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(FORM UPDATED: 08/11/2010)

WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

2005-06

(session year)

Senate

(Assembly, Senate or Joint)

Committee on ... Job Creation, Economic Development and Consumer Affairs (SC-JCEDCA)

COMMITTEE NOTICES ...

- Committee Reports ... **CR**
- Executive Sessions ... **ES**
- Public Hearings ... **PH**

INFORMATION COLLECTED BY COMMITTEE FOR AND AGAINST PROPOSAL

- Appointments ... **Appt** (w/Record of Comm. Proceedings)
- Clearinghouse Rules ... **CRule** (w/Record of Comm. Proceedings)
- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
(**ab** = Assembly Bill) (**ar** = Assembly Resolution) (**ajr** = Assembly Joint Resolution)
(**sb** = Senate Bill) (**sr** = Senate Resolution) (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

* Contents organized for archiving by: Mike Barman (LRB) (August/2012)

Senate

Record of Committee Proceedings

Committee on Job Creation, Economic Development and Consumer Affairs

Senate Bill 513

Relating to: increasing aid to Forward Wisconsin, Inc., and making an appropriation.

By Senators Stepp, Plale, Harsdorf, Lassa, Zien and Wirth; cosponsored by Representatives Cullen, Jeskewitz, Turner, Krawczyk, Fields, McCormick, Lehman, Seidel, Molepske and Petrowski.

January 20, 2006 Referred to Committee on Job Creation, Economic Development and Consumer Affairs.

February 9, 2006 **PUBLIC HEARING HELD**

Present: (4) Senators Kanavas, Zien, Reynolds and Lassa.

Absent: (1) Senator Decker.

Appearances For

- Pepi Randolph, Madison — Forward Wisconsin
- Mickey Judkins, Eau Claire — Eau Claire EDC
- Charlene Coulombe, Cornell — Chippewa County EDC
- Paula Kimbllin, Eau Claire — Xcel Energy
- Sheila Nyber — Clark County EDC
- Diane Pavelski, Eau Claire — Chippewa Valley Technical College

Appearances Against

- None.

Appearances for Information Only

- None.

Registrations For

- None.

Registrations Against

- None.

May 4, 2006 Failed to pass pursuant to Senate Joint Resolution 1.

James Michel
Committee Clerk

SENATE BILL 513 (LRB -4143)

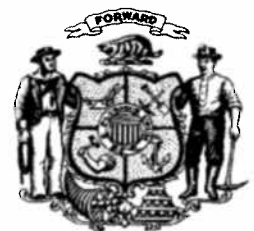
An Act relating to: increasing aid to Forward Wisconsin, Inc., and making an appropriation. (FE)

2006

- 01-20. S. Introduced by Senators **Stepp, Plale, Harsdorf, Lassa, Zien** and **Wirch**; cosponsored by Representatives **Cullen, Jeskewitz, Turner, Krawczyk, Fields, McCormick, Lehman, Seidel** and **Molepske**.
- 01-20. S. Read first time and referred to committee on Job Creation, Economic Development and Consumer Affairs 543
- 02-09. S. Public hearing held.
- 02-24. S. Representative Petrowski added as a cosponsor 632
- 05-11. S. Failed to pass pursuant to Senate Joint Resolution 1 853



WISCONSIN STATE LEGISLATURE



Testimony
Committee on Job Creation Economic Development and Consumer Affairs

SB 513
Date ?

Senator Kanavas and members of the committee. My name is Diane Pavelski and I am representing Chippewa Valley Technical College at today's hearing. I am currently in the position of College Advancement Team Leader and have been involved in Economic Development for over 20 years. I am a past president of the Wisconsin Economic Development Association and also served as Coordinator for Momentum Chippewa Valley, a regional economic development organization representing Chippewa, Dunn, and Eau Claire Counties during its' beginning years from 1989-96.

I would like to commend you Senator and the committee members for holding this hearing in the Chippewa Valley and for your interest in promoting economic development through Invest Wisconsin. The Chippewa Valley and western Wisconsin are one of the fastest growing areas in the state. In fact forecast trends from the Wisconsin Department of Revenue in September 2005 project employment growth in this region will double compared to projections for the state as a whole through 2009. The reasons: Western Wisconsin is home to many high technology companies and the proximity to the Twin Cities has resulted in the spillover effect much like we have experienced from Illinois to Wisconsin in the southeastern part of the state. In fact, Pierce and St. Croix counties are a part of the Minneapolis-St Paul Standard Metropolitan Statistical Area. The Twin Cities is a hotbed for technology development, in particular in the medical device industry, nanotechnology and biotechnology. As these industries look to expand they are looking and locating in western Wisconsin. This region will continue to benefit from the successes in eastern Minnesota.

In addition, this region has a wealth of higher education institutions including Chippewa Valley Technical College, and the Universities of Eau Claire, Stout and River Falls. In fact the President of Chippewa Valley Technical College and the Chancellors from the Universities inked an agreement in 2000 that created a new model in educational partnership where the institutions agreed to collaborate on curriculum, enhance transfer of credit and cooperate to advance workforce development. This strong educational infrastructure has created a dynamic and educated workforce that is ripe for new enterprises to flourish and for existing businesses to stay on the cutting edge.

Therefore, we are in support of any efforts that will continue to grow the economy in western Wisconsin. Specifically we support:

1. Efforts to increase the availability of capital for companies to develop expand and relocate to western Wisconsin
2. Strengthening resources for technical colleges to build a highly skilled workforce based on professional and technically trained talent. Technical colleges are expected to train 80% of Wisconsin's ^{and} workforce to provide that technically trained talent. More is being demanded by employers and individuals. Consider just the Nanotechnology

industry; estimated to grow to a 1 trillion dollar industry by 2010, for every one scientist needed to work in the field, there will be a need for four technicians. Eighty percent of the jobs in Nanotechnology will require a 2 year degree.

As you saw today, Chippewa Valley Technical College is a leader and driver in helping facilitate new advanced technology development in the Chippewa Valley. We work in partnership with our sister institutions, our local industries and government and it has worked! The Chippewa Valley Technical College Health Education Center in partnership with the University of Wisconsin Medical School and Marquette University School of Dentistry, the CVTC Emergency Services Education Center-a partnership with Eau Claire Fire Department, and the proposed NanoRite Center for Innovation-a partnership with CVTC, the universities of Eau Claire and Stout, local economic development corporations and local and state government are all examples of what can be done when we work together to advance the economy of this region.

3. Entrepreneurial efforts in high technology areas such as nanotechnology, genetics, advanced manufacturing, MEMS, information technologies with incubation space and access to equipment, expertise, and library resources.

4. Expanding the Bio-Medical Technology Alliance to include an advanced manufacturing/Nanotechnology alliance from the Chippewa Valley to the Twin Cities thereby expanding the IQ Corridor from Chicago to Milwaukee to Madison up through the Chippewa Valley to the Twin Cities. This corridor is home to as many people, as much capital, as many jobs, and as many technology companies as California's technology corridor, reaching from Dan Diego through the San Francisco Bay area. I would put forth that the Chippewa Valley and western Wisconsin are key elements in any plan to advance or transform Wisconsin's economy because this area ties together nanotechnology and the medical device industry with the biotech sector in southern Wisconsin.

We look forward to working with you and the legislature to, as you said: "create a pro-growth environment in Wisconsin other states will envy."

I would also ask your support for SB 513 to increase the appropriation to Forward Wisconsin, Inc. by \$590,000 in fiscal year 2006-07. Forward Wisconsin has had a physical presence at Chippewa Valley Technical College for over 15 years and I have observed first hand the valuable services they provide to economic development organizations. As a past WEDA President, I can tell you that economic development organizations throughout the state depend on Forward Wisconsin's marketing and recruitment efforts to support their county and regional economic development programs. Specifically, without the support and partnership with Forward Wisconsin, Momentum Chippewa Valley and numerous other economic development organizations could not afford to participate in call trips, attend trade shows, and participate in special events and access site selection consultants. In addition, many small economic development organizations depend on Forward for lead generations and the use of professional

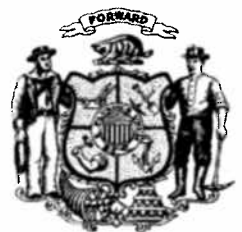
promotional pieces. Forward Wisconsin's leadership in these programs allow small and large organizations throughout the state to promote Wisconsin as well as individual areas of the state by leveraging local and state funds. Wisconsin has significant assets to attract high growth industries into this state but lacks sufficient funding to be more competitive. Even with this modest increase proposed in SB 513, Wisconsin falls short of what our neighboring states spends on marketing their state for business development. Again, I would respectfully ask your support and vote in favor of SB 513.

Thank you for this opportunity.

Diane Pavelski
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WISCONSIN STATE LEGISLATURE



Mickey Judkins,
Past President of Eau Claire Economic Development Corp.
Owner, Details and Detailsdirect, Eau Claire.
Small Business Representative, Wisconsin Development Finance Board-Commerce Dept.

Feb 9, 2006
Hearing ??

Forward Wisconsin-Senate Bill 513, to increase marketing budget.

Wisconsin Business Development System is a 3-pronged approach.

1. Attraction and recruitment-Forward Wisconsin Outreach marketing program
2. Retention and expansion-Commerce Dept.
3. Entrepreneurial development-WIN-Commerce, UW-Continuing education, Research Park, WI Technology Council.

Forward WI role of Attraction and recruitment

Outreach marketing

- Without FW it is difficult/impossible for small to medium communities to market themselves and compete in the global marketplace.
- FW competes for national and international companies.
- FW plays an unbiased role in the competitive statewide placement of companies
- FW has served an important role in the recruitment of most companies to Western WI.

Branding- sending a unified message to the marketplace.

In this fiercely competitive global economy, the states that successfully tell their collective story will attract industry leaders.

FW tells the WI story in a cohesive way.

Our agriculture and manufacturing heritage is well known, but the WI story is much more complex.

It is a story of a WI that:

- Is a worldwide leader in stem cell research and biotechnology.
- Has a world-class research University.
- Has strategically planned economic diversification with industry clusters in small engines (Briggs & Stratton, Harley Davidson, Mercury Marine, Kohler) forest products (#1 paper making state) plastics (4th largest industry).

