

**ECONOMIC GROWTH
IN
GREEN COUNTY:
Possibilities and Prospects**

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for
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ECONOMIC GROWTH IN GREEN COUNTY: Possibilities and Prospects

I. INTRODUCTION

A. The Situation

Citizens of every geographic and economic region have similar goals. While every region has its unique aspects, everybody wants to live in safe neighborhoods, enjoy opportunities for employment and economic advancement, send their children to good schools, and generally enjoy good quality of life. An economically viable region needs a demographic combination of various age groups with a combination of natives who are aware of and preserve the heritage of a community, and transplants who bring in new ideas, energy, skills, and talent to staff our public and private enterprises. Some young people will leave after high school, new people will come in, and some people who left will return, bringing with them new perspectives. A thriving economic region has a healthy mix of these categories. And so it is with Green County and surrounding region.

A region needs to build on its unique assets and qualities. Green County in a sense resembles the hole in a doughnut. It is a regional center, surrounded by larger cities. Monroe, the county seat, is the service center for much of the region in the center of this doughnut. It is less than an hour from Freeport, Beloit, and Janesville and about an hour from Rockford, Dubuque, and Madison. And only two hours away are the fringes of Milwaukee and Chicago. Although New Glarus and Monticello have their own distinct histories, they have aspects of being “bedroom communities” for commuters to Madison. The same can be said for Brodhead with respect to Janesville and Madison, and for Albany and Belleville with respect to Madison.

While the communities in northern Green County have unique challenges and opportunities due to their proximity to Madison, Monroe is stable in terms of population, increasing only gradually. During the last half-dozen or so years, there has been an increasing awareness—some would say “concern”—over future prospects for Monroe and the cities and villages of Green County. There have been a number of regional planning activities and initiatives throughout Southern Wisconsin and in Green County that have addressed change, and with it challenges and opportunities. While the specific goals of these efforts vary, the overall intent of such planning activities is to assist the citizens of the region to enjoy economic prosperity and high quality of life.

While there are some things that citizens of a region cannot affect, such as national demographic trends, technological innovation, global geo-politics, there are other things it can, which brings us to the focus of this report.

B. Focus of This Report

This report was stimulated by our participation in the Green County Leaders Program sponsored by the Green County Development Corporation and the Green County UW Extension Office. Our intent is to summarize some of the many ongoing regional planning and development efforts regarding economic development, with emphasis on Green County.

The title of this report indicates our focus—possibilities and prospects. In this respect, we make no claim for originality—ours is an attempt to summarize results of ongoing efforts with suggestions of possibilities and prospects. Nor do we make specific recommendations, although some of our conclusions may be seen as implicit recommendations.

But we hope to outline some prospects and possibilities. If this report is of some assistance in constructive discussion regarding Green County’s future, we will have achieved our modest purpose.

C. Economic Development: What is it?

“Economic development” is a term used very generally and often without much thought as to its meaning. And indeed, people have differing ideas as to what is meant by the term. To some, it may mean population growth along with economic growth. To others, population growth is not a good thing. Clearly, people differ in their views as to what is desirable economic growth.

We make no attempt to resolve these issues or to come up with a comprehensive definition. But we feel compelled to spell out the term as we use it in this report. The reader can then access our analysis in light of these, or any other criteria.

In our view, economic development includes three basic items:

1. Increased regional income and its broad distribution in terms of per capita income.
2. An increased range of choice in terms of employment, lifestyle, health and personal growth.
3. Increased confidence in the economic and social viability of the region for a broad demographic mix of people as a desirable place in which to live and work.

Note that we do not focus solely on income, and the emphasis we place on income, is that it should be broadly distributed among citizens of the region. This leaves open the matter of population growth, as this is not a prerequisite for increasing per capita income. Note also that our concept of economic development goes beyond income, and places emphasis on qualitative, as opposed to purely quantitative, criteria.

We try not to place value judgments on what is best for the county and the region. But we do focus on what seems to be likely, and most productive, based on our history, culture, and regional assets. To the extent we indicate what might be productive lines of development; we try to be explicit as to why. The reader then can agree or disagree based on our logic.

To the extent that we express goals, such as increased range of choice, we believe these to be broad enough that there will be general agreement. The discussion can then focus on how to get there.

II. ONGOING EFFORTS

There are a myriad of organizations involved with local and regional economic development. To list the entirety of these entities is impractical. As such, the following is a brief listing of some of the most prominent members of this group and is by no means intended to elevate the status of those listed nor denigrate the efforts of those not .

A. The Organizations

a. Green County Development Corporation

i. Mission

- To work in partnership with development groups and local government;
- To develop and implement strategies for supporting, retaining, expanding and recruiting diverse business and industry;
- To provide leadership in understanding and acting on economic development related issues across the County.

ii. Vision

- Cooperative land use management
- Integrated community partnerships
- Diverse evolving businesses
- Profitable agriculture industry
- Seniors integrated into community life
- A flexible, fully-utilized, well-paid workforce
- Integrated learning partnerships
- Diverse eco-tourism
- Improved transportation resources

iii. Priorities

- Build Active Partnerships with Stakeholders
- Develop a Diverse Future Business Base Through Carefully Targeted Marketing
- Assist Existing Large and Small Businesses
- Act as a Catalyst to Create Awareness and Resolution of Issues Affecting the County's Economic Future.

b. Thrive!

i. Mission

- Not-for profit development organization supporting the eight-county, Madison Region in Wisconsin (Counties: Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock and Sauk)

ii. Vision

- To grow the Madison Region's economy in ways that preserve and enhance the quality of life.
- iii. Target Sectors
- Maintain strong key base sector industries while pursuing and leveraging our existing regional assets to promote focused “grow your own” development in target sectors of:
 - a. Agriculture
 - b. Biotechnology
 - c. Healthcare
 - d. Bio-agriculture, bio-medical (the areas of convergence)
- c. Future Forward! Green County
- i. Mission
- Take actions to attract, retain, and engage young professionals, creative class workers (including entrepreneurs), and others who will make our communities more attractive places to live and work; thereby helping ensure future viability and prosperity.
 - a. Attract talented workers to our area in order to meet workforce needs and grow our local economy
 - b. Retain talented people within our communities so they can continue to contribute to the growth of Green County
 - c. Engage people in creating a community they want to live, work, shop and raise their families within
- ii. Action items
- Future Forward Leadership Team
 - a. Provides oversight and direction to overall initiative
 - b. Organize and support projects
 - c. Coordinate public relations
 - d. Facilitate public/private sector communication
 - e. Develop plans for future initiatives
 - Future Forward Boomerang Project
 - a. Focus on attracting back “mid-career” professionals native to green County but currently working/residing elsewhere
 - Future Forward Community Portal Project
 - a. Create and maintain a dynamic web-based portal for Green County highlighting the assts and oppourtunities of the county.
- d. Southwest Wisconsin Regional Economic Development Coalition

- i. Mission
 - Support existing regional and community economic development initiatives.
 - Facilitate new initiatives that address regional community/economic development challenges and opportunities.
 - Educate regional stakeholders on community/economic development issues, resources, and initiatives.
- e. Southwestern Wisconsin Regional Planning Commission
 - i. Mission
 - An area-wide planning and development agency serving the five counties of Grant, Green, Iowa, Lafayette and Richland that provide intergovernmental planning and coordination of community development planning, economic development, and transportation. In response to local and regional goals, the Commission and its Staff work to enhance fiscal and physical resources and to balance local and regional development, preservation, conservation, and social priorities.
 - ii. Region-Wide Initiatives
 - Workforce Innovation in Regional Economic Development (WIRED)
 - Regional Economic Development Coalition
 - Tri-State Effort
 - iii. Region-Wide Priorities
 - Explore the possibility of conducting a region-wide business retention and expansion program.
 - Investigate workforce housing needs within the SWWRPC Region.
 - Develop a strategy to support the areas tourism potential.
 - Work with businesses and producers to tap into value-added agriculture market.
 - Review the possibilities of creating a regional initiative for the SWWRPC Region.
- f. The Southwest Wisconsin Workforce Development Board
 - i. Who they Are
 - Responsible for planning and oversight of the workforce system for Rock County (Janesville/Beloit) and the rural counties of Grant, Green, Iowa, Lafayette and Richland.
 - ii. Vision

