2018-2019

FINAL REPORT

UniverCity Year

Better • Places • Together

Responding to requests for proposals

URBAN AND REGIONAL PLANNING 912: PLANNING WORKSHOP
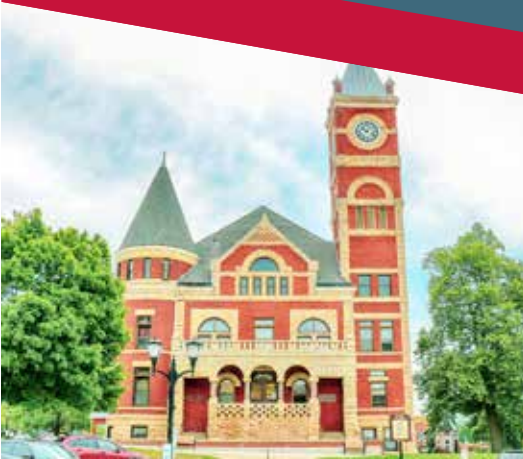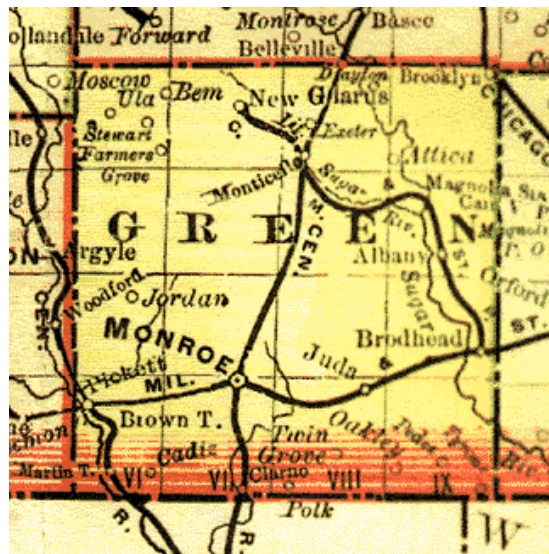
UNIVER**CITY**
Y E A R

BETTER • PLACES • TOGETHER

UniverCity Alliance
UNIVERSITY OF WISCONSIN–MADISON

Table of Contents

Executive Summary

The goal of this project was to aid Green County Development Corporation (GCDC) in bringing new businesses to Green County. In order to do so, we sought to assist GCDC in their efforts to respond to businesses who are interesting in locating in Wisconsin. Our work led to the creation of two deliverables for GCDC. They will be used by GCDC when responding to Requests for Proposals that are released by business site selectors interesting in locating in the region. After analyzing seven Request for Proposals (RFPs) from GCDC, we established 11 categories to focus our data collection efforts on. Our data collection process consisted of document analysis and stakeholder interviews. Using our data collection, we identified which characteristics to emphasize and what to deemphasize regarding Green County. For aspects to emphasize, we recommend the County focus on its robust manufacturing, agribusiness, and food processing industries, strong quality of life metrics and optimistic prospects for future growth. With that said, we recommend GCDC place a positive spin on its current land-use pattern, and lack of interstate transportation access.

We created a database that includes all data that is commonly requested in RFPs. We then used the data within our database to create the marketing document.

First, this report will provide an introduction of our work and Green County as a whole. Next, we will go in to detail about the methodology of our work. Third, we will move to discuss the data collection process. Next, we discuss the contents of our deliverables, and conclude with a section on implementation.

Introduction

Green County Development Corporation seeks to bring businesses and industries to Green County that contribute to the quality of life of its residents. Through coordinated public-private partnerships and an effective marketing program, GCDC is working to spur additional economic growth within Green County. In doing so, GCDC has set out to leverage the various amenities and assets of Green County. One mechanism for bringing businesses into Green County is to respond to Requests for Proposals (RFPs) that are released by businesses who are looking for a site to locate new facilities. An RFP is a document sent out by a business which lists the various needs its operation is looking to have met from a specific site. It also asks for information regarding business support services, available financial incentives, and quality of life metrics. Typically, proposals are expected to be submitted within a few days of the RFP's release. A proposal requires a significant time investment on the part of GCDC. The goal of this project was to aid GCDC in responding to RFPs in a timely manner.

With this, the objective of our work was twofold: to improve GCDC's ability to respond to Request for Proposals (RFPs) from business site-selectors wishing to either relocate or expand its operation to Green County, and to attract businesses through their marketing materials. Currently, the County does not have a robust and impactful marketing document directed specifically at site selectors. In the instance where GCDC is presented with an RFP from

a site-selector, the organization does not have a one-stop resource to pull pertinent data from. Given that the RFPs are acutely time-sensitive, GCDC has a difficult time providing quick, comprehensive responses to a site-selector's RFP.

In order to meet our objectives, we have worked to create an easily-distributable marketing document and 'one-stop' database with relevant information pertaining to Green County. These two deliverables will assist in the process of bringing in outside businesses, manufacturing facilities, and other organizations into the area. Spurring smart economic development is an integral component of maintaining the economic and social well-being of a community. Bringing in more businesses increases a local government's tax revenues, direct economic output, total value added, indirect benefits, and direct and indirect employment. The underlying intention of our work is to provide GCDC with a powerful set of tools to foster economic development in Green County.

Methodology

RFP Analysis

In order to understand what information site selectors ask for we were provided with RFPs that GCDC has received from the Madison Region Economic Partnership. Seven RFPs were analyzed. These RFPs ranged from a business looking for existing food grade facilities to a business looking for vacant land to build a light manufacturing facility. Through this analysis we were able to identify 11 categories of data that is most often requested in RFPs. The 11 categories and associated data can be found in our database, attached as *Appendix A.* These categories were also used in order to determine what information should be included in the marketing document. Due to the sensitive nature of business transactions, business names and any other proprietary information were excluded from this analysis.

Stakeholder Analysis

When creating the marketing document it was important to consider who the stakeholders are in the business community. Through this analysis individuals were identified who should be contacted in order to better understand the current conditions in Green County that attract businesses. The scope of our analysis was limited to businesses, as well as a local hospital and a technical college. The analysis primarily focused on businesses because they were the ultimate audience of our deliverables. When selecting businesses, their involvement in the community was considered to gauge their willingness to participate. Additionally, the size of the business was considered as a majority of the RFPs would employ 50-100 people. The aim of reaching out to the local hospital was to understand their contribution to the quality of life in the County, as well as the quality of their workforce. All of the RFPs that were analyzed had a quality of life component. The technical college was included in order to understand their contribution to workforce development efforts in the County. In particular, stakeholder engagement was utilized in order to gain anecdotal evidence for the marketing document.