FW tells this progressive story.

FW carefully couples our quality of life and economic opportunity into a winning story.

- Industry leaders invest in states that have a winning strategy.
- Cities, states, countries that successfully plan and execute their business development strategies will gain market share.

FW delivers our collective message and recruits new business to our communities for a relatively low cost.

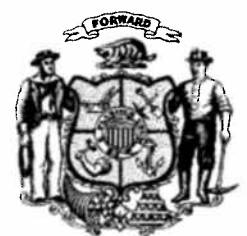
Unique public/private partnerships

- Structured for accountability.
- Incentive to increase the investment from the private sector.
- WI (state) must also show its commitment to the Business Development Strategy.
- First increase in 21 years.
- Simultaneously, other cities and states are making huge investments in recruiting.
- WI investment has actually decreased.

FW, this unique public/private partnership is an important component of the WI Business Development Strategy. We must continue to invest in growing the WI economy. I urge you to support FW with increased financing.



WISCONSIN STATE LEGISLATURE



SB 513
folder

WISCONSIN

f o r w a r d W I . c o m

The Strategic Move.



 **Forward
Wisconsin**
Business in Motion



**Forward
Wisconsin**

Business in Motion

Forward Wisconsin, Inc.
201 W. Washington Avenue, Suite 500
Madison, WI 53703-2796
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FAX 608.261.2518
forwardWI.com
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prandolph@commerce.state.wi.us



ATTRACTING BUSINESS TO WISCONSIN

Growing Wisconsin's Economy

A Job Creation Report Executive Summary

Forward Wisconsin Successful Business Attraction Projects

1987 – 2004

Governor Jim Doyle, Chairman
Pepi Randolph, President

forwardwi.com
800.669.1190

November 1, 2004

FORWARD WISCONSIN'S MISSION

Forward Wisconsin, Inc., (forwardwi.com), created in 1984, is a unique public-private state marketing organization. Its job is marketing Wisconsin's business advantages outside the state to educate decision-makers on the positive benefits of living, working, playing, and doing business in Wisconsin. Forward Wisconsin has an annual budget of approximately \$1 million. Private sector contributors provide more than half of that funding, with the balance coming from the State of Wisconsin through a contract with the Department of Commerce.

PARTNERSHIP IS THE KEY TO SUCCESS

Partnership is the key ingredient to Forward Wisconsin's success in encouraging businesses to expand in or relocate to the state. Working together with the Wisconsin Department of Commerce, economic development professionals, state government, educational institutions and our many private sector partners, Forward Wisconsin has provided significant assistance to 280 businesses that brought additional investment and jobs to the Badger State since 1987. The report provides additional statistics and background on these successful job-creating projects.

Thank you to all of our partners that have made our success possible and continue to make our success possible.

OVERALL SUCCESSFUL PROJECT RESULTS

FY 1987 – FY 2004

Number of Successful Projects	280 Projects
Estimated Number of Full-Time Jobs Created	15,744
Number of business expansion projects	211 Expansions
Number of business relocation projects	55 Relocations
Number of business start-up projects	14 Start-Ups
Expansion project percentage	75.4% Expansions
Relocation project percentage	19.6% Relocations
Start-Up project percentage	5.0% Start-Ups
Number of different WI counties with projects	47 Counties
Percentage of projects located in counties (Counties not listed are in the less than 2% group)	Polk 11.0%
	St. Croix 11.0%
	Kenosha 8.2%
	Dane 7.5%
	Milwaukee 7.5%
	Pierce 4.6%
	Walworth 4.6%
	Waukesha 4.3%
	Eau Claire 3.9%
	Racine 3.6%
	Rock 2.5%
	Barron 2.1%
	Dunn 2.1%

OVERALL SUCCESSFUL PROJECT SOURCES

FY 1987 – FY 2004

Number of different source states/countries	26 States; 4 Countries	
Percentage of projects by source state (States not listed are in the less than 2% group)	Minnesota	37.9%
	Illinois	27.1%
	Wisconsin	9.3%
	California	5.7%
	Michigan	3.2%
Number of projects by source location	Minnesota	106
	Illinois	76
	Wisconsin	26
	California	16
	Michigan	9
	International	5
	Iowa	5
	Florida	4
	Ohio	4
	Massachusetts	3
	Missouri	3
	Texas	4
	Indiana	2
	Nebraska	2
	New York	2
	Pennsylvania	2

Colorado, Connecticut, Kansas, Kentucky, Maine, Maryland, New Jersey, New Mexico, North Carolina, Virginia and Washington all have one (1) project.

BUSINESS PROJECT NAMES LIST BY COUNTY

FY 1987 – FY 2004

ASHLAND COUNTY (2)

Duro Metal Products/JAF Metals
Evergreen Veneer Products

BARRON COUNTY (6)

Bell Lumber & Pole Company
Blue Hills Technology
C.R. Processors
International Safety Devices Service Center
Roma Tool, Inc.
Tamarack International, Inc.

BROWN COUNTY (4)

Forest Technology
GenCorp Polymer Products
Harper Corporation of America
United Parcel Service

BUFFALO COUNTY (2)

Applied Robotics
Paul Bunyan Forest Products

BURNETT COUNTY (1)

STI Plastics

CHIPPEWA COUNTY (5)

Gold 'n' Plump
Paul Bunyan Lumber
IKE International Corporation
Union Semiconductor Technology Corp.
W.S. Darley & Company

CLARK COUNTY (1)

Kesler Manufacturing

COLUMBIA COUNTY (3)

Diamond Star Wood Shavings
Kathy/John Corporation
Midwest Cremation Service

CRAWFORD COUNTY (1)

Cabela's

DANE COUNTY (21)

Agrigenetics
Burton Rubber Processing
Cartonplast LLC
Chartwell Midwest Wisconsin
Clarion Pharmaceuticals, Inc.
EraGen Biosciences
Exton Technology Group
Liberty Check Printers
Maintenance Warehouse/America Corporation
Marschall Dairy
Metra Electronics Corporation
Milk Specialties
Nema Pharm, Inc.
Nicolet Vascular
Pan-O-Gold
Placon Corporation
Shooting Star Media
Silliker Laboratories
Simtec Silicone Parts
Sunny Industries
Wisconsin Shoring & Supply

DODGE COUNTY (2)

Multispec Waterborne Coatings, Inc.
Van Baren Dutch-American Foods, Inc.

DOUGLAS COUNTY (3)

Advanced Data Communications
Braxton Industries (Env.Technologies)
Koski Logging, Inc.

DUNN COUNTY (6)

AFG Industries
Andersen Corporation (2)
Ford Motor Company
Protective Coatings Technology Inc.
Rolar, Inc.

EAU CLAIRE COUNTY (11)

Allen-Bradley Company
The Coast Distribution System
Eby-Brown
Intek Plastics
Nestle USA – Nutritional Division
Nortech Systems, Inc.
Peterbilt of Eau Claire
Pro Claim
Pro Poly of America
Ronco Engineering Sales Inc.
Uniprise – UnitedHealth Group

FLORENCE COUNTY (2)

Flexo-Accessories Company
Pride Manufacturing

FOND DU LAC COUNTY (1)

Advanced Data-Comm

GRANT COUNTY (2)

Fend-All Company
Financial Independence Network Limited

GREEN COUNTY (1)

International Distributing

IRON COUNTY (1)

Abendroth Corullo Stephenson, Inc.

JACKSON COUNTY (1)

Leeson Electric Corporation

JEFFERSON COUNTY (3)

Geiger-Brickel
Metal Container Corporation
Wysong Corporation

JUNEAU COUNTY (1)

Rennerberg Hardwoods

KENOSHA COUNTY (23)

Accent Store Fixtures
Albany-Chicago
Amber Milling
American Tool Companies, Inc.
Asyst Technologies LLC
CenterPort, Inc.
Cherry Electrical Products
Chicago Lock Company
DVC Industries, Inc.
Goelitz Confectionery Company
Health Products Management
Interstate Glass & Metal, Inc.
Label Makers, Inc.
Lawter International, Inc.
Mann-Bilt Homes
Northlake Engineering, Inc.

Olds Products Company
Priority Tool & Manufacturing
Rehrig Pacific Company
Rust-Oleum Corporation
Sunstrand Corporation
Westvaco
Xten Industries LLC

LA CROSSE COUNTY (4)

Advanced Fiber Products
Continental Carbonic Products
INOV8
Rockland Flooring Company

MARATHON COUNTY (3)

Cedar Craft
FALCO LLC
MARPAC Products

MILWAUKEE COUNTY (21)

Abbott Plastics & Supply Company
American General Corporation
American Society of Quality Control
Cessna Aircraft Company
Dynamic Energy Products, Inc.
Elgin Molded Plastics Inc.
Field Container Company
Four Seas, Seven Winds
Great Lakes Pet Supply Inc.
Hinkle Manufacturing
Midwest Auto Clubs LLC
National Railway Equipment Company
Power Brake and Equipment Company
Proficient Data Milwaukee
Raychem
Rockwell International
Stark Precision Casting Corporation
Surf 'n Turf
Techno-Graphics & Translations, Inc.
Tracer
Wisconsin Corrugated

OCONTO COUNTY (3)

Cera-Mite Corporation
LaserTek Industries
Nicolet Forest Bottling Company

ONEIDA COUNTY (3)

Lake Shore, Inc.
Triumph Twist Drill Company
U.S. Stick Corporation

OUTAGAMIE COUNTY (3)

Air Wisconsin Services, Inc.
Forster Enterprises, Inc.
Hamilton Mechanical Systems

PIERCE COUNTY (13)

The Bergquist Company
Best Maid Cookie
Concast
Designer Doors Inc.
Federal Foam Technologies
Foley United Industrial Products
Hager City Express
Islander Houseboats
John Coiner Pottery
Kasco Marine, Inc.
National Nut
O'Keefe Inc.
QMR Plastics

POLK COUNTY (31)

Authentic Woodwork
Bealka Casting, Inc.
Bending Branches, Inc.
Beuthling Manufacturing Company
Bishop Fixture & Millwork Inc.
Borg Precision Machine
CAD-Wood Systems
Count Quality Inc.
CORE Products International

Graphics Display Systems, Inc.
Great Lakes Pacific Transportation
Hallmark Window Company
Halper Corrugated Box Company
Joyner Electoplasting
Kennedy Boats
Lunde Engineering, Inc.
Minnesota Precision Plastics Corporation
Muni Mumm/Lights of the Forest
Nickelson Plastics Inc.
Nobles Industries, Inc.
Plastech Corporation (2)
Principle Fixture & Millwork, Inc.
Production Machine Parts
Progressive Tool & Design
Ratech Machine Inc & Powersport Aviation
Strauss Knitting Mills, Inc.
U.S. Spring Specialties
Viking Acoustical Corporation
W&S Trucking Company
Wisconsin Automated Assemblers, Inc.