- Coordinates a system linking employer workforce needs and worker skills.

iii. The Mission

- Oversee a workforce development system that continuously identifies and supports the needs of business and worker success, and promotes an environment conducive to economic growth and prosperity.

iv. Guiding Principles

- Market Based
- Comprehensive
- Outcome Focused
- Quality Conscious
- Customer Friendly
- Coordinated

v. Eight Strategic Goals

- Support the business community in growth and development through a clearly defined business services plan.
- Improve workforce readiness in high-wage, high-growth careers.
- Improve the service delivery system for employer, workers and jobseekers.
- Develop stronger partnerships with stakeholders and service providers.
- Increase customer awareness through a well-developed marketing plan.
- Promote staff development through a certification process.
- Respond to labor market needs through the pursuit of non-traditional funding sources and waivers.
- Improve the financial viability of the workforce development system through fee for service initiatives.

g. Wisconsin Way

i. What they do

- Facilitate a thoughtful, collaborative conversation regarding how we maintain the funding of the public services that make Wisconsin a great place to live in the face of economic realities and the need for growth that can be hindered by the very means of funding the public services.

h. Monroe Main Street

i. Mission

- The Monroe Main Street Program will improve the quality of life for all Monroe residents by ensuring economic stability, maintaining historic integrity, and making Monroe's downtown the focal point of the community.

ii. What is Main Street?

- The Main Street Program is a comprehensive revitalization program designed to promote the historic and economic redevelopment of traditional business districts in Wisconsin. The program was established in 1987 to encourage and support revitalization of downtowns in Wisconsin communities. Communities are selected by the Wisconsin Department of Commerce. These communities received technical support and training needed to restore their Main Streets to centers of community activity and commerce.

iii. How it Functions

- Monroe's Main Street program is governed by a Board, with an Executive Director. Its on-the-ground activities are carried out by citizen volunteers acting through four committees. These include:
 - **Promotion:** To create excitement downtown including street festivals, parades, retail events geared toward encouraging downtown traffic.
 - **Design:** To enhance attractiveness of the business district.
 - **Organization:** To build a Main Street framework well represented by downtown interests.
 - **Economic Restructuring:** To analyze current market forces to recruit new business and increase competitiveness of traditional shops.

The myriad of organizations conducting / engaged in activities pertinent to the economic growth of Green County is substantial. While specifics of the individual organizations differ, there are several overarching themes that repeat themselves. Notably, the need to leverage existing positive community attributes, minimize detriments, and focus on bringing new blood (both businesses and people) into the community to foster growth and health in the future. It is also quite telling by what is consistently omitted from the various espoused platforms / actions / etcetera; the lack of "How". There are many great strategic plans/initiatives and opportunities for cross-pollination of ideas and cooperative efforts/ventures. However, tactical execution plans seem lacking; at least from published public knowledge sources. It can be likened to businesses that look great on paper, but fail to execute on the street. Any plan is only as good as those who see it through to fruition. One of the possible contributing factors to such may be inherent in the breadth of organizations/entities advocating an equally dizzying array of optional courses of action. It

is not that the proposed are poor ideas; just that wading through the morass of potential initiatives is slow and tedious. The resultant “Paralysis by Analysis” occurs because there are so many good ideas it is hard to choose; especially with so much at stake. So another organization springs forth onto the scene to reexamine the situation and come up with additional findings that, albeit useful, have the unintended consequence of further muddying the waters. As such, it seems that much of the R&D on the subject has been exhaustively mined. What is needed is an arbitrating body to decide on a handful of actionable, measurable activities and for the aforementioned body of organizations to collectively focus on driving their efforts towards the common set of defined actions. As actions are successfully completed, additional actions are placed in the respective queue to be worked on. Granted, it is a systematic approach fraught with the potential for partisan fighting. However, it does provide the framework and structure that can enable actual results.

B. Stakeholders

- a. All the organizations in II. a.
- b. Green County
- c. Green County Board
- d. Cities, Towns and Villages of Green County
- e. Existing Green County Businesses
- f. Potential Green County Businesses
- g. Green County residents
- h. Potential Green County residents
- i. Surrounding counties in Wisconsin and Illinois
- j. State of Wisconsin
- k. State of Illinois
- l. A plethora of other organizations and entities

A specific narration for each of the aforementioned stakeholders is deemed unnecessary as the reasoning behind most should be readily apparent. However, a few of the stakeholders as well as the interaction amongst deserve special attention as they can easily be overlooked. Specifically, existing and potential Green County businesses and residents.

These parties are ultimately those who will be most impacted and have the most impact on the overall situation. The primary directive of all efforts is to improve the overall life for those working and living in Green County. If that does not occur, all efforts should be deemed a failure. The benefits of the various initiatives activities should roll up from the most common denominator; the people of Green County. This is not to say that some of the initiatives cannot originate from the top, but there must be “buy-in” by the community and its residents at large if these initiatives are to be fruitful..

It is understandable that existing businesses and residents have concerns about economic expansion. Businesses may fear that new businesses will compete for the same dollar they are chasing. Individuals may fall into the “NIMBY” mentality. Both of these are general

human nature. These most basic stakeholders must perceive themselves as beneficiaries of the change. It has been repeatedly demonstrated that grassroots-type movements are those that are most tenacious and enduring as they build on the commonality of the community instead of relying on only a handful of principals. If the power and will of the people can be harnessed and directed toward a common and perceived mutually beneficial goal, then the benefits of such will naturally roll up to the other levels of sociogovernmental structure.

III. ANALYSIS

A. The Economic Base and Its Significance.

To be economically viable, a region needs an economic base. A region's economic base is its source of inflow of money from outside the region. While money is also circulated within a region, it is that money coming from outside the region that enables a local community to exist. Here's why.

No modern community is economically self-contained. Some goods and services may be produced and sold locally. However some goods and services are purchased from outside the region. These purchases from outside the region are dollar outflows, or leakages. For a community to exist, these dollar outflows must be compensated for by inflows of dollars from outside the community. These regional exports bringing dollars from outside constitute a region's economic base.

When we talk of sources of dollar inflows, we usually think of tangible products and services. But other sources, such as income from stocks, bonds, and other investments, and income from retirement pensions also constitute a source of inflows. Indeed, in retirement communities these may be the sole, or at least major, component of a community's economic base.

Let's bring this closer to home. The economic base of Green County includes sale of raw agricultural products, including milk, corn, and soybeans. Sales of processed agricultural products such as meat, and especially cheese, have been a mainstay of local income. And we should include our famous fermented malt beverages in this category of processed products. Cheese and beer is not only a part of our economic base, but it is part of our region's ethnic heritage and cultural identity. This cultural identity is more than a romantic and colorful part of our heritage—it can be instrumental in augmenting our existing economic base through attracting tourists and the dollars they spend here.

Retail sales outside the region by Monroe's Swiss Colony and our special shops around Monroe's Square, and shops in the county's cities and villages bring dollars from outside the region. Monroe Trucks, Inc., and Brodhead's Kuhn-Knight add another dimension as a manufacturing component.

Services are an important component of Green County's economic base. The Monroe Clinic and Hospital, including branches in Brodhead, Albany, and New Glarus, are huge sources of income to Green County as these famed medical facilities draw from a wide region including metropolitan areas such as Milwaukee, Chicago, and beyond.

While people may not think of Green County as a tourist-oriented region, tourism is indeed a component of our economic base. The many festivals in New Glarus, Monroe's Cheese Days, and the bike trails that go through the county, draw people from far and wide.

Brodhead residents commuting to Janesville bringing home paychecks from General Motors add to the county's economic base, as do commuters from all over Green County bringing home paychecks from Madison.

And, of course, income from retirement pensions and annuities and social security add to the economic base, as do other sources of Federal and state revenue, whether received directly by individuals or local government.

The long term economic development and viability of a region thus rests on maintaining and expanding its economic base. We address the remaining part of this section on the premise that our economic base can best be built on what we already have. This includes agriculturally related products, health care, tourism, and an emerging sector, biotechnology related to health care and agriculture.