Seven stakeholders were contacted, and four agreed to participate. Ultimately, two stakeholders were interviewed: Kuhn North America and Colony Brands, Inc.

- Klondike Cheese, Inc.
- Colony Brands
- Kuhn North America
- Precision Drive & Control
- Orchid Monroe
- Black Hawk Technical College
- Monroe Clinic – SSM Health

SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was completed to better understand how the County can align its capabilities and resources for a competitive economic environment. The goal of the SWOT analysis is to highlight areas where the County can develop a competitive advantage relative to other communities and exploit new opportunities to attract new businesses. This analysis is based on interviews with County stakeholders and businesses. It is also based on document analysis from various organizations. The aim of the marketing document is to emphasize the strengths of Green County and deemphasize the weaknesses. The SWOT analysis identified the information that should be included and excluded from the marketing document. We did not analyze opportunities or threats as this was outside the scope of the project.

Economic Development Marketing Research

We analyzed a number of county, municipal and regional marketing materials to get a sense of what other organizations are doing to attract business and spur economic development. Noteworthy materials that we analyzed include work from Rock County Development Alliance, City of Richmond, and Cumberland Regional Development Authority.

> ### Key Takeaways drawn from Marketing Research
>
> 1) Highlight important Green County industries
> 2) Highlight available financial incentives
> 3) Perform a robust SWOT Analysis
> 4) Frame economic-related deficiencies in a positive way

The marketing research provided a basis for what the final report and deliverables would consist of and specific ways to introduce our stakeholder analyses and data collection. What we found, not surprisingly, is various communities throughout the U.S. typically face similar economic development problems, such as attracting new business or framing shortcomings as a prospect

for growth. The marketing research we conducted aligned with the type of content we wanted to focus on within our own marketing materials.

Design Research & Approach

Common design principles were identified in order to create a professional marketing document. Designers follow the "Five Principles of Design" when creating their products. These principles are: Alignment, Repetition, Contrast, Proximity, and Balance. We used these principles to guide the design of our marketing document to ensure we were meeting industry standards.

Green County had additional design standards that are used in their own documents and outreach materials. The design standards can be seen in *Appendix C*. The color palette and font choices used in the marketing document follow the County's design standards.

Data Collection & Analysis

Document Analysis

Our primary date collection method was through document analysis. The data needed to respond to RFPs was already available in documents created by local, state, and federal organizations. We had to identify those sources and compile them for the database. The sources can be found in *Appendix A.*

Stakeholder Interviews

Interview Questions:

1. What do you think is Green County's greatest strength in terms of retaining businesses?
2. How would you describe the business support services and programs in Green County?
3. How would you describe the quality of your workforce?

Interview 1: Colony Brands, Inc.

- Contact: Kim Markham, Community Relations Manager, Colony Brands, Inc.
- Interview Method: Email
- Date Emailed: November 5, 2018
- Date of Reply: December 5, 2018
- Response: "The community culture in Monroe and Green County projects a healthy business climate that is right for businesses of all sizes. The diversity of businesses and employment opportunities often exceeds expectations of those that are new to the area. While we may do things on a little different scale than our friends in larger metropolitan areas, it is truly our unique culture of business collaboration and community support that allows everyone to win."
- Source: Joe Hunter, Senior VP Operations and Human Resources, Colony Brands, Inc.

Interview 2: KUHN North America

- Contact: Jill Lietzen, Director of Human Resources, KUHN North American, Inc.
- Interview Method: Phone
- Date Emailed: November 5, 2018
- Interview Date: December 10, 2018
- Response 1: "The workforce in Green County is exceptional, they are motivated, smart and hardworking. Our local colleges always want to know how they can help us, whether that is through their curriculum, programs to develop our future workforce or providing training for our current employees."
- Response 2: "GCDC and the local governments provide an excellent support system for local businesses; they are always there to help. They often beat us to the punch when there is a new program that could help us, and they are ready to work through any roadblocks that could potentially slow us down"
- Source: Jill Lietzen, Director of Human Resources, KUHN North American, Inc.

SWOT Table

Through the SWOT Analysis we were able to identify what to emphasize in the marketing document. The SWOT Analysis table is included below.

Strengths highlighted in the marketing document include:

1. Quality of Life
   a. Cost of living
   b. Healthcare
   c. Parks & amenities
   d. Crime rate
2. Demographics
   a. Affordable housing options and a moderate vacancy rate
   b. Median household income greater than the State average
3. Infrastructure
   a. State highway systems connects larger communities
   b. Railroad operates in Green County
   c. Municipal airport
4. Incentives
   a. Local incentives are available
   b. State has a pro-business climate with a variety of funding programs and tax credits
5. Existing Industries
   a. There is a competitive advantage in Manufacturing, Agri-Business, and Food Processing

Strengths	Weaknesses
Transportation Infrastructure • Three state highways ensure business efficiency • Monroe Municipal Airport covers Green County • A Class 2 railroad is located in Monroe with 800 miles of track and 7 trans loading locations, with access to a Class 1 railroad 35 miles away	Transportation Infrastructure • No 4-lane interstate highway • The Monroe Municipal Airport is only regional airport • The current transportation system is not set up for intensive manufacturing and commercial industry use • Cities other than Monroe in Green County do not show much potential of economic development within the current traffic structure • The nearest trans loading location is not in Green County
General Business Services • Green County provides sufficient business services, including banking, legal assistance and accounting • 20 legal assistance firms are serving Green County • 20 accounting firms are serving Green County	General Business Services • No FedEx hub in Green County • Uneven spatial distribution of legal assistance companies: most companies are highly concentrated in the city of Monroe • Most accounting firms concentrate in Monroe; others are distributed in the northern part of the County
Tailored Professional Business Services • Professional networks and organizations have been set up to provide services to support small businesses and entrepreneurs in Green County • The Green County Development Corporation is prepared to assist businesses with multiple services • 6 Business and industry parks are established in Green County • Initiatives have been established to support innovation in Green County	Tailored Professional Services • Only two of the industrial/business parks are located in the city of Monroe, which does not match the distribution of the resources • County-wide systematic measures to support innovation have yet to be established
Incentives • Local incentives include Industrial Revenue Bonds, Revolving Loan Funds, and Tax Increment Financing	Incentives • There are local incentives but they are not as robust as surrounding Counties or larger Counties

• WEDC has a strong presence in the state and offers over 17 programs • 7.5% income tax credit for agriculture and manufacturing • Sales tax exemption on electricity and natural gas sales	• State incentives are strong, but this means these incentives are available state-wide and does not make a value-added contribution to Green County
Quality of Life • Medical services are well provided in Green County • There is a low student to teacher ratio • The cost of living in the Green County is pretty low • Adequate affordable housing is provided by Green County and the County has a moderate vacancy rate • Abundant recreational facilities and cultural resources exist and they are evenly distributed	Zoning & Land Use Pattern • Are not pro-development. The share of commercial and industrial land is relatively low • Overconcentration of services in the city of Monroe might render it difficult for businesses in other cities to acquire such services
Competitive Advantage: Existing Industries • Agri-Business • Food Processing • Manufacturing	

Deliverables

Database

The database was created using Microsoft Excel. Excel was used because it is universally accessible across organizations and businesses. It is easy to use and to update. The database can be found in *Appendix A*.