PORTAGE COUNTY (1)

Donaldson Company

PRICE COUNTY (1)

John A. Biewer

RACINE COUNTY (10)

American Champion Aircraft Corp.
American Roller Company
Digital Resources Inc.
Eco-Tech
General Magna Plate
McLane Food Service
P.A. Bergner & Company
Publications, Inc.
Spelna, Inc. (Poclain Hydraulics SA)
Wisconsin Shoring & Supply

ROCK COUNTY (7)

Bio-Systems Corporation
Cotta Transmission Company, LLC
Easy Hang
Lear Seating Corporation
Save-A-Lot
Scot Forge Company
Weekes Forest Products-Badger Division

RUSK COUNTY (1)

Allen Bradley

ST. CROIX COUNTY (31)

Advanced Manufacturing Technologies
Allied Steel Corporation
Apostle Fixtures
B & H Machine Company
CariTech Incorporated
CRI Recycling Service, Inc.
Donaldson Company
Douglas Hanson Company
Fairest Foods, Inc.
Federal Foam Technologies
Flexoprint
General Motors
Glen-Kona, Inc.
Grammar
Great Lakes Forge
Hudson Bakery
Industrial Roofing & Sheet Metal Inc.
K-Sun Corporation
Long-Term Care Group, Inc.
Mathias Die Company
Miscellaneous Metal Fabricators
Norflex, Inc.
Passe Engineering, Inc.
Poly-Cam Inc.
Star Pattern Works, Inc.
Stillwater Metals Inc./CD Systems
Thompson Casket Company, Inc.
Top Drawers
ViXX Converting

Wiseway Motor Freight Inc.
Woolford Engineering

SAUK COUNTY (5)

Addison Machine Engineering
Coil & Transformer Engineering
Lands' End Inc.
Toro Company
Zinga Industries

SHEBOYGAN COUNTY (1)

Capaul Corporation

TREMPEALEAU COUNTY (2)

Ashley Furniture Industries
West Wood, Inc.

VERNON COUNTY (1)

Mike's Cut Stock

WAUPACA COUNTY (1)

Dana Brake Parts, Inc.

WALWORTH COUNTY (13)

Advanced Packaging Corporation
Albert Trostle Packing Ltd.
ARTE, Inc.
Chemtool
Diemode Tool, Inc.
Forgings & Stampings
Hawthorn Melody
Hygeneering
Lange Custom Woodworking, Inc.
Professional Power Products, Inc.
Quality Panels
R & L Spring Company
Technical Building Components

WASHINGTON COUNTY (4)

C-Tech Systems
Geib Enterprises
Schmidt Laboratories
Vanguard Composites

WAUKESHA COUNTY (12)

Bevco Precision Manufacturing
Central Ink Corporation
Charles Equipment Company
Dairy Touch Flavors
EMP, Inc.
Griffiths Corp.
K-Tech, Inc.
Metech, Incorporated
Pentagon (Karman Huf Tool)
Pyrotek, Inc.
Select Creations, Inc.
Sparkling Spring Water Co.

WINNEBAGO COUNTY (5)

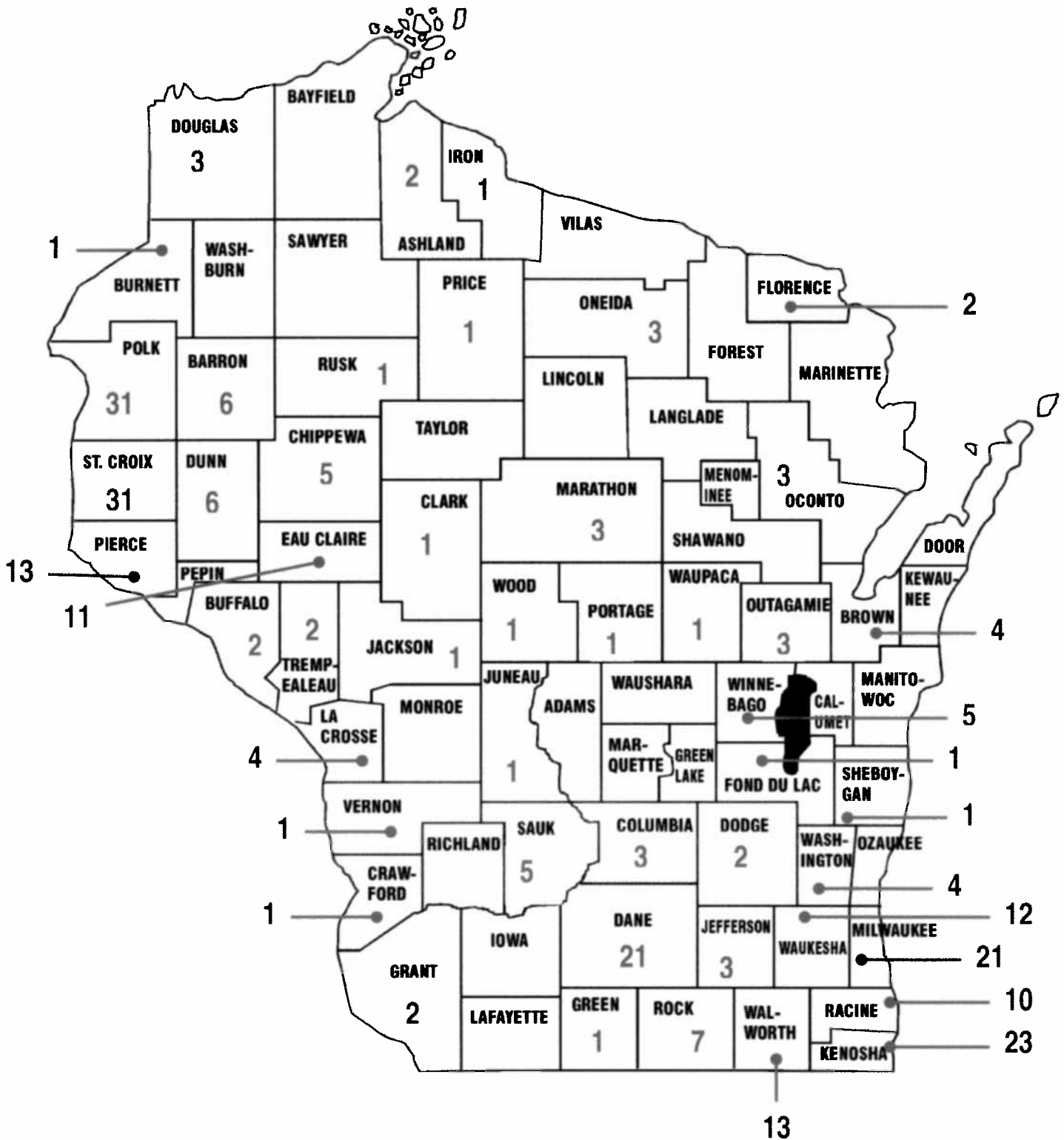
Armstrong-Blum Mfg. Co.
Color Converting Industries
F.N. Sheppard & Company
Guardian Products, Inc.
Kimberly-Clark Corporation

WOOD COUNTY (1)

U.C. Coatings Corporation

SUCCESSFUL PROJECTS LOCATION MAP

Number of Projects by County Location - FY 1987 to FY 2004
 280 Total Projects





Priorities Areas

for

Potential Additional Funding

February 2006

Forward Wisconsin
201 West Washington Avenue, Suite 500
Madison, Wisconsin 53703

REGIONAL MARKETING

- Develop a Regional Marketing Matching Grant Program that will leverage marketing and communications funds (dollar-for-dollar local match required for all Forward Wisconsin funds), encourage regional cooperation for business expansion and attraction, and complement statewide initiatives by recognizing unique regional attributes, resources and clusters. Funds may be used to conduct advertising, public relations and other promotional programs associated with business attraction and/or retention/expansion.
- Initiate a joint venture/partnership with the City of Milwaukee and Milwaukee area development organizations with the ultimate goal of increasing Milwaukee's average wage. Program will include:
 - A Chicago marketing mission targeting manufacturing, back office, and call center operations
 - Producing a Milwaukee economic development promotional video/DVD/CD
 - Marketing Department of Commerce assistance programs to Milwaukee-area businesses
 - Hosting Chicago-based Foreign Trade Counsels for familiarization tours
- Produce and distribute a series of regional economic development promotional videos/DVDs/CDs highlighting the unique attributes and resources of each region including southeast, northeast, northwest, southwest and central Wisconsin.

MARKETING MISSIONS

- Increase the number of marketing missions from the current two annually (combines direct mail, telemarketing, one-on-one appointments, follow-up)

TRADE SHOWS

- Increase the number of trade shows from the current two annually to reach more industries

PROSPECT DEVELOPMENT/QUALIFICATION

- Implement a PDQ (prospect development & qualification) program to identify, qualify, and schedule one-on-one visits with targeted industry companies that are determined to be in a probable expansion mode based on computer analysis of company financials, strategies, development profiles, and related intelligence.