Agricultural products, including value-added products of meat, cheese, and beer have long been our mainstays. Our Monroe hospital and clinic have received national recognition for excellence; these facilities are slated for significant expansion. Tourism to this area is growing. And biotechnology is a natural emerging sector that is related to both agriculture and health care.

To build on these sectors is more than a matter of pure economics. The benefits of augmenting these sectors will not occur automatically. For this region, or any other for that matter, to flourish and reach maximum potential, requires people who have the skills to make it so. This means that people must want to live and work in this area. In this sense, we face a "chicken and egg" dilemma.

If the economic viability of a community depends on people having the requisite skills, and the economic health of a community depends on having a range of people in all age groups, it is necessary that people will want to live here. A community needs not only the jobs, but also the institutions, including good schools, forward looking local government, service clubs, religious institutions, and other amenities. This begs the question, "Is it employment opportunities that attract people? Or if we have the people, will the employment opportunities arise?"

To put it differently, if a community lacks employment opportunities, skilled people will move to where employment opportunities exist. But if a community lacks skilled professionals, and the accompanying amenities that attract them, it will be unlikely to attract new business, or even for existing businesses to flourish and expand.

It is thus that employment opportunities, and amenities that attract skilled employees, are mutually reinforcing. In this increasingly mobile society, people want to go live where there are amenities that contribute to quality of life.

If there are no employment opportunities for young professionals in Green County, these people will go elsewhere. Yet, for an enterprise such as Swiss Colony or the Monroe Hospital and Clinic to flourish, they must be able to attract the best employees. This means that in addition to employment opportunities, there must be good schools, and other amenities that reflect high quality of life. It is to these amenities that we now turn.

B. Parameters and Indicators

Again, the dilemma—employers need creative employees, but employees need the employment opportunities. These needs are mutually reinforcing, and the community needs both the employers and the employees who are the major determinant of success of the enterprises. And ideally, the employees would live in the community in which the employer is located rather than commute from someplace else. Therefore, the community needs not only the employer, but must have the other attributes that make it a desirable place in which to live.

So, in addition to location of the employer, what determines where people live? A useful analysis is provided by Rebecca Ryan in her book “Live First, Work Second.”¹ The author cites seven parameters. Let us review these and their relevance.

Vitality: This quality indicates local commitment to the physical environment—air and water quality, green space, and recreational opportunities. This parameter relates to physical health as well. Are there ample opportunities for bicycling, swimming, tennis and other physical activities? Are there farmers’ markets in which to purchase fresh fruits and vegetables? Are there provisions for recycling plastics, paper, and discarded electronic items?

Creative employees place a high value on a progressive attitude toward the environment and opportunities to maintain physical health.

Earning: This parameter refers not only to an immediate employment opportunity, but also to the breadth and depth of employment opportunities. Today’s young employees do not anticipate remaining with one employer for their entire career. Multiple employment opportunities include both public and private sector opportunities. An economic environment receptive to startups and entrepreneurs is attractive to prospective employees.

Learning: This parameter includes all levels of availability. The first asked by a prospective home buyer is “What is the school system like?” University and college communities usually rank high as desirable places in which to live. While not every community can host a university campus, community colleges and technical colleges provide many opportunities for learning for career and professional development and for pleasure and personal growth.

The learning environment includes access to bookstores and quality of the public library system. The latter includes reading clubs and discussion groups, and various programs of public interest.

Social Capital: This parameter relates to a “community’s commitment to diversity and to its citizen’s social, professional and political engagement in community life.”² As American culture becomes increasingly diverse, it is seen as desirable for communities to be open to such diversity.

¹ Ryan, Rebecca, “Live First, Work Second: Getting Inside the Head of the Next Generation,” Next generation Consulting, Madison, WI, 2007

² Ryan, p 62

Cost of Lifestyle: Cost of lifestyle is as important as incomes with which to purchase that lifestyle, particularly for employees who are early in their careers. Obviously, housing, food, and transportation are major expenditures. Cost of entertainment is relevant as well.

After Hours: This parameter refers to opportunities for employees to connect with peers after work. Since forty two percent of the American workforce is unmarried, these employees like to be able to connect with their peers. Those communities that have restaurants, bars, coffee shops, and such places have an advantage in attracting employees.

Around Town: This parameter relates to the ease of getting around town and to nearby areas, especially metropolitan areas. Frequent traffic jams are negative in this regard. Ease in getting around town and traveling to cities is a positive factor.

C. How we measure up

A thorough analysis of how Green County stacks up with respect to these parameters is being conducted by a committee of Future Forward! Green County. This analysis will be available later this summer of '08. In this section, we therefore confine ourselves to making brief observations with respect to each of these parameters.

Vitality: We see the county as ranking high in this category. The Sugar River and Badger trails are great for cycling. The Cheese Country Trail accommodates ATVs. These trails are readily accessible and are heavily used.

There are weekly farmers markets in Monroe. The cities and villages of the county have numerous parks, including tennis courts, ball fields, and swimming pools. The YMCA is well used and there are other gyms and health clubs in the county. The county is indeed conducive to healthy lifestyles.

Earning: Green County is more diversified than many rural counties in the U.S. Historically, agricultural-related industries have been the main source of economic base and employment. This includes cheese and beer, both deeply rooted in our culture. Few counties can boast two profitable breweries. The Swiss Colony originated from the cheese industry, but has now diversified to where food products are only about twenty percent of its sales.

Manufacturing is represented by firms such as Monroe Trucks, and Kuhn-Knight in Brodhead. The Monroe Clinic and Hospital is a major employer. The health care sector will be increasingly important in the national economy as well as in our own economic region, as will be discussed later.

While there are indeed some excellent employment opportunities in Green County, recruitment can be an issue. In particular, many young professionals have spouses who desire to be in the work force. Many people commute to Madison or Janesville. Yet some employees live elsewhere, but commute to Monroe to work at the Hospital or the Swiss Colony. Ideally, those who work here would choose to live here as well.

Learning: The public school systems of the county are recognized as being very good in terms of programs and staffing. Funding continues to be an issue as it is throughout the state and, indeed, the nation. Thus far, residents have been willing to pass referenda to keep the quality of Green County's school districts high.

The library systems are also very good and sponsor various reading and discussion groups. Blackhawk Technical College provides opportunities to obtain new skills and to upgrade existing skills. It is a valuable learning resource for this region.

Social Capital: This parameter refers to diversity and to citizens’ “level of engagement” in the community. Small cities and villages cannot be expected to be as diverse as cities such as Madison. However, this does not mean that people of various racial and ethnic backgrounds cannot blend in, be welcome, and integrated into the community. For this region to staff its public school system, Swiss Colony, Monroe Clinic and Hospital, and other private and public institutions, and provide labor for its farms and factories, this area needs to attract a variety of talent. And this talent will necessarily come in a variety of racial and ethnic personnel.

Those of us who are native to this area are justly proud of our ethnic history and culture. It is part of what makes this region colorful and unique. But at the same time, the world is changing, and if this county is to provide opportunity for those who wish to stay or return here to live and raise families, there must be employment opportunities. And for that to occur, our private and public enterprises must be vibrant and attract talented, industrious people. And people of various ethnicities will enrich our communities in many ways, including providing the talent to staff our enterprises.

Cost of Lifestyle: The generally lower cost of living, particularly housing and transportation, are advantages of small towns. This feature can at least partially mitigate the lower wages associated with small towns.

After Hours: This parameter probably depends on the eye of the beholder. There are numerous bars, restaurants, and coffee shops in the towns and villages of Green County. And there are many activities and programs conducted by institutions such as the Monroe Arts Center and the Theater Guild. For a more thorough analysis, we await the report of Future Forward! Green County.

Around Town: How easy is it to get around town and travel to metropolitan areas? No doubt, it is easy enough to get around the county—traffic jams such as experienced in urban areas do not happen here. And the daily commute to Madison does not seem to inhibit people from living here and working there.

