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**Economic Development Plan
City of Portage, Wisconsin**

PRESENTED TO: Larry S. Plaster, City Administrator

City of Portage
115 West Pleasant Street
Portage, WI 53901
608.742.2176 ext. 324

PREPARED BY: Janet Ady, President

Ady Voltedge
613 Williamson Street, Suite 201
Madison WI, 53703
608.663.9218 ext. 201

DATE: March 30, 2011

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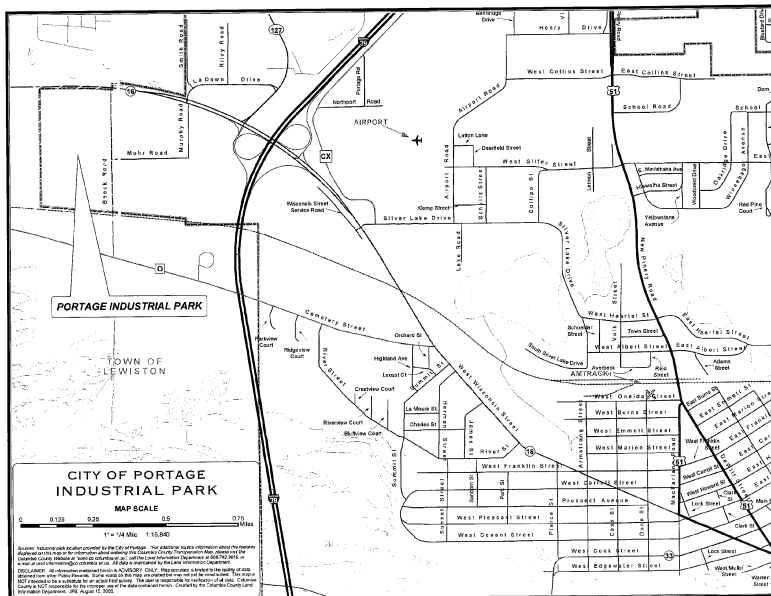
BACKGROUND

The City of Portage is geographically located on a narrow strip of land separating the Fox and Wisconsin Rivers in south central Wisconsin. It is the county seat for Columbia County. While having a population of only 10,200, Portage has four open TIF districts, is a Main Street Community, has a downtown BID, and supports the Columbia County Economic Development Corporation.

It recently won a significant grant from the EDA which it used to build the Portage Enterprise Center on the campus of the new industrial park. The Portage Enterprise Center will be used to give light manufacturing businesses a customizable facility in which to grow.

Despite these coordinated efforts, the City is faced with numerous challenges. One of these is to increase the amount of development at the City's Business Park. Since the City created the Business Park in 2004 with the purchase of 70 acres of land and subsequent infrastructure improvements, the City's total investment is approaching \$2 million. To date, only one private investment has occurred.

A second challenge is that the property value of Portage's downtown as represented by the BID has declined by 2% since 2007. The number of vacant stores has increased. The three-block area of West Cook Street through the heart of downtown has nine vacant storefronts. The incremental value of TIF District #6, created in 2008, which incorporates the downtown, has a negative value of \$1,693,700.



OBJECTIVES

While the City has been patient and still believes strongly in its economic development efforts, it is requesting assistance in **developing and implementing a plan for spurring investment and job growth.**

More specifically, the City of Portage has invited Ady Voltedge to propose on:

- Assessing the City's environment, assets, and its economic development efforts
- Developing recommendations for industries to target for both the downtown business district and for the city's Business Park
- Developing marketing materials and an implementation plan
- Assisting the City in plan implementation efforts
- Proposing benchmarks for evaluating the success of the plan

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ADVANTAGES OF OUR APPROACH

Ady Voltedge has designed a customized approach to this project based on the following principles:

- The City of Portage and the opportunities and challenges it faces are unique, and therefore, so should be the approach to develop the plan for creating investment and jobs.
- The City of Portage has shown by its actions over a long period of time that it is committed to economic development and has worked hard to promote stakeholder support and the coordination among the various economic development entities.
- The City of Portage has done a significant amount of planning and is ready for implementation.

In contrast to most firms' cookie-cutter responses to requests for proposals for economic development plans, we are recommending a bold approach based on:

- Focusing on economic development marketing and implementation, rather than just planning.
 - For example: Instead of doing the traditional SWOT analysis that ends up in a report on a shelf, we will use the community and stakeholder input to craft the positioning of the City that will be used directly in the marketing of the Downtown and Business Park in later steps.
- Leveraging existing resources where available.
 - For example: Use economic impact modeling databases on labor availability, skills, and industries from the Workforce Development Board of South Central Wisconsin, Inc. saves money that would otherwise be spent purchasing data, ensures that the results will be actionable from a workforce development standard, and strengthens the stakeholder buy-in and commitment to the plan's success.
- Accelerating the timeline from eight months to three months to make the process more efficient and to speed the time to when results will occur (while still creating ample opportunity for stakeholder input).