There is one worksheet for each of the 11 categories identified through the RFP analysis. Within each worksheet there are 4 columns:

- Data
- Information
- Source
- Last Updated

Marketing Document

The marketing document was created using Microsoft Publisher. Publisher was also used because it us universally accessible across organizations and businesses. Publisher does not

require additional training or additional subscriptions. Any user familiar with Microsoft Office products can update the marketing document. The marketing document can be found in *Appendix B.*

The purpose of the marketing document is to show site selectors how Green County can support its operations as well as its employees. It highlights the existing industries that are successfully operating in the County. It also orients them to Green County's location within the greater region.

The marketing document includes:

- A regional map of Green County
- Quality of life metrics
- Demographic data for Green County
- Demographic data for the 4 most populous communities
- Economic data for the top 3 industries: Manufacturing, Food Processing, Agri-Business
- Green County Development Corporation services
- Local and State incentives
- Existing Infrastructure

Implementation

Deliverable Maintenance

The database we created was designed to be easily updated over time. For example, the next U.S. Census is coming out in 2020 and GCDC should prepare to account for the new data that will be published. We recommend GCDC update the database and marketing document at least once a year to ensure that the information in RFP responses and the marketing document is accurate. It is also recommended that the "Last Updated" column in the database be updated to reflect the month and year of each update. This will make it easy to track how often the data is updated. Lastly, we recommend that the 'Financial Incentives' category within our database be updated regularly in order to keep up with the frequent changes of State incentives.

Distribution

Our marketing plan is intended to be attached with RFP responses or used as an isolated document as a component of GCDC's marketing initiative. We also encourage GCDC to print out physical copies of the marketing document to distribute to local stakeholders, as well.

Preservation for Future Staff

Lastly, we urge GCDC to create a strategy to preserve our work through staff transitions in order to maintain GCDC's strong marketing initiative to site selectors.

Appendix A: Database

Taxes

Data Type	Data	Source	Last Updated
Electricity Sales Tax	At discretion of utility	Ron Brisbois, Grant County EDC	Dec. 2018
Natural Gas Sales Tax	At discretion of utility	Ron Brisbois, Grant County EDC	Dec. 2018
Water Sales Tax	Set by PSC	Ron Brisbois, Grant County EDC	Dec. 2018
Wastewater Sales Tax	Set by PSC	Ron Brisbois, Grant County EDC	Dec. 2018
Local Personal Property Tax	The clerk calculates the rate after the governing body of the town, village or city determines how much money must be raised from the property tax	http://www.co.green.wi.gov/docview.asp?docid=20813&locid=1	Dec. 2018
State Personal Property Tax	7.65%	http://www.madisonregionsites.org/default.aspx?DID=COMMU	Dec. 2018
Tax Abatement	Illegal in WI	Ron Brisbois, Grant County EDC	Dec. 2018
Accelerated Depreciation On Real Estate	For assets placed in service in taxable years beginning on January 1, 2014, depreciation and amortization is computed under the Internal Revenue Code (IRC) in effect on January 1, 2014.	https://www.revenue.wi.gov/Pages/FAQS/ise-assets.aspx	Dec. 2018
State Corporate Income Tax	7.9	http://www.madisonregionsites.org/default.aspx?DID=COMMU	Dec. 2018
Worker Comp Rate Per $100 (Premium Index Rate)	$1.50-1.99	https://classcodes.com/workers-compensation-rates-by-state/	Dec. 2018
Inventory Tax	May be subject to personal property tax rate	Ron Brisbois, Grant County EDC	Dec. 2018
Sales Tax Exemption Manufacturing Equipment	Full exemption	Ron Brisbois, Grant County EDC	Dec. 2018
Local Real Property Tax	2.17%	https://smartasset.com/taxes/wisconsin-property-tax-calculator	Dec. 2018
State Real Property Tax	5%	http://www.co.green.wi.gov/docview.asp?docid=20813&locid=148	
Cost Per Sf For Real Property Tax	Varies by Muni.	Ron Brisbois, Grant County EDC	
State Sales Tax	5	http://www.madisonregionsites.org/default.aspx?DID=COMMU	Dec. 2018
Manufacturing Tax Rate	0.40%	https://inwisconsin.com/wp-content/uploads/2017/10/TMH_M	Dec. 2018
Sales Tax Exemption On Electricity And Natural Gas	Manufacturing & Agriculture	https://accel.wisconsinpublicservice.com/business/tax.aspx	Dec. 2018
Machinery, Tools And Patterns (Non-Manufacturing Items)	Property Tax Exemption (Class C Only)	https://www.revenue.wi.gov/DORFAQ/MachineryToolsPatterns.	Dec. 2018

Incentives

Data Type	Data	Source	Last Updated
Development Bonds	Industrial Revenue Bonds available in (Monroe, Brodhead, Belleville, New Glarus, Monticello, Brooklyn, Browntown)		Dec. 2018
Utility Rate Incentives	Federal Income Tax Credit for certain Industrial customers ($3,000-45,000)	https://www.alliantenergy.com/CustomerService/AlliantEnergyService/RatesandTariffs, file:///C:/Users/lmcna/Downloads/Wisconsinelectricscheduleofrates.pdf	Dec. 2018
Management Relocation Assistance	None		Dec. 2018
Transferability Of Net Operating Losses	A Wisconsin NOL incurred in taxable years beginning before January 1, 2014, may be carried forward and offset against Wisconsin income of the next 15 taxable years. A Wisconsin NOL incurred in taxable years beginning on or after January 1, 2014, may be carried back for two taxable years and then carried forward and offset against Wisconsin income of the next 20 years.	https://www.revenue.wi.gov/Pages/FAQS/ise-netop.aspx	Dec. 2018
TIF Funds	Monroe, Brodhead, Belleville, New Glarus, Monticello, Brooklyn		Dec. 2018
Workforce Training Grant	WI Fastforward grant for all sectors, Award amount: $5,000 to $400,000 Match: $1:$1 ($1 applicant / $1 WFF)	http://wisconsinfastforward.com/wff_standard.htm	Dec. 2018
Loans	Green County Revolving Loan Fund, New Glarus Revolving Loan Fund, Monroe Revolving Loan Fund	http://greencountyedc.wpengine.com/wp-content/uploads/2014/04/BROCHURE-Current-County-Form.pdf	Dec. 2018
Manufacturing & Agriculture Income Tax Credit	7.50%	https://wedc.org/programs-and-resources/wisconsin-manufacturing-and-agriculture-credit/	Dec. 2018
Potential Local Partnerships	Blackhawk Technical College can provide standard and customized labor training		Dec. 2018
WEDC	Offers 17 programs		Dec. 2018