Regarding accessibility to urban areas such as the roughly two hours to Milwaukee or the outer fringe of Chicago, again, it is in the eye of the beholder. While we need to market Green County as part of a broader region, some people still consider Green County to be in the hinterlands, while others will see Green County as having the advantages of rural/small town with ready access to metropolitan areas. Indeed, it’s in the eye of the beholder.

IV. CONCLUSION

A. Follow Functions of the Value Chain (modified to situation)

1. Research and Development (Identify Needs)

This has largely been accomplished or at least initiated through the various efforts of the organization discussed previously.

Ex. Identifying the need for infrastructure

2. Design of Products, Services, or Processes (Formulate Plans to fill Needs)

Less of this has been accomplished and is really the next biggest chore in the ongoing efforts of various organization/entities involved in the economic growth initiatives.

Ex. Formalizing plans to build roads, increase broadband access, building power plants, etc.

3. Production (Execute Plans)

Again, less of this has been accomplished. Herein lies the bulk of financial expenditures and time needed to lay the foundation for success.

Ex. Physical manifestation of new road, telecommunication lines installed, plant built, etc.

4. Marketing (Communicate Execution Results to Target)

This is the fun part, but one of the noticeably deficient areas for Green County as it too requires capital investment. However, unlike Production, it is difficult to point to any tangible physical asset derived from the expenditure.

Ex. Proactively and passionately going out and communicating the attributes of new roads, high-speed telecommunications, and massive power grid to targeted entities.

5. Distribution (Deliver of Promise to Target)

This is where you see the fruits of your labors. It's the consumption by the target.

Ex. Consumption/use of infrastructure that exceeds and delights the target needs.

B. Specific Targets—A Result of Our Legacy

- Businesses engaged in four core target sectors
 - i. Health Care
 - 1. Growth industry with aging of baby boomers
 - 2. Typically attracts/requires educated workforce; higher paying jobs
 - 3. Can leverage not only Monroe Clinic and its ancillary needs (i.e. equipment, repair and maintenance for equipment, personnel) but also proximity to Madison health care facilities; including UW Research facilities.
 - 4. Integral basic “service” important to parties looking to locate in area.

- ii. Biotechnology
 - 1. Another growth sector
 - 2. Strong statewide development initiative/investment
 - 3. Leverage proximity to Madison, the University research facilities, and dearth of business growth in said sector.
 - 4. Requires highly educated workforce commanding higher salaries.
- iii. Agriculture and related industries
 - 1. Focuses on existing strengths in area.
 - 2. Easily hybridized into biotechnology.
 - 3. Provides source input for other industries, including biotechnology ventures in Madison area, research at UW, etc, that their current urban setting cannot provide.
- iv. Tourism
 - 1. Takes advantage of current Green County assets.
 - 2. Leverages culture and charm that can be selling point in attracting other target sectors.
 - 3. Minimal impact on natural resources.
 - 4. Offers hedge against positioning of other target sectors
 - 5. Brings in revenue from outside without need for additional infrastructure; unlike revenues from those who relocate.

Why? These four sectors represent a reasonably diversified portfolio of business enterprises than can provide growth options attractive to the future benefit of Green County. While the potential for significant synergistic interaction between the sectors is quite positive, there is enough heterogeneity to hedge against possible macroeconomic detriment lest one sector have difficulty. Additionally, the cumulative symbiotic effect of concurrent development in all four areas should provide a multiplier benefit realized by each of the four sectors.

Economic growth and development of a region does not originate from a vacuum. If we look back, we can identify the roots of our current economic activity. As with much of the American Midwest, agriculture is the origin of our region's growth. In Southwestern Wisconsin, there was a flurry of lead mining activity, giving rise to the name "Badger State," named after the lead miners who holed up in caves in winter "like badgers." But as mining died out, it was agriculture that led the way to regional development.

Early agriculture in Green County was oriented toward growing wheat. But a system of monoculture tends to be unstable, and was not amenable to long term economic development. It was immigrants from Scandinavia, Ireland, Germany, and Switzerland that brought a more diversified, stable system of agriculture to Wisconsin.

The Swiss in Green County were especially instrumental in setting the direction of our agricultural and related economic development. The limestone for foundations of barns and houses, the availability of timber for constructing farm buildings, and the water and grass for pasturing cattle made Green County an attractive place for Swiss immigrants to acquire land and practice dairy farming.

It followed that our economy was initially built around the dairy and cheese industry. While Green County farm land is productive for cash crops such as corn and soybeans, much of our land is hilly and rolling, with shallow topsoil. Such land is unsuited for continuously growing row crops such as corn. To maintain productivity, this land is best managed through a system of crop rotation. A year or two of corn, followed by oats as a cover crop, and several years of alfalfa or other forage crop is a typical rotation in this area.

This typical rotation enabled a dairy farm enabled pasture and hay for cattle, along with corn and oats, both as supplementary feed for cattle, and grain for a supplementary hog enterprise. The whey, a byproduct from cheesemaking, was a nutritional supplement for the hog enterprise. It is thus that the typical dairy farm produced milk for cheesemaking and had a supplementary hog enterprise that used the byproducts from cheese making.

This combination of dairy cattle and hogs provided a stable, regional economy based on agriculture, and provided for conservation of our hilly, potentially erodible land. And, as those of us who were raised on such farms can personally attest, it provided a year-round use of labor. While some seasonal periods were less demanding of labor than others, there was no period of unemployment.

Value-added products provide greater income and provide additional employment opportunities and income to a region. Products such as cheese and processed meats bring income to an area and constitute a stable portion of the “economic base,” as described earlier in this report. This income then provides a multiplier effect as a portion of that income is respent in the community, and a portion of that respent income is in turn respent, and so on.

The economics of agriculture—indeed the economy of the nation—has changed in such a way that the dairy farm of today little resembles the dairy farms of the early, or even mid-20th century. Nor do the cheese factories of today much resemble the neighborhood factors that needed to be close enough to farms that they could be reached by horse and wagon daily.

While the economics of the industry have changed, the lore and culture of the industry and the immigrants who brought it remain with us today. That culture goes beyond cheese, and includes beer, and the ethnic foods such as landjaegers and other processed meats and foods common to this area. It is on this legacy that our present economy was built. And it is on expansion of this and related economic sectors that our future lays.

In the 1930's Ray Kubly had the idea of selling cheese by mail from his basement. From this basic idea the flourishing present day Swiss Colony was founded. Farmers, cheesemakers and townspeople, of course, needed occasional medical attention. During that same period, Dr. John Schindler and associates practiced medicine from modest offices known as the Monroe Clinic. This was the origin of the present day Monroe Clinic and Hospital.

Economies change over time and health care is clearly an expanding sector of the economy. In her book, “Megatrends 2010: The Rise of Conscious Capitalism,” author Patricia Aburdene defines a “megatrend” as a large, over-arching direction that shapes our lives for a decade or more. Clearly, the emergence of healthcare as a major concern and as an expanding sector of our national economy constitutes a megatrend.

As our population ages, more people will require and seek health care. New technology and procedures designed and intended to improve health and extend life will surely keep coming out of the pipeline. However, these come at a cost. In contrast to most productive enterprises where technological advance lowers cost, increases in health care technology that increase health and longevity add to the total health care bill.

A major topic of national debate is how to finance the total health care bill. In addition to the large number of uninsured, those who are insured face ever higher premiums, larger deductibles, and higher co-payments. People who once believed themselves covered have increasing difficulty paying their share of health care costs and/or at least worry about losing their insurance coverage.

The purpose of this report is not to address these major issues, but to briefly discuss the relevance of health care to the economy of this region. The Monroe Clinic and Hospital, including its predecessor institutions, have long been important to Green County and surrounding region. But we believe that we have seen only the beginning, as we see this institution as becoming increasingly important to the economic future of this area.

The Monroe Clinic began back in the 1930’s with Dr. John Schindler and several associates working out of their small offices. From this modest beginning, the current Monroe Clinic and Hospital emerged, and will be expanding even further. In 2006, it was awarded the honor of being one of the 100 best hospitals in the nation, and one of the top twenty in its size class. It is indeed well positioned for expansion.