Another aspect of our approach is to partner with the City on key aspects of the project. Specific work efforts that we are assuming the City would contribute include:

- Single point of contact for communicating with our team's single point of contact
- Leading the site visits, giving the City ambassadors an opportunity for direct feedback from a leading site selector
- Arranging logistics for the stakeholder input sessions (venue, invitations, projector, etc.), to help ensure that the right individuals and organizations are at the table
- Sharing of background information, contacts, and other resources that would be helpful in the execution of this project, to bring us up to speed more quickly so that the time between planning and implementation can be accelerated

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In addition, there may be opportunities for the City and stakeholders in assisting with the implementation of marketing activities. We are open to options, which would leverage in-house talents to extend the City's implementation budget.

PROPOSED WORKPLAN

The table below provides an overview of our recommended work plan and timeline.

Proposed Work Plan for City of Portage, Wisconsin Economic Development Plan												
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
1. Project Initiation Meeting	•											
2. Secondary Research (including labor force and business data)				•								
3. Employer Interviews, Site Visits & Stakeholder Input Sessions				•								
4. Target Industry Identification						•						
5. Marketing Plan Development							•					
6. Assist in Implementation												•
7. Evaluation of Efforts												•

• Represent milestones.

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DETAILED
 METHODOLOGY

Step 1: Project Initiation Meeting

During this on-site meeting, we will meet with the City of Portage Economic Development Plan work team to discuss the following strategic parameters:

- Sharing of background materials and proprietary research and plans conducted previously by the City of Portage and/or other groups that might help inform us about the region (we already have the 2008-2028 Comprehensive Plan, but would be interested in the report on business retention interviews among area employers, etc.).
- Identification of local resources who can provide assistance with additional research (e.g., Madison Area Technical College, Workforce Development Board of South Central Wisconsin, private staffing firms with a presence in the area such as QTI, etc.)
- Sharing of specific information that we will need the City to provide input on relating to those locational factors that are known best at the local level (examples include contacts for utility providers, recent tax tables, etc.)
- Discussion of format, location, and scheduling of stakeholder input sessions
- Project management protocol and next steps. During this meeting, we will also determine the single point person at your organization for this project, set deadlines for initial deliverables, and set project communication parameters.

Step 2: Secondary Research

One of Ady Voltedge's unique strengths is our understanding of the locational criteria that businesses use when deciding where to relocate or expand their company. In order to develop a community's optimal positioning, we overlay these factors (those that are important to relocating and expanding companies) with those where Portage compares favorably.

The locational factors include 40+ factors relating to market characteristics, operating costs, operating conditions, and quality of life. While we will gather most of this information from national databases, there will be a number of items that we request from the project team, as noted in the previous step.

Wisconsin



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In addition to researching these locational factors, we will also conduct targeted research on the following two areas that will have a significant effect on the identification of specific target industries:

- Retail business and demographic information for the downtown business district, using Nielsen Claritas databases
- Labor information, using EMSI's database, to help identify target industries that:
 - Are appropriate for the existing labor force
 - Encompass the labor shed that drives the City of Portage's economy
 - Represent a range of emerging, growing, and mature industries so that workforce development efforts can be coordinated with business growth efforts over a 3-5 year period

We are pleased to report that Ady Voltedge will be partnering with the **Workforce Development Board of South Central Wisconsin** on the latter research and analysis. This will save the City the considerable expense of purchasing access to the database directly, and brings extensive knowledge of the workforce factors that can support and drive business investment. A letter of support from Pat Schramm, the Executive Director/CEO, is included as reference on the following page.

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3513 Anderson St., Suite 104 • Madison, WI 53704 • Phone: 608-249-9001 • Fax: 608-249-9356 • www.wdbscw.org

Forging Strategic Partnerships for Economic Growth

March 30, 2011

Larry S. Plaster
City Administrator
City of Portage
115 West Pleasant Street
Portage, WI 53901

Dear Larry,

This letter on behalf of the Workforce Development Board of South Central Wisconsin is to demonstrate our support of Ady Voltedge and their proposal to assist the City of Portage with the development and implementation of their economic development plan. We will provide access to economic modeling systems and databases in generating and analyzing reports. We're pleased to partner with Ady Voltedge and the City of Portage in this effort.