INTERNATIONAL REVERSE INVESTMENT

- Participate in Governor's International Trade Missions for reverse investment purposes (using private sector funds)
- Convert the Wisconsin showcase video that's now being developed into foreign language versions for use on Trade Missions and reverse investment functions
- Foreign language brochures, promotional materials, CDs, presentations
- Quarterly foreign language newsletters for follow-up contact
- Organize presentations to foreign trade associations and one-on-one meetings with foreign business leaders
- Host foreign Trade Council familiarization tours
- Host Wisconsin visits by international CEOs
- Research targeted foreign industry trends, companies, resource needs
- Explore/offer/develop partnerships between foreign companies and Wisconsin companies
- Work with UW System, WARF, private sector to find ways to help foreign companies tap into Wisconsin research

CLUSTER GROUPS MARKETING SUPPORT

- Research and develop for each cluster a database of fast-growth, innovative and/or supplier companies located outside Wisconsin
- Conduct marketing missions to targeted industry locations with staffing and funding support of the Wisconsin industry
- Conduct direct mail and e-marketing campaigns to schedule one-on-one meetings with targeted cluster industry leaders
- Develop cluster-specific promotional materials and web site pages

MEDIA RELATIONS

- Continue the national media relations campaign that ends in April 2005
- Refine the Wisconsin selling message by developing an umbrella Wisconsin theme line with specific USPs (Unique Selling Propositions) for each targeted industry and cluster group
- Develop background information packet (CD-ROM and conventional)
- Development of authored article series on Wisconsin companies for placement in targeted industry publications
- Explore international media placement opportunities
- Host targeted media/editorial staff for familiarization tours in conjunction with specific Wisconsin events like EAA, US Bank Championship, etc.
- Host targeted industry (cluster group) media/editorial staff for familiarization tours of Wisconsin companies and for attendance at major Wisconsin trade shows and conventions
- Develop a Wisconsin press kit (CD-ROM and conventional)
- Develop a Wisconsin network of cluster group, business association, and government information sources for expeditious follow-up of reactive media contacts
- Draft and distribute editorials/op ed pieces on timely state business issues, business climate issues, industry trends, and proposed/needed business legislation
- Engage third-party business and industry supporters to author appropriate editorial/op ed articles
- Conduct business briefings/updates with editorial boards of Wisconsin daily newspapers

SITE CONSULTANTS/CORPORATE REAL ESTATE EXECUTIVES

- Expand CoreNet (corporate real estate executives) activities
- Develop and maintain database
- Contact program to include direct mail, e-marketing, follow-up visits
- Quarterly newsletters
- Advertising support in association publication
- Initiate Site Consultants Program:
- Develop and maintain database
- Regular personal contact through direct mail, e-marketing, phone and one-on-one visits
- Marketing Missions to site consultants in targeted geographic areas
- Relationship building activities
- Hosting site consultants at major Wisconsin events (EAA, GMO, etc.)
- Create a separate section on the Forward Wisconsin web site with enhanced data-gathering capabilities tailored to their needs
- Provide customized building/site searches

Initiate Commercial Real Estate Broker's Program

- Focus on commercial brokers in Chicago and the Twin Cities
- Develop and maintain database
- Marketing Missions to targeted brokerage firms
- Conduct "Lunch and Learn" sessions at larger brokerage firms to promote prime Wisconsin properties
- Host broker receptions in larger metro areas with incentives to attend; promote prime Wisconsin properties
- Conduct broker golf outings at choice Wisconsin locations
- Host out-of-state brokers at major Wisconsin events
- Host out-of-state brokers for Familiarization Tours

Initiate a Venture Capitalist Communications Program

- Research investment preferences of venture capital firms
- Develop and maintain database
- Regular personal contact through direct mail, e-marketing, phone and one-on-one visits
- Partner with Wisconsin Technology Council to increase reach and effectiveness of current venture capital fairs held in Wisconsin

SPECIAL EVENTS/PROGRAMS

- Expand US Bank Championship activities to include an annual Governor's recognition of all Wisconsin companies that are celebrating their 100th year in business during that year
- Initiate a fly-in, reception, and day-long event at EAA for out-of-state prospects, site selection consultants, and corporate real estate executives
- Develop and install a series of interactive touch-screen kiosks in high-traffic business visitor locations including airports, exhibition halls and convention facilities featuring:
 - 30-60 second multimedia video presentations
 - Interactive touch-screen or category button navigation
 - Informational pages, Q&A quizzes, maps and graphics to inform and entertain
 - Quick Facts on Wisconsin, tax incentives, targeted industries, cluster info, etc.
 - Data tracking and reporting software
 - Sponsorship opportunities for Wisconsin companies and organizations
- Host out-of-state prospects at any event in conjunction with the Governor's Fishing Opener
- Organize and facilitate an Economic Development Day at the Capitol in conjunction with the annual Governor's Conference on Economic Development to encourage local development officials to meet with their state legislators and agency heads
- Develop industry-specific tie-ins and promotional events in cooperation with Wisconsin cluster groups

Targeted Advertising

- Develop an advertising campaign designed to complement earned media and communications activities with selected placements in targeted industry publications, site selection magazines and trade show promotional publications

Publications and Materials

- Develop a new Quality of Life brochure with a multi-year shelf life that will be the backbone of presentation packets for editorial/media placements, direct mail solicitations, prospect packets, trade show handouts, etc.
- In conjunction with selected cluster groups, develop targeted industry publications that extol Wisconsin resources, attributes, and industry concentrations
- Create electronic versions of targeted industry publications for web site use
- Convert Quality of Life brochure and targeted industry publications into CD-ROMs for distribution in direct mail solicitations, prospect packets, trade show handouts, etc.
- Expand production and distribution of the Wisconsin's Growing newsletter

Operational Expenses

- Expand investor relations and fundraising programs to include:
 - Develop comprehensive database of current and potential investors
 - Analyze and develop profiles of potential investors
 - Develop case statement and supporting materials for major fundraising campaign
 - Implement major fund raising campaign
 - Conduct investor recognition, networking and retention events (i.e., Governor's Residence Reception, golf outing, etc.)
 - Enhance investor communications
 - Tell the Forward Wisconsin public-private partnership story and better promote the organization through media relations, regional updates and one-on-one meetings

Market Research

- **Conduct a Benchmarking Evaluation study to assess Wisconsin's business marketing initiatives compared to competing neighboring states and those in targeted geographic area of the country**
- **Develop a comprehensive Marketing Blueprint that spells out the most cost-effective methods for reaching targeted companies, decision-makers and influencers both inside and outside the state that includes numerical goals for marketing success, benchmarks to measure achievement, and a defensible return-on-marketing-investment calculation**
- **Initiate research that will provide a framework for developing a comprehensive marketing strategy for Wisconsin**
 - **Conduct External Perception Analysis studies to determine CEO perceptions of Wisconsin as a business location (both instate and out-of-state)**
 - **Update Wisconsin Competitive Assessment**
 - **Expand annual survey of companies that chose to locate in Wisconsin; survey prospects who chose not to locate in Wisconsin**
 - **Identify and rank new and existing target industries; identify expansion targets**
 - **Conduct Supply Chain Analysis and Demand Analysis within cluster industries**
- **Survey site selection consultants to assess attitudes about Wisconsin's business climate, policies, tax issues, and resources that affect business site location decisions.**
- **Conduct an Attitudinal Segmentation Survey of targeted industry CEOs in targeted geographic areas to assess their attitudes about Wisconsin's business climate compared to that of their current state**
- **Survey Wisconsin CEOs to assess their attitudes toward operating in the state and their future growth plans**

Technology Applications

- Add components that will enable one-to-one direct e-marketing to target audiences in target industries in targeted locations
- Add a Customer Relationship Management (CRM) component for database management and lead/prospect tracking
- Provide seamless interconnect/interface/data sharing with Wisconsin.gov
- Create electronic databases of potential/actual prospects and leads, site selection consultants, commercial realtors, venture capital firms, potential investors
- Develop online Business-to-Business directories for Wisconsin's 10 industry clusters
- Applications and downloads for local community developers including tutorials on how to develop and implement a business retention/expansion call program
 - Market Department of Commerce business assistance programs
 - Develop International section of web site targeting specific countries
 - Enhanced Content Management System that enables Forward Wisconsin staff to make web site changes, updates and additions
 - Add data tracking system to identify/monitor site selection factors
 - Implement optimization measures to increase visibility on web search engines
 - Add capability to harvest online user data for use in e-marketing applications
 - Password-protected locations for providing Board and investor information (agendas, minutes, proposals, investment history, prospect information, etc.)
 - Develop portability of basic data for use at trade shows, on-site, and at client offices
 - Annual LOIS subscription fee

FORWARD WISCONSIN OVERVIEW

Executive Committee

Governor Jim Doyle - Chairman
Jerry Franke - Vice Chairman
President of WISPARK LLC - We Energies
Jeff Kapp - Secretary
VP of Operations - Wausau Insurance
Mary Burke
Secretary - WI Dept of Commerce
Kristin Cogswell
Director of External Affairs - SBC
David A. Cullen
State Representative
Mark Ehrmann
Partner - Quarles & Brady
Tom Meinz
Exec. VP Public Affairs - WPS Resources
Pepi Randolph
President - Forward Wisconsin
Mike Swenson
Wisconsin's President & CEO - Xcel Energy

Board of Directors

William L. Berg
President & CEO - Dairyland Power Cooperative
Dan Clancy
President - WI Technical College System
David J. Cullen
President - J.P. Cullen & Sons Inc.
José Deigado
President & CEO - American Transmission Co.
Roberta Gassman
Secretary - WI Dept of Workforce Development
Reed Hall
Executive Director - The Marshfield Clinic
Kevin Heppner
Regional Managing Partner - Virchow, Krause
Tom King
VP - Investments - American Family Mutual Ins.
Scott Lockard
Senior Vice President - U.S. Bank
Mark Maranger
Senior Vice President - Madison Gas & Electric
James Otterstein (WEDA Representative)
ED Manager - Rock County EDA
Jeff Plaie
State Senator
Kevin Reilly
President - UW System
Kitty Rhoades
State Representative
Jim Russell
President - Proficient Data
Timothy Sheehy
President - Metro Milw. Assn. of Commerce
Cathy Stepp
State Senator
Barbara Swan
Executive VP & General Counsel - Alliant Energy
Jeff Ticknor
Senior Vice President - M&I Bank
Rolf Wegenke, Ph.D.
President - WAICU
Jeff Welch
President - Madison Market - Chase



Governor Jim Doyle, Chairman

800.669.1190 ph 608.261.2518 fax
info@forwardwi.com
ForwardWI.com

0905

Forward Wisconsin markets the state to business decision-makers and investors around the globe.