The economic impact of this facility is enormous. Over 1,000 patients come through the doors of that facility daily. Approximately twenty five percent of patients come from Northern Illinois, and over twelve percent come from over 90 minutes away, making our community a destination.

The Monroe Clinic pays over 70 million dollars annually in wages and benefits. It pays another two plus million for utilities and over a half million dollars in property taxes.

The related economic impact is significant. For every dollar in personal income created in the health care industry, another forty cents is generated in other businesses. An Oklahoma State University study found that an addition of one primary care physician, through related staffing, spending and investment, contributes an additional twenty-three jobs in a community and an additional \$900,000 in wages.

Some of the jobs in the health care sector pay as follows:

Registered nurses: \$23.70 per hour

Physical Therapists: \$26.60 per hour

Radiology Technicians: \$19.00 per hour

Respiratory Therapists: \$18.00 per hour

The Monroe Clinic is planning a major expansion, estimated at over sixty million dollars. Much of this construction will be subcontracted locally. The expansion will require increased staffing, adding significantly to the wages and salaries generated by the facility. And of course, the expanded modern facility will attract patients from a wide area.

Staffing and recruitment of top-flight personnel will be crucial to the continued success of this award-winning facility. Green County has many advantages for health professionals in terms of living and raising a family. But the “small town” image is not attractive to some people who might be accustomed to metropolitan areas or have preconceived notions regarding small towns. It will be to the advantage of this region to have an economy diversified enough to provide employment to spouses of those who would be employed by the clinic. And it is imperative that people of diverse ethnicity and cultural backgrounds be welcomed and integrated into the community.

With conscious effort and the many activities and organizations concerned with the future of Green County, we are confident that these challenges can be met and that the many advantages of this area will convince people of the merits of our region.

It is thus that agriculture and health care are mainstays of our economic base. And we believe these sectors are the logical ones on which to build. (See, “Let’s Build on What We Have,” Monroe Times Op-Ed section, Oct. 23, 2007, by John Waelti.)

We don’t profess to be able to predict the future, but we know that agriculture is here to stay—people have to eat. And health care is a major and growing sector of the national economy. Biotechnology is an emerging sector of the economy and it is related to both agriculture and healthcare.

And surely, our ethnic culture and heritage is a draw for tourists.

It is thus that many planning and development organizations, and authors of this report, see agriculture and its related enterprises, health care, biotechnology, and tourism as four areas on which it is most productive to focus economic development effort.

➤ Highly educated, young professionals

Why? With baby boomers retiring, there are not enough of the younger generations of workers available to replace those departing the workforce. As a result, competition for “the best and the brightest” is fierce because they will be asked to do more with less than the current workforce. Additionally, getting those highly educated professionals while they are young helps ensure long-term work force adequacy. As those young professionals “settle down” and have families, they become more tied to and involved in the community, thereby providing additional benefits shared by all residents. However, the most immediate need/concern arises in that this is the primary workforce for the first three target sectors and very likely the entrepreneurs who will drive development in the fourth sector.

➤ Green County residents and businesses

Why? People are the lifeblood of any community. As such, any planned development must consider the needs and desires of those already actively participating/living in the community and how such planned development may impart benefit or detriment to those parties. It can be argued that favoring the newest residents/businesses in terms of economic incentives is unfair to those who did not have the benefit of such, but settled

here anyway. The fact that such argument has merit requires any development plan to consider the current residents and businesses and to ensure that they are involved, informed, and reap the benefits of economic development as well.

C. Goals:

1. Attract/convince businesses in core targets to locate operations in Green County
2. Attract convince highly educated, young professional to relocate/settle/work in Green County.
3. Enhance quality of life and business opportunities for current residents and business in Green County.

D. 4Ps (maximize/highlight the positive and minimize/downplay the negative)

➤ Product

Not just Green County, but everything inherent in Green County; the people, the personality, the history, the context, the infrastructure, the competition. There are distinct differences in how the various view the product and what characteristics they are looking for. Contradictions and conflicts are to be expected.

➤ Price

In terms of hard costs, it is the cost of doing business and the cost of living. However, the qualitative soft attribute of “Quality of Life” is a huge variable that can be effectively leveraged.

➤ Place

In a classic sense, this is static. However, place can be viewed as contextual. The location of Green County in relation to Madison, Milwaukee, Chicago, etc can be a key benefit and selling factor.

➤ Promotion

As mentioned previously, this seems to be the weakest link currently. Various parties often discuss the Green County as a great product at a good price and a great location to take advantage of the positive attributes of other “products” like Madison without having to deal with its negatives. However, none of that means a thing if your target does not know about such things.

E. The “Other” 4 Ps:

➤ Passion

Seems lacking. Various presentations, speakers, initiatives specific to green County are factually adequate, but lack conviction and effective delivery. Almost seems as if a collective inferiority complex pervades Green County. Passion sells. Passion inspires. Passion excites. If you do not believe what you are saying and visibly exude enthusiasm, you cannot expect your audience to react/ behave differently.

➤ Proactive

The saying “80% of life is showing up” is more true than “build it and they will come”. We need to be proactive and “show-up” on our targets doorstep. We need to make their life easier by showing them how Green County fulfills their every need. We cannot make them search for us, we have to find them.

➤ Persuade

Closely related to being proactive is being persuasive. Just showing up gets you the audience, but then you must persuade that target that your community offers a value greater than their other options. This is where facts can be very useful, but even more important is the next “P”; people.

➤ People

Bottom line, it all boils down to people. Not just the people you target, but those you send out communicate the message. As mentioned earlier, you can have the greatest product at the best price with easily accessible (place) with a communication plan that is impeccable, but if your ambassador cannot deliver such passionately, proactively, and persuasively, the target will never develop the final “P” that measures the success of all your efforts; perception. After all is said and done, the target must perceive that Green County is the best option for the target to live, work, do business. The ultimate burden in reinforcing or altering the target's perception of Green County lies with the person delivering the message.

F. SWOT (Green County)

➤ Strengths

- Location, Location, Location
 - Proximity to Madison, to lesser extent Janesville, Beloit, Rockford, Dubuque, Milwaukee, and Chicago.
 - “Off the beaten path”
- Aesthetics
 - Beautiful, historic architecture; small town charm
 - Fantastic unspoiled natural resource experiences
 - Ethnic and Cultural Heritage
 - Schools
 - Low Crime Rate
- Business Friendly
 - Willingness to work with new businesses
 - Recognition of need for economic growth
 - Strong organizations specifically addressing the pertinent issues
 - Strong community leaders

➤ Weaknesses

- Income/Costs
 - Relative to competitive set, weak income to costs (Table 1)
- Fragmentation
 - Highly fragmented opportunities for entertainment, culture, diversity, and convenience; highly desired by typical target highly educated young professional.
 - No coordinated economic development plan/execution
- Fundamental Business Prerequisites
 - Lacking adequate infrastructure; capacity of roads, power grid, utilities not sufficient
 - Lack of ancillary support business
 - Lack of currently available labor
 - Higher taxes and cost of living compared to other outlying areas to nearby economic growth areas.
- Limitations of Small Towns (aka “The Dark Side”)
 - Different mentality than urbanized/heavily developed business centers; sometimes suspicious of outsiders and development, can demonstrate resistance to accepting/welcoming those different from them/not locals.
 - Limited resources; both in terms of existing investment capital and people capital.

➤ Opportunities

- Ride the Coattails of Success

Madison has experienced tremendous growth and expansion to the point where the natural progression of economic development is expanding beyond the boundaries of the metro area proper. Green County can leverage its proximity to the area as a viable option for those wishing access/proximity to the economic driver that is Madison.

- Best of Both Worlds

Closely related to riding the coattails of success is leveraging the benefits of Green County without the negatives of the city. The rapid expansion of Madison has further exasperated the myriad of typical urban detriments. Housing availability and prices, traffic, congestion, overcrowding of schools, strained services, and a more hectic pace can be significantly ameliorated by the Green County choice. Yet, one does not have to give up the access to all the benefits a thriving urban center such as Madison provides.