Regulations

Data Type	Data	Source	Last Updated
State Regulation On Warehouses/Distribution	Depends on size of warehouse, refer to source	https://docs.legis.wisconsin.gov/statutes/statutes/99.pdf	Dec. 2018
State Regulation On Light Manufacturing	Depends on size of warehouse, refer to source	https://www.revenue.wi.gov/DOR%20Publications/pb065.pdf	Dec. 2018
Foreign Trade Zone	FTZ No. 41 Milwaukee, FTZ No. 167 Brown County, FTZ No. 266 Dane County	https://enforcement.trade.gov/ftzpage/letters/ftzlist-map.html#wisconsin	Dec. 2018

Natural Disasters

Data Type	Data	Source	Last Updated
Tornado Frequency	23/year from 1981-2010	https://www.weather.gov/grb/WI_tornado_stats	Dec. 2018
Hurricane Frequency	0		Dec. 2018
Flood Frequency	Decreasing flood peaks, or no significant trends in the County	https://archive.usgs.gov/archive/sites/wi.water.usgs.gov/publications/flood/trendmap.h	Dec. 2018
Earthquake Zone/Seismic Rating	0		Dec. 2018
Hail Storm Frequency	0		Dec. 2018

Quality of Life

Data	Information	Source	Last Updated
Distinguishing Features Of The Community	small town atmosphere, natural beauty, agriculture, low crime rate	https://www.swwrpc.org/Content/Documents/Archive/2006_Green_County_Comprehensive_Plan.pdf (p.13)	Dec. 2018
Crime/Safety	low crime rate	https://www.bestplaces.net/crime/county/wisconsin/green	Dec. 2018
Recreation	Alpine Curling Club, Sugar River Trail (23 mi), Badger State Trail, Cheese Country Trail, canoeing and tubing on the Sugar River, 1000+acres of State Parks,	http://www.greencounty.org/things-to-do/recreation/	Dec. 2018
Cost Of Living (Compare To MSA And State And National)	93% of national average	https://www.bestplaces.net/cost_of_living/county/wisconsin/green	Dec. 2018
Affordability Index (Median Income To Average Annual Wage For MSA Compared To State And Percentage Of National	household income in 2016: 57,416; 105.13% of the state average; 95.2% of the country average	https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF	Dec. 2018
Rewards Or Recognitions For Businesses	Colony Brands was recently named to Forbes' list of 500 top employers in 2015	https://madison.com/wsj/business/colony-brands-builds-success-one-order-at-a-time/article_12136e29-125d-55da-9a77-aa62e0cde8a6.html	Dec. 2018
Rewards Or Recognitions For Hospitals	Hospitals: Monroe Clinic was recognized as a Best Hospital of 2018-19 for Knee Replacement Orthopedic procedures by U.S. News & World Report. & Awarded the Press Ganey Guardian of Excellence Award. A nationally-recognized symbol of achievement in health care. Presented annually, the award honors clients who consistently sustained performance in the top 5% of all Press Ganey clients for each reporting period during the course of one year. On November 15, 2018 the Chartis Center of Rural Health and the National Organization of State Offices of Rural Health (NOSORH) formally recognized Monroe Clinic for overall excellence in both Outcomes and Patient Perspectives reflecting top quartile performance among all rural hospitals in the nation.	https://www.monroeclinic.org/GuardianofExcellence	Dec. 2018
Rewards Or Recognitions For Schools	average 12:1 student teacher ratio, New Glarus High is ranked 35th within Wisconsin	https://www.usnews.com/education/best-high-schools/wisconsin/districts/monroe-school-district/monroe-high-21785	Dec. 2018
Housing Stock Description	Total units: 15,858; vacant units: 1,086 in 2016 (6.8% vacancy),	https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF	Dec. 2018
Median Property Value	161900 median property value	https://datausa.io/profile/geo/green-county-wi/#housing	Dec. 2018
Median Household Income	63,506	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS&radius=0	Dec. 2018
Housing Appreciation Over Last 10 Years	21%	20.89%	Dec. 2018
Amenities	Green County Family YMCA, Monroe Farmers Market, Monroe Arts Center, 11 museums, 20+ Annual Festivals & Fairs, 200+ community events	http://www.greencounty.org/index.html	Dec. 2018

Permitting

Data Type	Data	Source	Last Updated
State air permitting process for minor source emitters and timeline	For new facilities, the DNR handles air permitting through their construction permits, cost is $7500 up front will be refunded amount if fees are less after permit is issued. Allows for 18 month construction period, permit review takes 90 days minimum, or 50-89 days for expedited review. Iir monitoring data not required with application, but data from modeling is. Go to Construction tab on website for all fees and details. For existing emitters, a Registration Permit is a standardized operation permit for use by facilities with low actual air pollution emissions (25 or less tonnes per year for everything but lead & Section 112(b) HazardousAir Pollutants). There are registration permits for larger emitters (go to	https://dnr.wi.gov/topic/airpermits/options.htm	Dec. 2018
State environmental permitting for BOD	BOD tests done for Wisconsin Pollutant Discharge Elimination System Permits, which monitor wastewater. Issued by the WI DNR. Individual permits are issued to industrial minors. Minor industrial permits span a variety of industrial activities including dairy, food processing, metal finishing, meat processing and manufacturing plants. The WPDES general wastewater discharge permits cover groups of facilities or industries with similar types of wastewater discharges to surface waters and/or groundwater (see website for details on general permits https://dnr.wi.gov/topic/wastewater/GeneralPermits.html_) The due date for submission of the completed application is at least 180 days in advance of the planned start of discharge		Dec. 2018