OVERVIEW

Forward Wisconsin, Inc., (ForwardWI.com) is a unique public-private state marketing organization. Its job is marketing Wisconsin's business advantages outside the state to educate decision-makers on the positive benefits of living, working, playing, and doing business in Wisconsin.

BOARD OF DIRECTORS

Forward's Board of Directors reflects a public-private partnership. Governor Jim Doyle is chairman. Private sector representation includes Wisconsin's utilities, banks, educational institutions, law firms, insurance companies and manufacturers. Public sector representation includes four state legislators, the Secretaries of the Departments of Commerce and Workforce Development.

HISTORY

Forward Wisconsin was created in 1984 on the recommendation of a 1983 Governor's Strategic Development Commission Report. It is a 501(c)(3) not-for-profit corporation.

FUNDING MIX

Forward Wisconsin has an annual budget of approximately \$750,000. About 60 percent of that funding is provided by private sector contributors, with the balance coming from the state through a contract with the Wisconsin Department of Commerce.

MARKETING STRATEGY

Forward Wisconsin works to boost the state's image, to project the state's positive business climate and to attract industry and workers to Wisconsin. The group's marketing plan focuses its resources on selected industry clusters that are determined by the Wisconsin Department of Commerce. Currently, Commerce has ten defined industry clusters and Forward Wisconsin selects two to three of these annually to target for our marketing initiatives. These cluster industries currently thrive in the state, or are emerging, are compatible with the state's strengths and are projected to have strong growth potential. Forward Wisconsin additionally selects two to three geographic targets per year for marketing missions.

MARKETING ACTIVITIES

Forward Wisconsin uses a wide range of economic development marketing tools. These include:

- Business, building, site and community information at **ForwardWI.com**
- Out-of-state marketing missions
- Trade show activities at targeted industry expositions
- Print advertising campaigns directed toward geographically targeted publications and target industry journals
- Image-building campaigns
- Special event promotion
- Direct mail campaigns and follow-up telemarketing to targeted industries and geographic areas

Continued On Reverse



Madison Office

Pepi Randolph
President

Abby Hall
Assistant to the President

Scott Reigstad
Director of Communications

Sharon Seffrood
Web Marketing Specialist

Eastern Regional Office

Jan Alf
Director of Business
Development

Western Regional Office

Dennis Blang
Business Consultant

*General email can be sent to
info@forwardwi.com*

*To email a Forward Wisconsin staff
member, use their first initial and
full last name and add
@commerce.state.wi.us*

WORKING WITH BUSINESS DECISION-MAKERS

Forward Wisconsin provides business cost comparisons, financial information and a variety of other business consulting services to out-of-state business decision-makers. Forward Wisconsin services are provided on a confidential, no-cost basis.

RELATIONSHIPS WITH THE DEPARTMENT OF COMMERCE

Forward Wisconsin gains its primary strength from its unique status as a public-private partnership, its ability to draw upon the resources of both the public and private sectors and its capacity to coordinate these efforts. The corporation's success in implementing its mission statement depends in large part upon its close working relationship with the Wisconsin Department of Commerce. Forward Wisconsin acts as the first point of contact for out-of-state firms interested in expanding to the state. Forward Wisconsin then transfers serious business prospects to Commerce to help "close the deal" with their community expertise and financial assistance programs.

OFFICE LOCATIONS

Madison

201 West Washington Avenue, Suite 500
Madison, Wisconsin 53703-2796
Phone: 608.261.2500
Fax: 608.261.2518

Eastern Regional Office

Waukesha County Technical College
800 Main Street
Pewaukee, Wisconsin 53072
Phone: 262.691.7873
Fax: 262.691.7876

Western Regional Office

Chippewa Valley Technical College
620 West Clairemont Avenue
Eau Claire, Wisconsin 54701
Phone: 715.833.6666

Toll Free

800.669.1190


Web Connection

Visit us on the web at ForwardWI.com



WISCONSIN LEGISLATIVE COUNCIL

Terry C. Anderson, Director
Laura D. Rose, Deputy Director

TO: REPRESENTATIVE KITTY RHOADES
FROM:  Mary Matthias, Senior Staff Attorney
RE: Amount of Funds Appropriated for Business Attraction Activities in Selected States
DATE: January 6, 2006

The chart attached to this memorandum, prepared at your request, sets forth the total amount of funding appropriated by selected states in fiscal year 2005-06 for the purpose of promoting the state as a place to do business and attracting new businesses to the state. These activities are referred to in this memorandum as "business attraction" activities. The amounts shown do not include any funds provided directly to businesses, such as grants, worker training assistance, or tax benefits, but may include funding for technical assistance such as assistance in locating appropriate vacant properties or providing economic information tailored to the needs of a particular business that is considering locating in a state.

The chart sets forth information for Wisconsin's neighboring states as well as two other midwestern states: Missouri and Ohio. The chart also sets forth information for four states that were identified by Pepi Randolph, President of Forward Wisconsin, as states that are known for their comprehensive business attraction activities: California, Pennsylvania, New Jersey, and Georgia.

The chart identifies the agency or entity in each state that receives the appropriation shown and carries out or contracts for business attraction activities and the amount of the appropriation, for fiscal year 2005-06.

As shown in the chart, the amount spent by the selected states on business attraction activities in fiscal year 2005-06 ranges from \$240,000 appropriated by Missouri to \$11.9 million appropriated by the State of Georgia.

It should be noted that states vary greatly in how they classify and identify appropriations for business attraction activities and therefore it is not possible to present a precise comparison of state expenditures for these efforts. However, for all the states listed except Indiana, I called and spoke with either an employee of the pertinent state agency who is in charge of or involved with business attraction activities or a legislative fiscal analyst in that state assigned to economic development issues, in order to get as accurate an estimate as possible.

Please contact me at the Legislative Council offices if you have any questions or would like more information. My direct telephone number is 266-0932.

MM:tl:wu
Attachment

SELECTED STATES' SPENDING FOR BUSINESS ATTRACTION ACTIVITIES

<i>State</i>	<i>Responsible Entity</i>	<i>Fiscal Year 2005-06 Appropriation - All Funds</i>
IL	Department of Commerce and Economic Opportunity, Division of Business Development	\$480,000 ¹
IN	Indiana Economic Development Corporation, Business Promotion Program	\$1.13 million
IA	Department of Economic Development, Business Development Division	\$5.7 million
MI	Michigan Strategic Fund Agency	\$8 million
MN	Department of Employment and Economic Development, Business and Community Development Division	\$500,000 - \$1,000,000 ²
MO	Department of Economic Development, Business Development and Trade Division	\$240,000
OH	Ohio Business Development Coalition	\$5.2 million ³
CA	California Business Investment Services - "CalBIS"	\$500,000
PA	Department of Community and Economic Development, Office of Marketing	\$5 - 10 million ⁴
NJ	Commerce, Economic Growth and Tourism Commission, Department of Business and Economic Development	\$1.5 million
GA	Department of Economic Development	\$11.9 million

¹ The amount shown is for fiscal year 2004-05, the most recent year for which information is available.

² According to Mark Loftus, Director of Marketing, Division of Community Development, Minnesota Department of Employment and Economic Development, Minnesota has spent, on average, between \$500,000 and \$1,000,000 annually on business attraction activities for the past several years.

³ Information is for fiscal year 2006-07. Ohio also appropriated \$8.1 million for startup costs for the Ohio Business Development Coalition and to develop an Ohio brand image. The funds were appropriated in November 2004; some of these funds are still being used for promotional activities.

⁴ According to Ted Martin, Director, Pennsylvania Department of Community and Economic Development, Office of Marketing.



QUICK POINTS

FORWARD WISCONSIN'S ROLE

- Forward Wisconsin is the state's business marketing arm and works to promote our business assets, primarily outside the state. It is the only state group that markets the state for business recruitment.
- Forward Wisconsin performs business attraction and marketing activities while the Dept. of Commerce works to retain, expand & create business & industry in Wisconsin.
- Over 22 years, the State of Wisconsin has invested \$9.4 million in Forward Wisconsin, which has leveraged \$13.0 million in private sector investment.

SUCSESSES and IMPACT

- Involvement in 280 business projects that have initially generated nearly 16,000 jobs.
- Annual impact (2000 study by outside firm) of these projects generates about:
 - \$460 million in wages and salaries
 - \$300+ million in purchases of Wisconsin based goods and services
 - \$40 million in personal income and corporate tax revenue
 - \$4.6 million in donations to community interest groups

OUTREACH

- Forwardwi.com receives over 7,000 visits per month seeking business information and will soon include information on every Wisconsin community.
- Forward Wisconsin mails more than 6,000 letters to CEOs annually and meets with 100+ CEOs each year encouraging their expansion to Wisconsin.
- Forward Wisconsin utilizes special events, tradeshow, advertising, media relations, e-mail and direct mail marketing to reach potential business prospects.

FUNDING

- 1984-85 state investment = \$500,000 2005-06 state investment = \$320,000
- State of Wisconsin's current annual investment of \$320,000 is the second lowest in the 21-year history of Forward Wisconsin.
- Adjusted for inflation, Wisconsin's \$500,000 investment in Forward in 1984 would be \$909,000 in 2005.
- Wisconsin's 2004-05 investment in Forward represents 1/3 of what it was TWENTY YEARS AGO in terms of buying power!!

COMPETITION

- Ohio Business Development Coalition - \$5.2 million
- Michigan Strategic Fund Agency - \$8.0 million
- Pennsylvania Dept of Community & ED, Office of Marketing - \$5.0 million to \$10 million

PARTING COMMENTS

- Forward Wisconsin plays a vital role, it has been successful yet its funding has been significantly cut. Forward Wisconsin needs additional resources to successfully market and promote Wisconsin as a business destination!!