- Use Whatcha Got

While there has been, and continues to be, much talk about developing Green County by bringing in new businesses, people and infrastructure, Green County can, and should, take advantage of its current assets. From quaint small towns, to unique European culture/heritage, to abundant natural beauty and resources; Green County has a plethora of positives attributes and characteristics that can foster significant growth; specifically in the realm of tourism.

- Sell the Package

This is wrapping it all up in a neat package and presenting it those who will listen. The “package of goods” Green County currently has to offer is quite good. While further improvements to the package need to be made to make the county even more competitive, there is adequate current substance to go to market. For whatever reason, strong efforts do not seem to have been made in actively targeting, approaching, courting, and closing on specific entities in the scope of desirable entities for the growth of Green County.

- Flexibility

Albeit rather simplified, the silver lining to not having a strongly formalized growth plan and allocated resources for such is that Green County has the flexibility to do what it needs to do. The county, to the best of our knowledge, has not committed millions of dollars of current and future resources to plan, there are no signed contracts, ground has not been broken, and thus the county is not stuck into a course of action it is unable to alter. It should be the goal to maintain as much flexibility as possible as the county advances in its development progress. Flexibility will allow the county to embrace currently unforeseen opportunities it otherwise might not be able to entertain with only a modicum of flexibility.

➤ Threats

- The Madison Vortex

- Madison the dominant regional economic force
- Relative size, education, incomes, etc of Madison tends to have overarching effect on entire region.

- Uncontrolled growth

- Growth can be good, but needs to be managed.
- If infrastructure/resources do not keep pace with growth, problems ensue.

- Competition with the “Evil Siblings”

Communities and counties to the West, North, and East of Madison as well as larger regional areas are competitors of Green County for residents and businesses.

In examining Green County relative to Dane and the other counties surrounding the Madison metro area (the large regional economic drive), one finds that Green County's "desirability" is only greater than one other county, Lafayette. Various factors are considered, but the primary vectors are wage/salary/income and tax levy to property. This is of special concern for Green County as it is also not in a favorable position relative to the other counties in terms of population (lower), college grads (lower), retirees (higher), children (higher), and infrastructure. Infrastructure was not measured, but can be somewhat deduced by market access as defined by four-lane highways.

- Labor

The most proximate large draw for skilled, high-education labor is Madison with its large base of biotech, government, and educational opportunities. For line workers, Madison still provides competitive pressure, but a greater pressure is probably exerted by Janesville, Beloit, and Rockford.

From a broader regional perspective, Milwaukee, Chicago, and Minneapolis are always key competitors for highly educated professionals as can be demonstrated by graduate placement for various UW system schools. In addition, medical professionals are drawn not only to the institutions in the previously mentioned metro areas, but also to the world-class facilities of Mayo in Rochester, MN and Marshfield Clinic in Marshfield, WI

- Businesses

It follows logic that specific geographic areas competing with Green County for labor also compete for new businesses. There is a snowball effect that as an area gets a new business which demands more labor in generates continuing momentum that attracts more businesses needing additional labor; with the ancillary benefits being growth in all the businesses that not only support the business operations, but the wants and needs of the growing employee population.

One caveat to this is that such growth puts pressure on prices of supplies (including labor) which can erect barriers for additional growth. Shortages of basic resources leading to a negative cost/benefit analysis push potential new businesses to explore alternative locales that tilt net benefit back into the black. As such, Green County may be in a better competitive position in terms of attracting businesses with the competitive set mentioned in the labor section; as we take the position that labor follows business more than vice versa. However, a new set of competitors arises in the "near-driver" areas i.e. locations proximal to the economic driver area, yet currently outside the sphere of inclusion in regards to traffic, congestion, housing, cost structure, etcetera. For the Madison economic engine, examples could include Columbia, Sauk, Dodge, Iowa, Jefferson, and Rock Counties.

- Tourists

Competition in this regard can be broken into two subsets: daytrippers and vacationers. Daytrippers are defined as those who just come into the area

for the day; often associated with some specific event. Vacationers can further be split into weekenders and extended visitors. Weekenders are just that; they come up and stay for the weekend with maybe another day tacked on the beginning or end of the trip. They may or may not have a vacation property for such visits and often make multiple visits during the year. Extended visitors could be construed as the traditional vacationer who takes at least a week and goes somewhere. However, it could also include an even more traditional style reminiscent of what occurred in the Catskills the first part of the 20th Century wherein people had a summer home or lodge they would stay at the entire summer. None of the aforementioned terms are universally recognized and we make no claim that any and or all of these broad categorizations are prevalent in the potential tourist market for Green County; they are informational descriptions only.

Nonetheless, the competitive set changes dramatically in this genre. Wisconsin Dells jumps to the front as it is the Midwest's number one family tourist destination and draws a large portion of its visitors from northern Illinois. However, when one looks at Green County's specific tourism offering, destinations such as Door County, Galena, and Amana Colonies come to mind. Green County is positioned well against such destinations in at least one very significant factor: distance. For a daytripper from Madison not wanting to deal with the Dells style of tourist offering, Green County is a more distance viable option than Door County, Galena, or Amana Colonies. Heidi House in Green Lake or The Springs in Spring Green compete in terms of distance, but it can be argued that breadth / repeatability of experience offerings is less than offered by Green County.

As far as outlying markets (i.e. Chicago, Milwaukee, Iowa), Green County runs into some stiffer competition, yet does hold value. For example, while Lake Geneva (and the entire Kettle Moraine region) Elkhart Lake, and Door County can provide the natural beauty, ample water recreation, and fantastic dining/lodging options reasonably close to Chicago and Milwaukee, they are significantly more expensive than Green County and can get quite crowded.

- Residents

Competition for residents presents a dilemma for Green County. More residents mean more persons spending their money in the area; regardless of where they work earning said monies. However, residents are "net users" of tax base as opposed to the "net contributors" of business. Ideally, both residential and business growth occur in concert so that tax base contributions of business development keep up with use on the residents and the livability benefits of a vibrant community counteract the potential cultural vacuum of endless business parks.

In this case, Green County faces stiff competition from both economic centers and near-driver areas. Unfortunately, Green County does not seem to possess a significant sustainable competitive advantage over the vast

majority of its competitive set in this regard (see Relative Desirability Indices in Table 1).

- Unwillingness to Persevere
 - Must be prepared for long-haul.
 - No overnight solution or instant gratification
 - Can area sustain efforts needed for such an undertaking?
- Resistance of the Uninformed
 - Natural reaction to change is resistance and suspicion
 - When facts no made available, will make up our own
 - Even when faced with facts to the contrary, some will always be opposed to whatever is proposed

The recent Monroe school referendum is a good example. Initially, thereferendum did not look like it would pass, yet extensive efforts to inform public of the facts allowed successful referendum. However, the referendum did not pass by a large margin even when it could be argued that the benefits to the community and kids outweighed and marginal cost implication. Lowest common denominator is the pocketbook; and people vote and think that way especially when such financial resources are not in excess.

- Paralysis by Analysis

Situation analysis is good, but means nothing without action. In business situations, timely action is especially important. One needs to embrace opportunity immediately lest someone do the same. Often, so many options present themselves that it can be confusing and overwhelming in weighing the various options against each other. Additionally, when the stakes of failure are so high, trepidation of choosing the wrong alternative creeps into the process. Extreme caution ensues and parties want more information before engaging in action. The gathering of additional information and alternatives further nebulizes the situation and the vicious cycle ensues. Iteration after iteration is run without any actual action taking place and the original opportunity fades.

The primary error is assuming there is a 100% solution and that it is a zero sum game. In actuality, it is an ongoing engagement with a multitude of possible incremental gains that can be realized along the way. It is our supposition that an 80% solution now and continued work on the getting the rest beats a 100% solution five years from now. A more tangible illustration could relate to cash flows:

Time Period	Cash Flow In	Cumulative Value	Cash Flow In	Cumulative Value
1	\$ 80.00	\$ 80.00		
2	\$ 10.00	\$ 91.60		
3	\$ 5.00	\$ 98.43		
4	\$ 3.00	\$ 103.40		
5	\$ 2.00	\$ 107.47	\$ 100.00	100
Total	\$ 100.00		\$ 100.00	

Annualized
Rate of Return 2.00%
Overall Gain in
Return 7.47%

Regardless, the salient point is that some sort of educated action must be undertaken at the earliest possible date even if we are not sure it is the ideal solution. To not do such risks losing support of those who have assets at risk and need to see “small victories” to continue justification of their risks.