Labor

Data Type	Data	Source	Source 2	Last Updated
Job Growth	2.6% increase in 2018	https://www.bestplaces.net/jobs/county/wisconsin/green		Dec. 2018
Labor Force Within 50 Miles Of Green County	Draw workers from 7 surrounding counties (Dane, Rock, Sauk,	http://www.statsamerica.org/radius/big.aspx		Dec. 2018
Labor Force In Green County (2018)	21903.2	https://jobcenterofwisconsin.com/WisConomy		Dec. 2018
Manufacturing	19.50%	https://www.bestplaces.net/economy/county/wisconsin/green	by occupation (Sperlings, 2017)	Dec. 2018
Retail	12.90%	https://www.bestplaces.net/economy/county/wisconsin/green	by occupation (Sperlings, 2017)	Dec. 2018
Healthcare	13.60%	https://www.bestplaces.net/economy/county/wisconsin/green	by occupation (Sperlings, 2017)	Dec. 2018
Manufacturing Labor Force (SIC Code)	2716 (14.23%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By SIC code	Dec. 2018
Metals Fabrication Employees	1066 (5.58 %)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By establishment type	Dec. 2018
Hospitals Employees	1354 (7.09%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By establishment type	Dec. 2018
Health And Medical Services Employees	741 (3.88)		By establishment type	Dec. 2018
Machinery And Equipment Manufacturing	498 (2.61 %)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By establishment type	Dec. 2018
Food Manufacturing Employees	627 (3.28%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By establishment type	Dec. 2018
Catalog And Direct Sales Employees	2674 (14.01%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	By establishment type	Dec. 2018
Executive, Managers, And Administrators	1719 (9%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	by occupation type	Dec. 2018
Office And Administrative Support	2874 (15.05%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	by occupation type	Dec. 2018
Sales	2443 (12.8%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	by occupation type	Dec. 2018
Production Workers	2417 (12.66%)	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS	by occupation type	Dec. 2018
Specializations Of Nearby Colleges	business management, marketing, support services & health			Dec. 2018
Colleges Nearby	20 within 50 miles	http://madisonregion.org/about-the-region/county-profiles/green-county/	green county profile link to pdf	Dec. 2018
Universities Nearby	16 within 50 miles	http://madisonregion.org/about-the-region/county-profiles/green-county/	green county profile link to pdf	Dec. 2018
Labor Force Participation	69.80%	https://www.census.gov/quickfacts/fact/table/greencountywisconsin#viewtop		Dec. 2018
Unemployment	2.51%	https://jobcenterofwisconsin.com/WisConomy/		Dec. 2018
Projected Growth Of Labor Force 2010-2030	9.30%			Dec. 2018
High School Graduate Or Higher, Percent Of	92.20%	https://www.census.gov/quickfacts/fact/table/greencountywisconsin#viewtop		Dec. 2018
Bachelor's Degree Or Higher, Percent Of	23.50%	http://www.madisonregionsites.org/default.aspx?DID=COMMUNITIES_55045&TB=DEMOGRAPHICS&radius=0		Dec. 2018
Population Growth	14.3% projected 2010-2030 (compared to 12.1% in WI)	https://www.swwrpc.org/Content/Documents/Regional-Housing-Study.pdf		Dec. 2018
Companies In Green County	3,379	https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk		Dec. 2018
Entry Level Wage (2017)	$10.71	https://jobcenterofwisconsin.com/wisconomy/	Data tools - Employment	Dec. 2018
Experienced Wage (20170	$19.53	https://jobcenterofwisconsin.com/wisconomy/	Data tools - Employment	Dec. 2018
Number Of Manufacturing Businesses	51	https://jobcenterofwisconsin.com/wisconomy/	Data tools - Business	Dec. 2018
Number Of Agriculture Businesses	71	https://jobcenterofwisconsin.com/wisconomy/	Data tools - Business	Dec. 2018
Number Of Food Processing	23	https://jobcenterofwisconsin.com/wisconomy/		Dec. 2018

Largest Businesses Within Green County

Name	Location	Manufacturing	Employees	Year Established	Union	Operation	Downsizing	Type of Operation
Colony Brands, Inc.	Monroe		820 FT/4300 seasonal	1926	No			production and distribution of mail order gifts, cheese, pastries, baked goods
Duluth Trading Company	Belleville		800	1989	No			apparel retailer, outdoor and work wear
Kuhn North America Inc.	Brodhead	Y	675	2002	No			manufacture farm equipment
Monroe Truck Equipment	Monroe	Y	550	1958	No			fabrication, truck bodies and accessories
Stoughton Trailers	Monroe	Y	458	1961	No			manufacturing, transportation equipment
Jack Link's Beef jerky	New Glarus	Y	368	1986	No			manufacturing, meat snacks
RR Donnelley	Monroe	Y	220		No			distribution and printing, business forms
WI Cheese Group	Monroe	Y	182	1985	No			manufacture, distribute, wholesale specialty cheese
Grande Cheese Company	Juda	Y	165	1941	No			manufacture, distribute, Italian style cheese
Emmi Roth	Monroe	Y	124	1991	No			manufacture, distribute, wholesale specialty cheese
Family Fresh Pack	Monticello, Belleville		116 FT/25 PT	1995	No			production and packaging, specialty cheeses
New Glarus Brewing	New Glarus		100	1993	No			production, craft brewery
American Axle & Mfg Inc	Browntown	Y	142		No			manufacturing, large iron castings
Orchid Monroe	Monroe	Y	100	1988	No			manufacturing, die casting, welding, finishing rotors
Monroe Clinic & Hospital	Monroe		1173	1939	No			Healthcare

Utilities

Data Type	Data	Source	Last Updated
Utility Partners	Wisconsin Power & Light (Alliant), New Glarus Light & Water Works, Evansville City of Water & Light, Argyle Municipal Electric & Water Utility, Brodhead Water & Light Commission (all WPPI)	https://psc.wi.gov/PublishingImages/ForConsumers/Maps/ElectricMapMed.pdf	Dec. 2018
Power Purchase Agreements	Alliant Energy, WPPI Energy		Dec. 2018
Time-Of-Use Savings Program	WeEnergies		Dec. 2018
Generation Methods	No major generating stations are located in Green County,		Dec. 2018
Yearly Electricity Demand (Res)	~15,000 Homes x Average yearly electricity consumption of one home in WI (8400 kWh) = 126,000 MWh/year	https://www.eia.gov/consumption/residential/reports/2009/state_briefs/pdf/wi.pdf	Dec. 2018
Notes	GC has a bio-refinery, and a refined products pipeline (crude oil) that runs through the county		Dec. 2018
Shared Savings Program	Alliant Energy		Dec. 2018
Substations	15 substations in Green County (Belleville, New Glarus, Monticello, Monroe (4), Brownto	www.atcllc.com/wp-content/uploads/2014/.../ATC-Territory-34x34-January-2014.pdf	Dec. 2018
Transmission Lines	American Transmission Company, 69 kV single circuit	www.atcllc.com/wp-content/uploads/2014/.../ATC-Territory-34x34-January-2014.pdf	Dec. 2018
Potential For On Site Energy Generation (Ex. Solar)	yes		