INVESTORS AND PARTNERS

State of Wisconsin
We Energies
Alliant Energy
Marshall & Ilsley Corporation
Marshfield Clinic
SBC
U.S. Bank
UW Hospital and Clinics
Verizon
Wisconsin Public Service Corp.
Xcel Energy
The American Center
American Transmission Company
Chase
Dairyland Power Cooperative
Guardian Pipeline
Madison Gas & Electric
Proficient Data
Quarles & Brady
Wausau Insurance Companies
CenturyTel Corporation
Chippewa Valley Technical College
J.P. Cullen and Sons, Inc.
Johnson Controls
McGladrey & Pullen, LLP
Midwest Airlines
Milwaukee Brewers
Progressive Rail
Virchow, Krause & Company
Wausau Benefits
WHR Group, Inc.
A.O. Smith Corporation
AMCORE Bank
Aurora Health Care
Ayres Associates
Berghammer Corporation
Cedar Corporation
Chamco
Charter Business
Culver's
The Edgewater Hotel
First National Bank
General Motors
George Kress Foundation
Georgia-Pacific Corporation
Godfrey & Kahn
Grant Thornton
Hall Lumber Sales, Inc.
Harley-Davidson Motor Company
J.J. Keller & Associates
John Deere Horicon

Johnson Bank
Kell Container Corporation
Kikkoman Foods
Marcus Corporation Foundation
NAI MLG Commercial
Opus Corporation
Promega Corporation
Rock Road Companies
Waukesha County Technical College
Wells Fargo
Wisconsin Physicians Service
C.G. Bretting Manufacturing
CUNA Mutual Group
Durand Builders Service
Forward Janesville
General Casualty Company, Inc.
Kenosha News
Kwik Trip, Inc.
Peterson Builders
Previant, Goldberg, Uelmen, Gratz, Miller & Brueggeman
RFP Commercial, Inc.
Roethe, Krohn, Pope & McCarthy, LLP
Saint Croix Ventures
SSI Technologies
Whyte, Hirschboeck & Dudek
Wisconsin Biotechnology & Medical Device Assoc
Wisconsin Economic Development Association
Wisconsin Manufacturers & Commerce
Wisconsin Technology Council
WOW Logistics

For more information on Forward Wisconsin, visit forwardwi.com or contact:

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Madison, WI 53703-2796
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608.261.2518 fax
prandolph@commerce.state.wi.us

Forward Wisconsin Results

Forward Wisconsin's job is to market the state in order to raise awareness that Wisconsin is a great place to do business. When CEOs from outside the state are deciding where to locate a new or expansion facility, we want them to think of and consider Wisconsin.

Forward Wisconsin is successful at creating that top-of-mind presence among CEOs because we go directly to the CEOs. Each year we contact **more than 6,000 CEOs of out-of-state companies** with personalized letters over Gov. Doyle's signature. We follow that up with personal **phone calls to all 6,000 of those CEOs** to talk about doing business in Wisconsin. As a result of those letters and calls, we are able to schedule more than **100 face-to-face business meetings** each year with CEOs who have definite expansion or relocation plans and who are now considering Wisconsin as the location for that business.

While not all of those 100-plus companies will eventually select Wisconsin, most of them would not even consider our state without Forward Wisconsin's marketing efforts. By getting a foot in the door early in the site selection process, we are able to refer those companies to the Department of Commerce and local development organizations around the state. Those organizations put the package together and close the deal while Forward Wisconsin goes on to generate more prospects.

In addition to those direct CEO contacts, this year Forward Wisconsin will:

- **Initiate one-on-one contact with more than 3,000 corporate real estate executives and site selection consultants;**
- **Exhibit at four trade shows that will be attended by more than 139,000 business people;**
- **Promote Wisconsin at special events attended by more than 820,000 people;**
- **Produce and distribute thousands of targeted brochures and CD/DVD discs for CEOs in the bioscience, plastics and wood products industries; and,**
- **Provide building, site and demographic information on Wisconsin communities to the more than 4,000 Internet users who visit Forward Wisconsin's Website each month.**

What results does all this activity produce? Here's just a sample:

- **Wisconsin added 140,000 new jobs in the past three years.**
- **Personal income growth** over the past three years was stronger in Wisconsin than in any of the other Great Lakes states.
- **Manufacturing property assessments in Wisconsin increased by more than \$273 million** from 2004 to 2005 and by more than **\$4.2 billion over the past 10 years**—all during a period when manufacturing was declining in most other states.
- Since it was created, Forward Wisconsin has **helped 211 out-of-state companies expand** into the state; has **helped 55 companies relocate to Wisconsin** from outside the state; and **has helped with 14 business start-up projects**—more than 280 projects all together.
- Companies recruited into the state by Forward Wisconsin annually pay more than **\$460 million in wages and salaries generating more than \$40 million in personal income and corporate tax revenue.**
- Forward Wisconsin has helped out-of-state companies establish new facilities in 47 different Wisconsin counties. Forward Wisconsin-facilitated projects have resulted in **31 new companies for Polk County, 31 new companies in St. Croix County, 23 new companies in Kenosha County, 21 new companies in both Milwaukee and Dane counties, 13 each in Walworth and Pierce, 12 in Waukesha, 11 in Eau Claire and 10 in Racine.**

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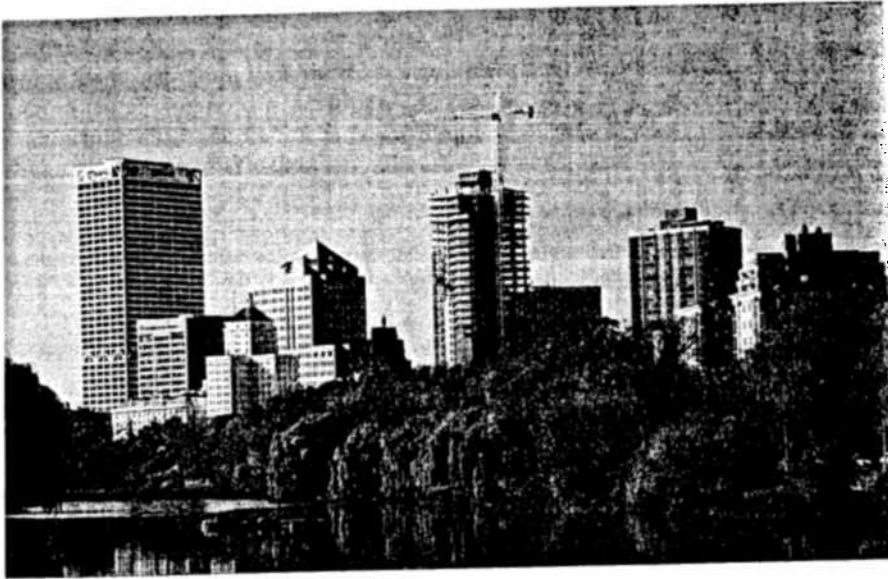
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"Who Moved My Profit?"

*Location Selection for the
Food and Beverage Industry*





Wisconsin Wants Your Business

A Commitment to Quality

A strong dedication to quality and a long history of economic stability sets Wisconsin apart as an exceptional place to live and do business. Among its many assets include a diverse and well-developed economy based upon a skilled, adaptable and dependable labor force. This workforce has been developed by an educational system that is constantly ranked among the best in the country. Add to this a solid infrastructure and access to market, and the progressive, pro-business government and it's no wonder Wisconsin is a business commitment you can count on.

Workforce & Education

According to national measures and polls of Wisconsin CEOs, the state's highly skilled and productive workforce is its most important asset. Wisconsin has an abundance of what is becoming an endangered species in some places—people who like to work. Perhaps that's why the largest industries are 5%-20% above the national average in employee productivity. Or why a Rutgers University study found that Wisconsin lost less time due to work stoppages than any other state. Or why the employers pay worker's compensation in-

surance rates 20% below the national average. Loyalty is another notion still in style in Wisconsin. According to the U.S. Department of Labor, Wisconsin has one of the lowest percentages of employees who choose to leave their jobs.

Wisconsin has been touted as one of the best places in the country to do business, according to Inc. Magazine. "The quality of the state's public education system" is at the top of the list of factors contributing to the state's success. Juggle the statistics, but it's hard to find a smarter, harder working group of people than you'll find in Wisconsin. The insistence on top-quality education shows early on. Wisconsin's commitment to quality education consistently results in public school students that outperform the U.S. average in math, science, and reading skills. Its pupil/teacher ratio averages are exceptionally low and it ranks as one of the top two states in ACT and SAT test scores. In addition, Wisconsin schools are also among the safest in the nation.

The majority of the college students are among the 162,000 in the University of Wisconsin system, which consistently ranks among the nation's top 10 in size

and quality. The UW awards the second highest number of doctoral degrees of any institution in the country, and enrolls 4,500 engineering students at its Madison campus alone.

Wisconsin's Technical College System is among the best in the nation. It is divided into 16 regional college districts with a total of 47 campuses and numerous outreach centers statewide. More Wisconsin businesses choose the Wisconsin Technical College System than any other provider for their customized training and technical assistance needs.

The Wisconsin Association of Independent Colleges and Universities (WAICU) represent and promote collaboration among the 20 private colleges and universities of Wisconsin and their more than 55,000 students. Each WAICU member is a nonprofit, fully accredited, degree-granting institution, but each is unique, with its own mission and culture.

Location, Location, Location

A Wisconsin location will give your business close proximity to the major markets of the Midwest and Canada. Ideally situated in the heart of the Upper Midwest region of the United States, Wisconsin has a population of *(Continued on page 54)*

Why Rockwell Made Wisconsin its Home

"From a business perspective, it (Wisconsin) has a good business climate. The state has done a good job at making it a desirable place. We have a terrific ethic at Allen-Bradley (now Rockwell Automation Control Systems). From a personal standpoint, the people have always been warm and friendly. There's a very nice quality of life. There's a lot to do culturally and it's a city (Milwaukee) that's easy to get around in."

DON H. DAVIS, JR.

Retired Chairman and CEO of Rockwell Automation, Inc.

Comments on Rockwell's decision to move its world headquarters from Costa Mesa, California to Milwaukee, Wisconsin.