G. Specific Success Facilitators

➤ Infrastructure Development

Green County is woefully deficient in the infrastructure required to support and provide growth for the targeted sectors; especially in relation to the proximate alternative localities. As such, Green County must invest in such before it can reasonably expect to see significant private economic investment in the area. Specific upgrades are required in, but not limited to:

- Power grid
- Telecommunications
- Water Utilities (including wastewater treatment)
- Waste management
- Transportation

➤ Multi-tiered Integrated Marketing Plan

The various entities/organizations/concerned parties need to communicate, coordinate, integrate and provide a plan with a defined number of actionable steps to be undertaken in a reasonable amount of time, with defined goals, a mechanism to drive allocate resources to tactically execute activities towards those goals, and a defined end date to measure success of the effort. Some specific “must have: components to those plan include, but are not limited to:

- Community Involvement

Disney does it, Southwest does it, and Green County should do it. “What is it?” you say. It is having all members of the organization buy into and embrace the script for that entity. Disney and Southwest culturally immerse their employees into what it is to be a member of their respective families. The result is a highly

motivated, coordinated, and consistent presentation and manifestation of the brand. The brand of Green County should make efforts to follow that model. Obviously, it is a bit different as we are not dealing with employees, but the concept still holds. By embracing and engaging the community in the issues that face us all, giving them a say in what is being done, and educating them how they play an integral role in the future and continuing success of Green County, the chances that they will actively embrace the cooperative effort is substantially enhanced. Additionally, such increases the propensity that specific efforts and programs will progress through their various stages in a timely manner and largely intact. The recent Monroe school referendum is a good example of such. However, that endeavor also demonstrated that regardless of concerted efforts by many parties on what seems to be a “no brainer” type of action, that a significant number of those concerned will not embrace the effort. Yet, involvement is paramount lest nothing be accomplished and to minimize residual animosity after the fact.

- Retain Advertising Agency/PR Firm

The retention of an advertising agency and/or PR firm (s) specializing in community initiatives has two primary benefits to an entity such as Green County. First, it enlists the help of professionals whose role in life is to develop and execute advertising/PR efforts communities. Door County, Wisconsin Dells and Galena are just a couple examples where firms specialized in this arena have had substantial positive impact on the success of the respective communities. While hiring such agencies can be expensive, the return on investment is well worth the initial and ongoing expenditures.

Second, enlisting the services of an outside firm helps place the onus for results outside specific members of the community. Additionally, such resists undue influence on designated programs by certain members of the community. Please note in neither case did I see eliminate; there is always the chance (quite likely, actually) that blame will fall upon certain community members and that certain community members may overly influence the efforts of that outside agency. Yet, the impetus for using an external asset is that such at least limits those detrimental byproducts.

- Ad campaign

As mentioned previously, the “package” Green County offers is quite compelling. However, it does not matter how good your product is if your target does not know about it. A sustained ad campaign seems to be a natural progression from what the retained outside agency/agencies would execute. Notwithstanding, it should be explicated stated. One can reasonably speculate that it would not be one campaign, but several specifically designed and executed for maximum impact on the various targets. For example, a tourism component may highlight the natural beauty, gourmet dining, and unique special events in the area to markets in Chicago through TV, print and radio. Likewise, the young professional recruitment component may be more of a person-to-person message communicated through presence at university Job

Fairs, viral video marketing, or straight candidate recruiting highlighting quality of life combined with convenient access to culture at a wage rate that allows one a elevated lifestyle. Instead of going into specifics for all targets, suffice to say the firm would target and tailor such accordingly.

- Event / Venue development

While not infrastructure development in the conventional sense, it could be classified as cultural infrastructure development wherein specific events and venues are developed that reflect as sense of the community and something special it has to offer. Such events venues allow common anchor points for residents to rally around, thereby fostering an enhanced sense of community. In turn, such manifests itself in an outward community personality that can be pointed to in future efforts directed at recruiting investment in the four target sectors. One note of caution; care must be taken so that the economic benefits such provide are not overly concentrated in one community and that the various manifestations of such have minimal cannibalization on each other.

- Partnering

Quite simply, development requires parties to pool resources and efforts to maximize impact and effectiveness. This may be difficult, especially given the nature of Green County and the tenuous nature of relationships in such a small community. Bottom line, people may have to suck up their pride and relinquish some of the control they are accustomed to in order to get multiple parties to agree on common goals and pooled resources. Additionally, partnering is a must to diversify the risk of development to the point where it is palatable to the funding entities. The plus here is that with greater vesting in such efforts, they should be greater commitment/effort towards said efforts. Still, a very real negative looms in the failure of any effort and how it will likely diminish the propensity of the affected parties to participate/contribute to additional efforts.

- Rapid Response Teams

The development and deployment of “Rapid response Teams” could be the secret weapon in the battle for Green County economic development. Previously in this document, it was suggested that a key weakness, but also opportunity, lies in the fact that as good as the “product” and “package” of Green County is, if targets do not know about it Green County will not see positive results. The essence of the rapid response teams is such: Green County would have 3-5 groups of 3-5 people who are available at short notice to go out and actively court various prospects in any of the specific aforementioned targets. The people on the teams would represent business, civic, and cultural leaders from Green County as well as pertinent representatives related to the target topic. The specific deployment of these teams would be managed by a directive Oversight and Contact Committee whose job it is to identify and initially engage specific targets. An example of how this might manifest itself is as follows: The oversight and contact committee have actively gone out and approached the recruitment office at the

UW-School of Business asking for them to set up a Q&A session with students graduating within the next year. The committee would then deploy a Rapid response team (or teams) to run and participate in the event. The team could include executives from local businesses looking to hire, Chamber of Commerce personnel with specific entrepreneurial needs for the community, bankers who could finance such ventures, and recent graduates who are currently working/doing business in Green County. A second example could be that the oversight committee read an article in a biotech industry journal stating Company X is looking to expand operations. The oversight committee would contact that company and ask if they could send a Rapid Response Team out to that company to discuss their expansion needs and how Green County would be their best alternative. This team could consist of local experts to answer questions about the reality of doing business here as well as local government officials espousing whatever kind of incentive package they could offer and how happy the area would make their employees. Granted, these examples are rather rudimentary in nature, yet demonstrate the basic premise of how a proactive approach could be of great benefit to Green County

- Benchmark plus 10

This is likely the most controversial aspect of the multi-tiered integrated marketing approach as it requires buy-in from private employers and will effect their bottom-line negatively on a per case basis. While some of the larger employers in Green County benchmark their salaries to Madison, the overall average annual wage in Green County are only 69% of that in Dane County (see Table 1). Additionally, Green County does not fare well in this regard when compared with the other counties surrounding the Madison area with Green County only indexing higher relative desirability index than Lafayette County (Table 1). It is the proposal of this report that such is inadequate to attract the broadest range of the best talent available. The reasoning is that benchmarking to Madison does not give Green County any advantage over firms hiring in Madison. If people want the rural experience, Green County is close enough to Madison to facilitate an easy working commute. As such, if Green County did not at least benchmark to Madison, they would theoretically lose some workers due to higher wages available in Madison. The converse could then also hold true. If Green County had higher wages, it could attract some of those who might otherwise work in Madison. So where is the advantage for Green County in offering higher wages than Madison? It lies in the fact that Green County is not the only rural area surrounding the Madison enclave. Many people choose to live in rural Sauk, Columbia, Rock, Jefferson, Lafayette, etc counties and commute to Madison for work. What would happen if working in Green County was more lucrative than working in Madison? Would we possibly attract some highly qualified persons currently lining and working in Madison? Sure. But, we also could attract some highly qualified persons who work in Madison but currently live in other rural areas by choice. Possibly, such parties would be compelled to work in and relocate to Green County because it offered the choice of rural living but salaries greater than Madison. While the commute to Madison from their current domicile may be

acceptable, the additional distance to Green County might not. Hence, the relocation possibility.