Infrastructure

Data Type	Data	Source	Last Updated
Distance To) Nearest Truck Stop (24/7 Access With Tractor Trailer Washing)	7.17mi (Olins Juda Oasis)	https://www.findtruckservice.com/semi/Truck+Stops/With+Parking/WI/Monroe/	Dec. 2018
Commercial Airport	Name: Dane County Regional Airport; Code: MSN ; Distance to: 53 miles	https://www.ifly.com/monroe-regional-airport/MLU-flights	Dec. 2018
Regional Airport	Name: Monroe Municipal Airport; Code: ; Distance to: 3 miles		Dec. 2018
International Airport	Name: General Mitchell International ; Code: MKE ; Distance to: 105 miles		Dec. 2018
Distance To FedEx Express Hub	National FedEx Hub in Indianapolis, 300 miles	https://en.wikipedia.org/wiki/FedEx_Express	Dec. 2018
Distance To FedEx Smart Post Hub	National FedEx Smart Post Hub in New Berlin, 94 miles	https://en.wikipedia.org/wiki/FedEx_Ground	Dec. 2018
Traffic Counts Of Nearby Highways (Vehicle Count Per Day, WISDOT)	59: 639; 69: 6100 (Year 2014)	https://wisconsindot.gov/Documents/projects/data-plan/traf-counts/cont2014-a-k.pd	Dec. 2018
Public Transit Access	New Glarus & Monticello to Monroe: twice each month; Belleville to Monroe: once every month; Albany, Brodhead, Juda to Monroe: twice each month; To Madison: once each month; To	https://adrcgreencounty.org/wp-content/uploads/2017/12/Shuttle-Schedule-Insert.p	Dec. 2018
Class I Railroad	access to class I rail interchange 35 miles away	https://www.watcocompanies.com/services/rail/wsor/	Dec. 2018
Class II Railroad	Wisconsin & Southern Railroad , 802 miles of branch and mainline track, access to Chicago via the Belt Railway of Chicago and harbor facilities on the Mississippi River at Prairie du Chien, while maintaining several trans loading sites, SOR transports a variety of commodities for its customer base including forest products, fertilizers, grain (corn, soy beans, and wheat), plastics, consumer foods, paper, aggregates, chemicals, frac sand, ethanol, and liquid petroleum.	https://www.watcocompanies.com/services/rail/wsor/	Dec. 2018
Trans loading Location	7 locations in WI for Wisconsin & Southern: Janesville, Milwaukee, Madison, Oshkosh,	https://www.watcocompanies.com/services/rail/wsor/wsor-transloading/	Dec. 2018
Building Permits	79 permits in 2017	https://datausa.io/profile/geo/green-county-wi/#housing	Dec. 2018

Region

Data Type	Data	Source
Distance Monroe to Madison	45 mi	
Distance Monroe to Beloit	30 mi	
Distance Monroe to Janesville	35 mi	
Distance Monroe to Rockford	45 mi	
Distance New Glarus to Madison	28 mi	
Distance New Glarus to Beloit	48mi	
Distance New Glarus to Janesville	38 mi	
Distance New Glarus to Rockford	60 mi	
Distance Brodhead to Madison	34 mi	
Distance Brodhead to Beloit	22 mi	
Distance Brodhead to Janesville	20 mi	
Distance Brodhead to Rockford	34 mi	
Madison pop	252,551	
Beloit pop	36,692	
Janesville pop	63,479	
Rockford pop	147,651	
Green County commute time	21.7 minut	https://datausa.io/profile/geo/green-county-wi/#housing

Land Use

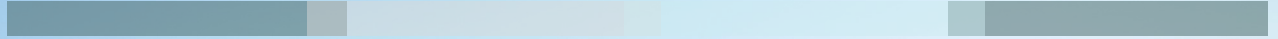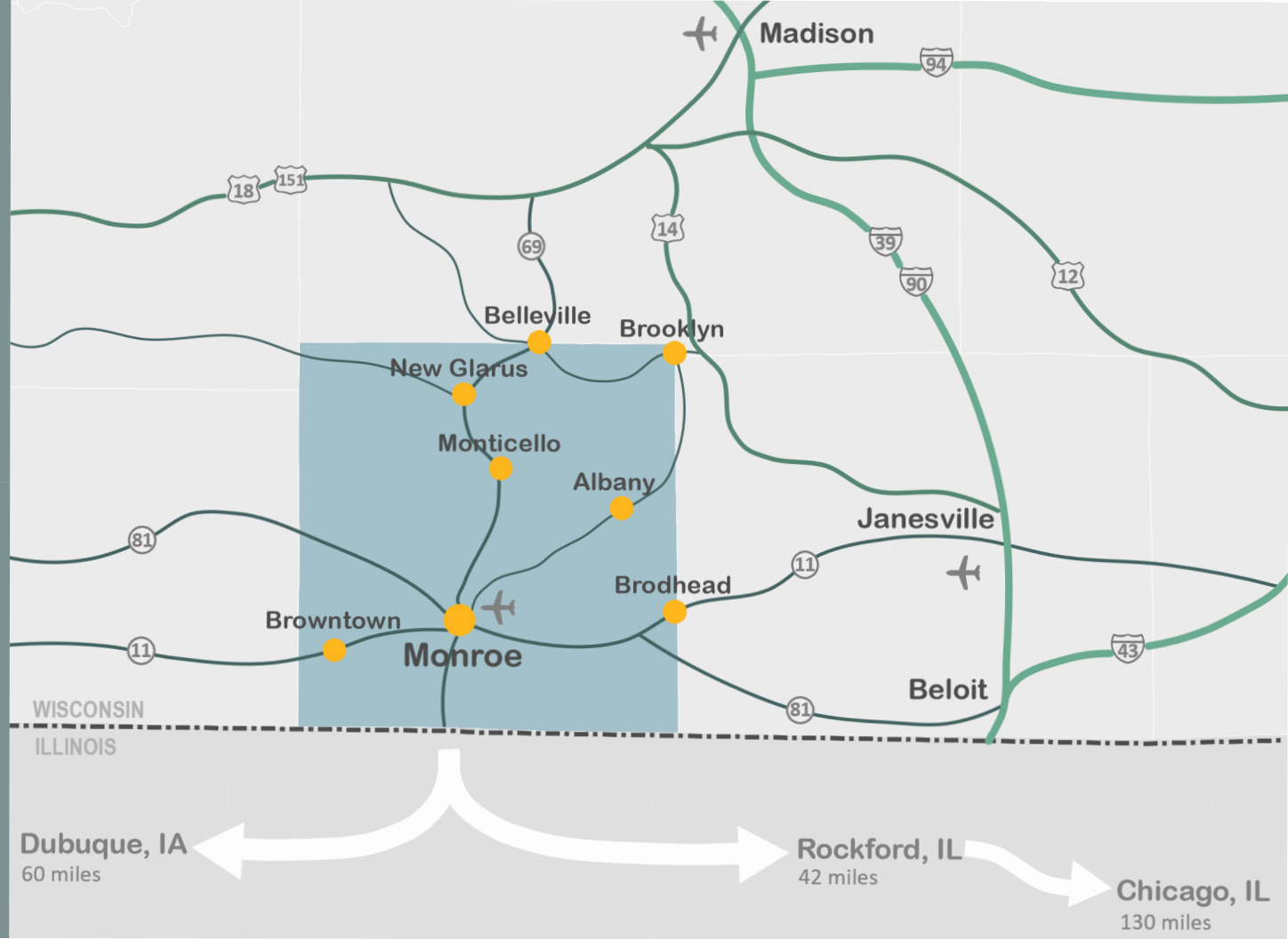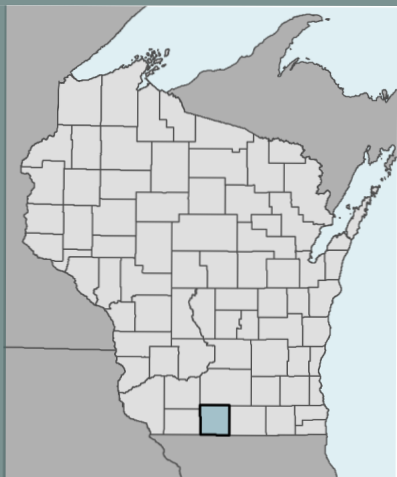| Data Type	Data	Source	Last Updated
Commercial	1,914 acres	Comprehensive Plan of the Green County, 2006, p.211	Dec. 2018
Industrial	595 acres	Comprehensive Plan of the Green County, 2006, p.211	Dec. 2018