5.2 million and is within 500 miles (one-days shipping) of:

- 33% of all U.S. population
- 38% of all U.S. manufacturing volume
- 31% of all U.S. manufacturing operations
- 30% of all U.S. business operations
- 36% of all U.S. Capital investment by industry
- 22% of all Canadian population
- 27% of all Canadian manufacturing volume
- 46% of all Canadian manufacturing operations

Encompassing 54,314 square miles, Wisconsin contains 72 counties and 13 Metropolitan Statistical Areas (MSAs). Several major metropolitan areas are nearby in neighboring states. Chicago, IL, for example, is just 90 miles south of Milwaukee and 148 miles east of Madison, the state capital. Minneapolis/St. Paul, MN, is just 90 miles west of Eau Claire.

That proximity to major markets means you'll save money on freight costs and increase the efficiency of your just-in-time production activities. Time to those markets and to markets throughout the world is further reduced by Wisconsin's well-maintained transportation network that includes:

- **Highways** - The backbone of Wisconsin's transportation system, the state's highway system is comprised of nearly 2,000 miles of freeway/expressway, 12,000 miles of state highways, and 100,000 miles of local roads and streets. Thanks to that extensive network, 86% of the state's manufacturing plants are located within five miles of a highway on Corridors 2020 (a network of the state's high-functioning roadways). Eleven of the country's top freight carriers are based in Wisconsin.
- **Airports** - In 2003, Wisconsin's eight commercial airports and 134 general aviation facilities handled more than 122,000 tons of cargo and 4.85 million enplanements (total passenger traffic would be approximately double the number of enplanements). In the past decade, 85% of new or expanding firms in Wisconsin were within 15 miles of an airport capable of handling corporate jets. Additionally, Wisconsin has more

than 400 private-use airports, 136 heliports, and 25 seaplane bases.

- **Railroads** - Rail service to all areas of the state as well as direct connections to major markets is provided by more than 4,200 miles of track. Through the state-funded Transportation Economic Assistance (TEA) program, fast-track financing is available to construct rail spurs for new or expanding industries. Amtrak service carries more than 420,000 passengers each year between Milwaukee and Chicago, primarily for one-day business trips.
- **Waterways** - Capitalizing on its geographic advantage, Wisconsin's waterborne commerce flows in two major directions to reach U.S. and world markets. Cargo moves via the Great Lakes/St. Lawrence Seaway System to Atlantic ports and via the Mississippi River to the Gulf of Mexico. The state's 15 commercial ports handle nearly 40 million tons of cargo worth approximately \$7 billion each year.
- **Urban Transit** - Inexpensive bus or shared-ride taxi service is available in 69 Wisconsin communities serving more than 75 million riders each year. This cost-efficient transit service has proved to effectively increase employers' pool of available workers, decrease traffic congestion and reduce parking demands.

The Transportation Economic Assistance Program

Wisconsin recognizes that the ability of its transportation system to serve the changing needs of industry is a major component to the success of its aggressive economic development agenda. The Transportation Economic Assistance Program (TEA) provides Wisconsin the flexibility to make highway and rail improvements that are needed to retain or attract existing or new business. Under the TEA program, the state will pay 50 percent of the necessary costs to assist a variety of transportation-related business development projects.

Business Advantages

Wisconsin is experiencing an economic renaissance. Spawned by experience in a wide range of technology-oriented indus-

tries, assisted by the government's firm commitment to economic development, and fueled by an aggressive attitude, a more competitive Wisconsin has emerged. Here are some of the reasons why:

- Wisconsin's business taxes are among the lowest in the country due to property tax exemptions for manufacturing machinery and equipment, computers and computer equipment, inventories and pollution-control equipment.
- Wisconsin provides tax credits for energy used in manufacturing and for R&D expenditures.
- Wisconsin has single-sales-factor tax treatment and a 60% capital gains exclusion; no unitary tax on foreign-owned corporations; no inheritance and gift taxes.
- Wisconsin's worker's compensation rates for most industries consistently rank among the lowest in the country.
- Electric rates in Wisconsin are competitive with other states in the Midwest; commercial and industrial water and sewer rates are also among the lowest in the nation.
- Wisconsin has one of the lowest cost of living indices in the country.
- A Customized Labor Training Fund and more than 500 technical outreach training locations assist companies in their specific training needs.
- Wisconsin's Technology Development Fund makes grants in support of university and industry R & D for new products and processes.
- The University of Wisconsin receives more research and development money than any other public university in the country.
- No public institution—anywhere—spends as much on transfer of applicable technology to private industry as the University of Wisconsin.

With all of these accolades, it is apparent that Wisconsin is a state without equal. With its thriving manufacturing sector, fast-growing service sector and emerging technology sector, the state supports and encourages entrepreneurialism and the birth of new ideas and companies. T&ID

For more information, visit
www.forwardwi.com



**Opinion /
Editorial**

Released: December 2005

WE ARE ALL "WISCONSIN AMBASSADORS"

by

Pepi Randolph, President
Forward Wisconsin

I bet most of us have never considered ourselves as ambassadors. We think of ambassadors as high-ranking U.S. diplomats smoothing over relationships with other countries – not exactly something we can relate to in our daily lives. However, ambassadors can also be defined as informal representatives or ambassadors of good will. When you really think about it, we are all important ambassadors for Wisconsin in that we can help to create a positive impression of our state.

The things we do and say can have a direct impact on how others view the State of Wisconsin. Our actions, comments, and attitudes can influence business decisions, travel plans, and the image that people inside and outside the state have of Wisconsin. As Forward Wisconsin works with various towns, regions and industries within Wisconsin to market the state to attract business investment, it is important that Wisconsinites understand the role they can play as strong ambassadors and marketers in their own right.

It is commonly believed that the sole role of business marketing is to sell our state *outwardly* to the corporate community and business decision-makers. However, it is also important that we market *inwardly*. The reason is that only when we as Wisconsinites understand and express why we love living here, what we have to offer as a state, and become fully committed to bettering our image, will efforts like Forward Wisconsin's mission to market Wisconsin reach their full potential.

Another interesting thing about the marketing process is that it is largely informal. It's about people talking to each other and the relationships and impressions created through that interaction. We as Wisconsinites can often be our own worst enemy with our conservative nature and modesty, and although admirable, it is not always advantageous when working to promote the State of Wisconsin as a business or vacation destination. Some of us need to brag a little more, talk up our state and community a little more, and be a little more outwardly proud of Wisconsin. The point is that we are in the best position to tell our own story so let's toot our own horn!

Recently, Development Counsellors International, a leading economic development consulting firm based in New York, conducted a survey of 287 U.S. senior executives from companies with over \$100 million in gross revenues. They asked these senior executives what their leading sources of information were when they were examining a state or region's business climate. Three out of the top four sources cited by the business people were: dialogue with industry peers; business travel; and, "word of mouth."

In other words, business executives ask other business executives what their perceptions are of a state's or region's business climate. They additionally base their perceptions on their experience in traveling to a state or region, and, finally, corporate decision-makers place strong importance on what others are saying – the “word of mouth” factor. These results are very telling and show the importance of the impact you and I can have by saying just a few positive words.

Poor and inaccurate perceptions have a way of becoming reality if left unchecked. When I ask people from outside the state what they know about Wisconsin, the answers are invariably, “The Packers, cheese and beer.” Although I typically counter that those are things that we can definitely count as assets for our state, I also make clear that the reality is that Wisconsin has so much more to offer.

Did you know, for example, that Wisconsin has one of the best technical college systems in the nation and that the University of Wisconsin System is a world leader in not only education but also in research? That Wisconsin is home to the world's largest outdoor music festival and experimental aviation show? Or, that the National Institutes of Health recently made Wisconsin home to the nation's first and only National Stem Cell Bank? And, that Wisconsin is the number one papermaking state in the U.S? What about our high school seniors being ranked first or second on ACT college entrance exam scores for the past 11 years? The list goes on and on and you probably have more than a few things you can add to the list yourself.

The point is that we all can play the role of Ambassador for the State of Wisconsin. In the future, take the opportunity to talk about Wisconsin when visiting another state or region. Be hospitable in welcoming our guests and visitors to Wisconsin and invite them back again. Ask them what they like about Wisconsin and use it as a chance to tell them more. No matter if we are at the corner drugstore close to our home, traveling for business, vacationing with family or friends, or participating in any other activity that brings us in contact with people around the globe, be sure to tell them about the place you consider home. We should all be positive and proud of Wisconsin and consider it our duty to let others know why!



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TARGETING “MYSTERY” CONSULTANTS KEY TO BUSINESS ATTRACTION

by

Pepi Randolph, President
Forward Wisconsin

Do you know what actually happens when a company considers locating in Wisconsin? Who do companies rely on to obtain data when deciding where to locate their new or expanding business? If you are not involved in the economic development field, you may be surprised to learn that the site selection process - the steps firms use to find new locations for business facilities or expansions of their operations – is often not carried out by executives within the company itself. Increasingly, large and medium-sized businesses are using specialized firms to do the legwork. These firms, known as “site selection consultants”, usually fly below the radar screen and out of the public eye, but they have come to play a significant part in the business location process. As a matter of fact, more than 50% of Fortune 500 companies utilize site selection consultants when seeking out new corporate locations.

For example, when Ford Motor Company chose Menomonie, Wisconsin for a new parts distribution center, it utilized the services of a site selection consultant for the location decision-making process. The same for Rockwell when it moved its corporate headquarters to Milwaukee from California, as well as when Nestle located a second production facility in our state. Site selection consultants are experts in pulling together detailed data on potential business locations as they guide company executives through extensive site, demographic and local information. This process is designed to identify communities that meet the respective criteria, standards or deadlines of the business and thus develop a “short list” that typically includes three to five communities. Some site selection consultants even have specialized internal departments that stay involved in the process through the final negotiations with local and state governments to advise their clients on financial incentives and other finer points of the deal.

While there are hundreds of individuals that work in the site selection field, there are about a dozen or so major site selection firms - many of which are associated with accounting or real estate firms. A few of the players in the field are The Wadley-Donovan Group, Deloitte Consulting, The Staubach Company, and Moran, Stahl & Boyer. Since site selection consultants work on several corporate location projects a year for different clients, it is very important to have a relationship with them in that any one firm can potentially give our state multiple opportunities to obtain corporate expansion projects. In addition, these projects tend to include a large capital investment with many family supporting jobs – the exact kind of business expansions and growth Governor Doyle has sparked with his Grow Wisconsin Plan.