The other advantage was alluded to in the previous paragraph. That is regardless if an employee lives in Green County or not, a company wants the best talent out there. That person could still live in and enjoy the Madison experience, yet a Green County company could reap the benefits of their talents and the county could benefit from the payroll tax.

Thus, for the aforementioned reasons, benchmarking salaries to Madison is a great target that could help Green County's relative desirability compared with other county alternatives. Additionally, having the largest premium employers benchmark to Madison then add 10% is another possible course of that could make Green County a more desirable employment location. Regardless, if actions are not taken to increase the overall salaries of positions in Green County, the county will not be able to increase its desirability index above that of competing counties without significant tax decreases; which brings a whole new set of issues to the forefront.

➤ Open the Checkbook

This can be as simple as it sounds, but is the most difficult to actually achieve, yet none of the aforementioned efforts can occur without such. Bottom line, it will take money to realize any of the programs outlined herein. Specifically, it will take the investment of private equity to see things through to fruition. While it is foreseen that public money will be involved, public money is harder to come by and has many strings attached. Regardless, novel and unique approaches to secure the needed funds should be explored including, but not limited to: grants, loans, endowments, issuance of bonds, matching funds, donations, and venture capital firms to name a few.

This aspect will be even more difficult because of the extensive nature of financial resources required to adequately fund any of the aforementioned initiatives. The natural progression seems to focus on getting enough funds to do a little bit on a lot of things instead of focusing on doing a few things "right". The latter would seem to be the best course of action as it allows for "notches on the belt" that can be highlighted to justify additional efforts. Additionally, this approach helps initiatives survive as they are driven hard to conclusion before refocusing efforts on the next broad project. Spreading resources and only putting minimal effort on many projects is dangerous in that it rapidly depletes funding without generating offsetting achievements. As such, efforts wither on the vine as all the stakeholders see is a large cumulative expenditure of resources without discernable realized benefits. Thus, if we can get people to open their pocketbook, we must be cognizant that there is an implied understanding that we have the responsibility to do it right and not waste what has been provided. If we are irresponsible and/or ineffectual in leveraging assets, we will find it increasingly difficult to procure resources for future endeavors.

Table 1-Regional County desirability Indices

County	Median Household Income (2004)	Per capita Personal Income (2005)	Ave annual wage (2006)	2007 / 2008 Property tax Rate per \$1000 Equalized Value	Overall rank	Increase from Prior Year	Increase rank (state)	Median value of owner-occupied housing units, 2000	% Pop 65 and older (2006)	% Pop under 18 (2006)	Bachelors degree or higher (2000)	Population (2006 est)	Median sell price of homes (2007)		
Dane	\$ 53,945	\$ 40,007	\$ 41,040	\$2.38	67	-2.5%	5	\$ 146,900	9.50%	21.80%	40.60%	463,826	\$ 218,700	1.00	
Jefferson	\$ 50,118	\$ 31,575	\$ 30,674	\$3.80	56	-3.3%	8	\$ 123,800	12.50%	22.80%	17.40%	80,025	\$ 170,000	1.29	
Sauk	\$ 46,556	\$ 31,884	\$ 29,114	\$4.03	49	-2.6%	6	\$ 107,500	14.60%	23.50%	17.60%	58,261	\$ 158,500	1.38	
Columbia	\$ 50,519	\$ 33,801	\$ 30,356	\$4.32	44	-0.8%	3	\$ 115,000	14.20%	22.40%	16.70%	55,440	\$ 158,600	1.38	
Rock	\$ 45,692	\$ 28,804	\$ 36,457	\$5.46	20	-2.2%	4	\$ 98,200	12.80%	24.60%	16.70%	159,153	\$ 128,600	1.70	
Dodge	\$ 48,558	\$ 28,008	\$ 33,748	\$5.21	27	-3.2%	7	\$ 105,800	13.60%	21.60%	13.20%	88,983	\$ 134,400	1.63	
Green	\$ 47,626	\$ 30,870	\$ 28,363	\$4.66	39	4.6%	1	\$ 97,700	14.30%	23.50%	16.70%	35,688	\$ 136,500	1.60	
Iowa	\$ 47,761	\$ 31,399	\$ 30,362	\$5.08	30	1.6%	2	\$ 91,800	13.00%	24.20%	18.50%	23,756	\$ 155,700	1.40	
Lafayette	\$ 41,162	\$ 25,153	\$ 24,667	\$6.93	4	0	22	\$ 74,600	15.70%	23.80%	13.30%	16,298	\$ 87,300	2.51	
Wisconsin	\$ 46,142	\$ 33,278	\$ 36,830	\$3.73		-1.3%		\$ 112,200	13.00%	23.60%	22.40%				
Desirability Index (relative to State)														Ave	Summary
Dane	1.169	1.202	1.114	1.567				1.309	1.368	1.083	1.813			1.328	32.8%
Jefferson	1.086	0.949	0.833	0.983				1.103	1.040	1.035	0.777			0.976	-2.4%
Columbia	1.095	1.016	0.824	0.864				1.025	0.915	1.054	0.746			0.942	-5.8%
Sauk	1.009	0.958	0.790	0.927				0.958	0.890	1.004	0.786			0.915	-8.5%
Iowa	1.035	0.944	0.824	0.735				0.818	1.000	0.975	0.826			0.895	-10.5%
Rock	0.990	0.866	0.990	0.683				0.875	1.016	0.959	0.746			0.891	-10.9%
Dodge	1.052	0.842	0.916	0.717				0.943	0.956	1.093	0.589			0.888	-11.2%
Green	1.032	0.928	0.770	0.800				0.871	0.909	1.004	0.746			0.882	-11.8%
Lafayette	0.892	0.756	0.670	0.538				0.665	0.828	0.992	0.594			0.742	-25.8%
Desirability Index (relative to Dane County)															
Dane	1.000	1.000	1.000	1.000				1.000	1.000	1.000	1.000		1.000	1.000	0.0%
Jefferson	0.929	0.789	0.747	0.628				0.843	0.760	0.956	0.429		1.286	0.819	-18.1%
Rock	0.847	0.720	0.888	0.436				0.668	0.742	0.886	0.411		1.701	0.811	-18.9%
Columbia	0.936	0.845	0.740	0.551				0.783	0.669	0.973	0.411		1.379	0.810	-19.0%
Dodge	0.900	0.700	0.822	0.457				0.720	0.699	1.009	0.325		1.627	0.807	-19.3%
Lafayette	0.763	0.629	0.601	0.344				0.508	0.605	0.916	0.328		2.505	0.800	-20.0%
Green	0.883	0.772	0.691	0.511				0.665	0.664	0.928	0.411		1.602	0.792	-20.8%
Sauk	0.863	0.797	0.709	0.592				0.732	0.651	0.928	0.433		1.380	0.787	-21.3%
Iowa	0.885	0.785	0.740	0.469				0.625	0.731	0.901	0.456		1.405	0.777	-22.3%
Desirability Index (relative to Green County)															
Dane	1.133	1.296	1.447	1.958				1.504	1.505	1.078	2.431		0.624	1.442	44.2%
Jefferson	1.052	1.023	1.081	1.229				1.267	1.144	1.031	1.042		0.803	1.075	7.5%
Columbia	1.061	1.095	1.070	1.080				1.177	1.007	1.049	1.000		0.861	1.044	4.4%
Sauk	0.978	1.033	1.026	1.158				1.100	0.979	1.000	1.054		0.861	1.021	2.1%
Rock	0.959	0.933	1.285	0.854				1.005	1.117	0.955	1.000		1.061	1.019	1.9%
Dodge	1.020	0.907	1.190	0.896				1.083	1.051	1.088	0.790		1.016	1.005	0.5%
Iowa	1.003	1.017	1.070	0.918				0.940	1.100	0.971	1.108		0.877	1.000	0.0%
Green	1.000	1.000	1.000	1.000				1.000	1.000	1.000	1.000		1.000	1.000	0.0%
Lafayette	0.864	0.815	0.870	0.673				0.764	0.911	0.987	0.796		1.564	0.916	-8.4%