Appendix B: Marketing Document

Green County has bustling historic downtown specialty shops, fine dining, a brimming calendar of events, room to grow, and major employers in manufacturing, food processing and agri-business to complement a charming lifestyle.

GREEN COUNTY
WISCONSIN

Madison

94

18 151

14

69

39

90

12

Belleville

Brooklyn

New Glarus

Monticello

Albany

Janesville

81

11

Brodhead

Browntown

Monroe

Beloit

11

81

43

WISCONSIN
ILLINOIS

Dubuque, IA
60 miles

Rockford, IL
42 miles

Chicago, IL
130 miles

GREEN COUNTY

BY THE NUMBERS

200+
annual festivals & community events

green county cheese days

100,000+ visitors attend the 3-day event

93
cost of living score

below average crime rates

arts & culture

the monroe arts center

barn quilts of green county

the swiss historical village

12:1
student teacher ratio

award-winning healthcare providers

67
primary care physicians per 100,000 people

parks & amenities

5000+ acres of state parks

35+ community parks

43,000 square-foot YMCA facility

50 miles of bike trails

25+ vendor farmers market

11 trout sport fishing sites

Population

37,186
population

14.7%
projected growth
2010-2030

Education

92.2%
high school graduates

23.5%
bachelor's or higher

Housing

$161,900
median property value

6.8%
vacancy

Labor force

21,903
labor force

9.3%
projected growth
2010-2030

Income

$63,506
median household
income

Job growth

2.6%
job growth in 2018

compared to 1.2% in WI

MONROE

Known as "the Swiss Cheese Capital of the USA" and the county seat of Green County, Monroe offers energy and vitality for residents and visitors alike.
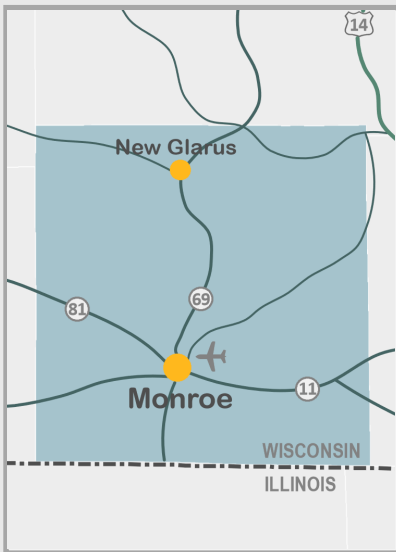
NEW GLARUS

By building on its Swiss cultural roots, the community has become a popular tourist destination for visitors from across the US and the world.

MONROE

10,820 population	**5,864** labor force
40 median age	**23.5%** bachelor's or higher
17 min commute time	**largest employer** Colony Brands

NEW GLARUS

2,166 population	**1,206** labor force
39 median age	**34.1%** bachelor's or higher
29 min commute time	**largest employer** Jack Link's

New Glarus

14

81   69

Monroe

11

WISCONSIN
ILLINOIS

The City of Monroe owns two business parks and for qualifying projects, lots are priced at $1.00/acre.

The City of New Glarus administers a Revolving Loan Fund Program to encourage business growth.

BRODHEAD

The community balances history, small town living, and industrial growth and progress. It is located in one of the fastest growing areas of Green County.

3,359 population	**3,359** labor force
38 median age	**15.1%** bachelor's or higher
23 min commute time	**largest employer** KUHN North America

Brodhead has 38.8 acres available for development in its Business Park, as well as TIF financing opportunities.

BELLEVILLE

Located on the Dane-Green County line, this community combines the peacefulness of a rural community with the convenience of urban services.
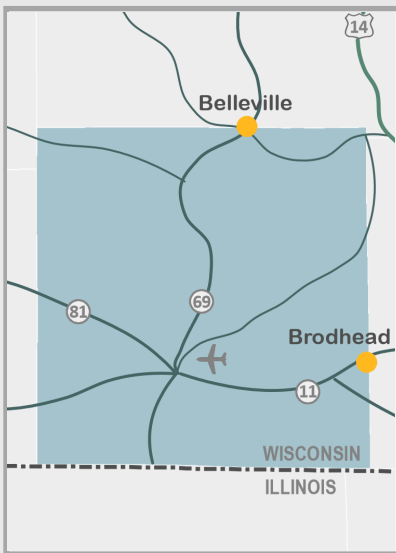
2,385 population	**1,433** labor force
38 median age	**39.2%** bachelor's or higher
24 min commute time	**largest employer** Duluth Trading Co

Belleville has 50+ acres of land zoned for business starting at $2.00/sf in a development on the west side.

