,100
Insurance:	
Directors	2,200
Workers Compensation	850
Office Equipment (Purchase & Maintenance)	4,000
Printing & Copying	6,500
Total Operating	39,250

Administrative Development:

Directors Expense	1,500
Advertising & Promotion	5,000
Conference & Professional Improvement	2,500
Books & Periodicals	1,000
Total Administrative & Development	10,000

Contingencies: 3,000

Total Budget Expenses: 134,940

Public Revenue

Green Lake County	18,190
Marquette County	18,190
Waushara County	18,190
Federal/State Grants	66,430
Total Public:	121,000

Private Revenue

Private Donations	12,900
Total Private:	12,900

Sales and Service Revenue

Management of revolving loan fund of all 3 counties	1,000
Total Sales and Service:	1,000

Interest

Interest on checking/saving account	40
Total Interest:	40

<u>Total Budget Revenue:</u>	134,940
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