As Wisconsin's public-private business marketing group, Forward Wisconsin is working to make sure our state is on the minds of site selectors when their clients are looking to expand. Our job is to open their eyes to the many attractive things going on in our state, including our world class research and educational institutions, our highly productive and educated workforce, the top notch companies already located in our state and our tremendous quality of life, to name a few.

Forward Wisconsin's traditional economic development marketing activities include: participating in industry tradeshow, advertising in trade publications, conducting marketing missions to neighboring states, distributing direct mail, dispatching electronic communications, as well as working with regional and national media. However, due to the important role site selection consultants now play, Forward Wisconsin has totally revamped what has become the most important tool in economic development – our website located at ForwardWI.com. We now maintain a comprehensive database of locations, available buildings and community information on the Internet. Our new website, which recently won an award from the Mid-America Economic Development Council, has moved Wisconsin to the forefront with regard to accessibility of the types of information that site selection consultants need immediate access to.

Now, the next time you read about a major corporation opening a new facility in Wisconsin, you'll know that it is pretty likely that a site selection consultant was involved. You will now also know the vital role Forward Wisconsin plays in the process of creating relationships with these "mystery" consultants. The key to our ultimate success is to communicate and create awareness amongst this group of Wisconsin's many assets. The best part is that we have a tremendous story to tell! Take a look at ForwardWI.com for more information.



**Opinion /
Editorial**

April 12, 2005

SELLING METRO MILWAUKEE AND WISCONSIN BUSINESS CLIMATE ONLINE

by

Pepi Randolph, President
Forward Wisconsin

I applaud the Metro Milwaukee Association of Commerce (MMAC) and its president Tim Sheehy for leading the charge in creating a benchmarking report that compares the Milwaukee metro area's economy to that of 15 other American metro areas. The report highlights many positive attributes of metro Milwaukee's business climate. We should be proud of the Milwaukee area's wonderful quality of life, presence of corporate headquarters, reasonable commute times and strength in the performing arts. While the report also outlines many challenges that need to be addressed, I am optimistic that these challenges can be used to provide an "opportunity" roadmap for a renewed emphasis on economic development and rallying cry for a stronger business marketing initiative for southeast Wisconsin.

As the president of Forward Wisconsin, the state's public-private business marketing group, I have reached out to leaders in the Milwaukee area, including our board member - Tim Sheehy - to begin discussions on how Forward Wisconsin can partner with metro Milwaukee as we promote the state for business growth. While marketing and promotion is just one piece of the puzzle, it is an important one and one that has not been adequately funded for many years at most levels of government. For example, according to a recent Milwaukee Journal Sentinel article, "Cincinnati spends about \$4 million per year on its economic campaign." Forward Wisconsin's total marketing budget for the State of Wisconsin is about \$750,000, with \$320,000 coming from the State and the balance from private sources. To his credit, Governor Doyle recognized this disparity soon after he took office and he has significantly increased support for more business marketing resources at the state and regional levels in his 2005-2007 budget.

One area that Forward Wisconsin has made a top priority is selling the state's business climate online. A key part of this effort is promoting the metro Milwaukee area, other state metro areas and all the communities in Wisconsin on the Internet. It is widely cited that up to 80 percent of site location firms and businesses seeking new facilities do their initial site searches online. It became readily apparent to Forward Wisconsin that our state needed an extensive, easy-to-access online business portal containing a range of demographic, site, building and other critical information to begin to compete for attention of these key players in the site location business.

Realizing the critical part a web site plays in retaining and attracting business investment, Forward Wisconsin decided to completely redesign our online presence at ForwardWI.com. For guidance in this overall effort, we looked to the International Economic Development Council (IEDC), the world's leading association of real estate executives and site selection consultants, which had culled a list of over 1200 data points or "site selection standards" that their profession saw as vital for locating a new facility. Forward Wisconsin has adopted these standards in the redevelopment of our site.

Additionally, with a grant from the Wisconsin Department of Commerce and financial assistance from the state's electric utilities and cooperatives, Forward Wisconsin also purchased the Location One Information System (LOIS) to provide the software platform that includes the IEDC site selection standards. The LOIS software, which seamlessly integrates state information along with community and regional economic development data into ForwardWI.com, has and will allow our new site to compete on a national and international basis. Most importantly, it allows business executives, brokers and site consultants to compare the resources, attributes and benefits of doing business in Wisconsin on an "apples to apples" basis with other states and regions.

Although we are still in the final stages of fully implementing all of the benefits of ForwardWI.com, our new site has already been recognized with an "excellence" award from the Mid-America Economic Development Council (MAEDC), an economic development professional membership organization that represents ten Midwest states, including Wisconsin.

The LOIS system already contains comprehensive demographic data at the state, metro and county levels. Forward Wisconsin's ultimate goal is to have community profile information that meets the IEDC site selection standards available online for all Wisconsin metro areas and communities by this fall. For the Milwaukee metro area and other parts of the state, this means that the data needed by those making business expansion or relocation decisions can be accessed at ForwardWI.com, at state agency web sites, or by a seamless link to or from a community and/or regional web site.

Best of all, the service is available free to Wisconsin communities and for those seeking business data. Our intent is to make ForwardWI.com and the LOIS software a resource for the whole State of Wisconsin so we can sell not only the business attributes of Milwaukee, but also the business attributes of every Wisconsin community and the entire state.

As with any other state, Wisconsin has issues and areas of commerce that need to be addressed. There are many initiatives underway by Governor Doyle all the way down to the local political and business levels to address them. The more optimistic tone is that Wisconsin has a tremendous number of assets and a very compelling story to tell relative to other states in the nation. Forward Wisconsin's job is to open people's eyes about the things going on in the state of Wisconsin. Our new and greatly improved web presence is a step in that direction.



**Opinion /
Editorial**

January 14, 2005

WISCONSIN'S GROWING – ONE COMPANY AT A TIME, ONE JOB AT A TIME

by

Pepi Randolph, President
Forward Wisconsin

Wisconsin is leading the Midwest in overall job creation and we had more people working in November 2004 than any November ever. As cited in the February 2005 issue of *Inc. Magazine*, Wisconsin also “experienced the nation’s largest surge in manufacturing job creation in 2004.” That’s great news for the state and a trend we are all hopeful will continue throughout 2005. While we hear often about the big picture of job creation, it is important to remember that many individual Wisconsin businesses from across the state are creating these jobs: one company at a time, one job at a time.

To highlight just this point, Forward Wisconsin, our state’s public-private business marketing organization, began a new quarterly e-newsletter in 2004 called *Wisconsin’s Growing*. *Wisconsin’s Growing* is based upon a very simple concept: compile Wisconsin business expansion news, from publicly available sources, and put it all down in one place. Forward Wisconsin’s mission is to tout the state’s business climate. By pulling together positive news into a single publication, then distributing it, we help illustrate that strong business growth and new job creation is happening here. It shows that Wisconsin has a vibrant economy, and that many Wisconsin companies are, in fact, doing well.

Wisconsin’s Growing content is primarily focused on industrial and technology sector business expansion, although some large commercial and service business expansions are occasionally included in the e-newsletter. Brief paragraph summaries detailing new corporate investment and job creation are listed alphabetically by Wisconsin community name throughout the normally four-to-six page quarterly publication.

Bad news seems to almost always sell better than good news so we all tend to hear about the large layoffs or business closings in the state. Yet, the job creation news tends to get noticed less, especially by smaller businesses that may not be hiring hundreds of people and investing millions of dollars in single expansion projects. It is just a fact that we don’t notice as much when a company hires five or ten people and invests \$100,000 as we do when one hires 300 people and spends \$50 million, or, for that matter, announces a layoff or closing.

That most certainly does not make these small businesses less important – they are very important. Small businesses - generally regarded as those businesses having less than 500 employees - create the vast majority of jobs in Wisconsin and nationally. Compiling all the business expansions into one publication on a quarterly basis helps to highlight their importance both individually and in the aggregate. It simply shows that when you add it all up, there is a lot of positive business activity taking place in Wisconsin and it’s worth pulling it together in one place to market our state.

While *Wisconsin's Growing* is admittedly an unscientific measure of economic activity - and it by no means pretends to be comprehensive - I thought it might be interesting to examine the 2004 *Wisconsin's Growing* e-newsletters as a group and share some statistics.

In 2004, *Wisconsin's Growing* e-newsletter:

- Recorded about 200 total business expansion projects in Wisconsin.
- Cited more than \$2.6 billion of total investment attributed to these expansions.
- Mentioned nearly 10.1 million square feet of total new or leased building space.
- Reported on roughly 9,000 new jobs that were created or in the planning stages of being created.
- Detailed about 110 different Wisconsin communities as locations for business expansions.

Considering that these numbers represent just a glimpse of all the Wisconsin business expansions in the past year, they are impressive to say the least. While there are many reasons for Wisconsin's strong job creation, Governor Doyle's "Grow Wisconsin" economic development plan as well as the willingness of the State Legislature to implement positive business climate changes, are important factors.

The pro-business signals sent by Governor Doyle and the State Legislature are equally as vital as the actual legislative changes that occur. As Forward Wisconsin and our partners across the state sell Wisconsin to corporate decision-makers, we hear time and time again that business leaders want to locate, invest and expand in states, regions, and communities that they perceive are pro-business. Perception is critical and getting the word out about the state's job creation helps to fuel positive perceptions in the business community.

Finally, we should not overlook our growing Wisconsin companies themselves. They certainly deserve a round of applause. They have weathered a tough storm in the post-September 11th era and have jumpstarted the Wisconsin economy. At a time when many states are losing jobs or showing little or no job growth, Wisconsin keeps steadily moving along in creating new jobs - one company at a time, one job at a time. This bodes well as we look "forward" into 2005 and continuing to sell the state as a great place to live, work, invest and do business.

Forward Wisconsin is the state's public-private business marketing group. The *Wisconsin's Growing* publication is available on-line at forwardwi.com in the "About Forward Wisconsin" section.