Belleville

81   69   Brodhead

11

WISCONSIN

ILLINOIS

14

GREEN COUNTY
INDUSTRIES

Manufacturing	**51** manufacturers	**19%** of jobs	There are 1.81 more manufacturing employees than in other similarly sized counties
Food Processing	**23** food processors	**13** cheese processors	Green County has more cheese processors than any other county in the state
Agri-Business	**71** ag-businesses	**5.6%** of jobs	Agriculture pumps $1.38 billion into the economy

> *The community culture in Monroe and Green County projects a healthy business climate that is right for businesses of all sizes. While we may do things on a little different scale than our friends in larger metro areas, it is truly our unique culture of business collaboration and community support that allows everyone to win.*
>
> Joe Hunter, Senior VP Operations and Human Resources, Colony Brands, Inc.

GREEN COUNTY DEVELOPMENT CORPORATION

The Green County Development Corporation can help you discover why Green County is the place for your company to grow and prosper. Whether you're starting a new business, growing an existing business or looking for a new location, GCDC is here to help.

608.328.9452
gcdc@tds.com
1016 16th Avenue
Monroe, WI 53566

Demographics & Statistics

GCDC can provide regularly updated community and county demographic profiles and labor information.

Available Building & Site Inventory

GCDC can provide information on local business park sites and available commercial and industrial buildings.

Government Program Procurement

GCDC can assist businesses to identify and secure low interest, flexible term loans, tax credits, and job training grants.

Business Liaison & Advocate

GCDC can work with businesses to discuss their concerns, and act as a liaison with local governments.

Community Leadership Program

A program in which leaders deepen their understanding of community issues and prepare for leadership roles.

National, State, and Regional Organization Liaison

GCDC maintains relationships with many regional groups to ensure that we make the most of regional initiatives.

Incentives & Programs

Local Incentives

Revolving Loan Funds are available in Green County, Monroe and New Glarus

Tax Increment Financing is available in Monroe, New Glarus, Brodhead, Belleville, Monticello & Brooklyn

Industrial Revenue Bonds are available in Monroe, Brodhead, Belleville, New Glarus, Monticello, Brooklyn & Browntown

A Federal Opportunity Zone in Monroe is also eligible for the New Markets Tax Credit Program

State Incentives

7.5% Income Tax Credit is available for Agriculture and Manufacturing businesses

Sales Tax Exemption on electricity and natural gas for Agriculture and Manufacturing businesses

Workforce Development Wisconsin Fast Forward Grants for all sectors; $5,000 to $400,000 matched dollar for dollar

17 Funding Programs are administered by the Wisconsin Economic Development Corporation

> " *GCDC and the local governments provide an excellent support system for local businesses; they are always there to help. They often beat us to the punch when there is a new program that can help us, and they are ready to work through roadblocks that may slow us down.* "

Jill Leitzen, Director of Human Resources, KUHN North America

Infrastructure

Transportation

Highways
Access to I-90 is 30 miles away - in Madison (NW) and Beloit (SE)

Air
Monroe Municipal Airport has 5,000 & 3,000-foot runways
Dane County Regional Airport is a Foreign Trade Zone with 9,005, 7,200 & 5,846-foot runways

Rail
Wisconsin & Southern Railroad is a Class II railroad with 802 miles of track, 7 trans loading locations in Wisconsin, and access to a Class I rail interchange 35 miles away

Ports
Ports of entry is 2 hours away in Milwaukee, Wisconsin

Utilities

Alliant Energy
Offers power purchase agreements and a shared savings program

WPPI Energy
Offers power purchase agreements, a shared savings program, new construction technical assistance, and energy conservation financing

WE Energies Gas
Offers a Time-of-Use savings program, and energy analysis that allows for bill estimates, viewing real-time data in 15-minute intervals, and analyzing and tracking load profile

There's an art to it.

Appendix C: Design Standards

Additional Green County, Wisconsin Graphic Standards

The following guidelines illustrate the proper use of the Green County, Wisconsin logo.

Recommended Green County, Wisconsin Color Palette

The color palette provides a guide for keeping a consistent color scheme within the County's communications.

Color Palette

PMS 330
C/97 M/18 Y/62 K/48
R/68 G/100 B/99

PMS 485
C/0 M/95 Y/100 K/0
R/218 G/41 B/28

PMS 1235
C/0 M/31 Y/97 K/0
R/255 G/184 B/29

PMS 7457
C/18 M/0 Y/5 K/0
R/187 G/221 B/230

PMS 7499
C/1 M/2 Y/24 K/0
R/241 G/230 B/178

PMS 7533
C/37 M/53 Y/68 K/83
R/71 G/55 B/41

PMS 7723
C/54 M/0 Y/38 K/4
R/107 G/172 B/146

Recommended Green County, Wisconsin Typeface

The following typeface family should be used on all Green County, Wisconsin materials.

Desyrel AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

Helvetica Neue LT Std 55 Roman ABCdefghijklmnopqrstuvwxyz

Helvetica Neue LT Std 95 Black AaBbCcDdEeFfGgHhIiJjKkLlMmNn OoPpQqRrSsTtUuVvWwXxYyZz

Helvetica Neue LT Std 45 Light AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

Helvetica Neue LT Std 47 Light Condensed AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

(Any of the Helvetica Neue family may be used)

Recommended Green County, Wisconsin Spacing

No other object should be placed within the safe area around the logo as specified below.

The safe area is an area identified by the height of the "G" in the logo. (See example)

About
UniverCity Year

UniverCity Year is a three-phase partnership between UW-Madison and one community in Wisconsin. The concept is simple. The community partner identifies projects that would benefit from UW-Madison expertise. Faculty from across the university incorporate these projects into their courses, and UniverCity Year staff provide administrative support to ensure the collaboration's success. The results are powerful. Partners receive big ideas and feasible recommendations that spark momentum towards a more sustainable, livable, and resilient future. Join us as we create better places together.

GREEN COUNTY WISCONSIN

W
UniverCity Alliance
UNIVERSITY OF WISCONSIN–MADISON

univercityalliance@wisc.edu

608-890-0330

univercity.wisc.edu