Sincerely,

Pat Schramm
Executive Director / CEO

The Workforce Development Board of South Central Wisconsin collaborates with employers and employees in Columbia, Dane, Dodge, Jefferson, Marquette and Sauk counties to promote a healthy economy. The Board continually seeks innovative solutions to the economic challenges that face today's workforce. Funding sources for programs include the Workforce Investment Act of 1998.

*retain, expand, attract***Step 3: Site Visits & Stakeholder Input Sessions**

After we have conducted our secondary research, we will supplement that with “on the ground” due diligence. There will be three major, interrelated aspects to this step:

- Conducting six to eight in-depth, confidential interviews with regional employers.
- Conducting site visits of the Business Park, the downtown business district, and other areas of direct importance to this project (Portage Enterprise Center, major infrastructure projects or expansions, etc.).
- Facilitating two structured stakeholder input sessions.

The employer interviews will be conducted by Janet Ady, who has gathered input from over 2,000 business owners and executive decision makers over the course of her career. Janet is the president and owner of Ady Voltedge, an economic development marketing firm based in Madison. The interviews should include a mix of representative employers, leaning toward the larger employers. The employers should be those with a presence in the *region*, even if they are located outside the City boundaries. Examples might include Divine Savior Healthcare, AMPI, Wal-Mart, Penda, Cardinal Glass, etc. as well as one or two start-up or smaller companies. We assume these will take place on Day 1.

The site visits will be led by Robert M. Ady, the site selector who has located more facilities in the United States than any other individual. Bob is the president of Ady International Company, a site selection firm based in Chicago. He will bring his years of experience to the evaluation of the available sites and buildings of interest. We assume these will take place in the morning of Day 2.

The structured stakeholder input sessions will be led by Janet Ady. We are assuming that we will hold two 60-90 minute sessions, both on the same day as the site visits. We will structure these sessions to elicit information on focused topics best provided by local business leaders, input on what has worked and what has not worked in the past, and may also test preliminary hypotheses for Portage’s positioning and target industries. We assume these will take place in the afternoon of Day 2.

We kindly request the assistance of the City of Portage in identifying the best participants for each step, and leadership in scheduling the activities and appointments and making the meeting arrangements.

*retain, expand, attract***Step 4: Target Industry Identification**

We have crafted an approach to target industry identification that is unique to the City of Portage and leverages the resources available locally.

For the Business Park.

For the business park, we will make recommendations for target industries based on:

- Workforce analysis conducted in partnership with the Workforce Development Board, such as:
 - An analysis of regional jobs earnings and sales, which will identify the largest industries (based on two-digit NAICS codes) and the top occupations within each industry
 - Identification of the top industries in the region – now and projected out to 2015 – based on six-digit NAICS codes
 - Identification of clusters in which the region has clusters of jobs
- Identification of top current employers in each industry, working in partnership with MATC, if possible, to tell us:
 - Who the larger employers are within each industry
 - How many employers there are in the area within each industry, as well as other characteristics (size, ownership, etc.) that might help identify the size and type of companies to attract to the region
- Suitability of available properties for specific industries
- Locational advantages present in the Portage region for these types of businesses

We should note that our approach is a mix of qualitative and quantitative techniques, and will result in the identification of three to five industries to which we recommend targeting business recruitment activities to productively fill the business park.

For the Downtown Business District

Our analysis of the downtown business district will be based on:

- Data provided by Nielsen Claritas, such as demographic data, retail gap analysis, etc.
- Suitability of available properties for specific industries
- Community interest in specific types of retail businesses, as gained from the stakeholder sessions
- Locational advantages present in the Portage region for these types of businesses

Again, our approach will be a mix of quantitative and qualitative and designed to provide strong direction to the types of businesses to target.

The deliverable of this step will be a report, substantiated by data, with recommendations on target industries to target for the Business Park and for types of businesses to target for the downtown district. We will present to your group and then move into the next step.

*retain, expand, attract***Step 5: Marketing Plan Development**

The economic development marketing plan that we develop will be developed in two parts, described during this step and in Step 6.

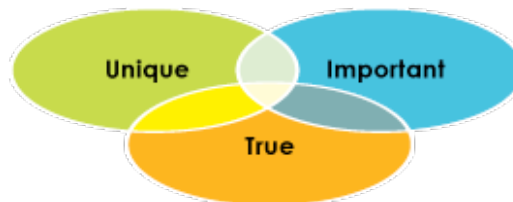
During this step, we will make recommendations for two key elements of the marketing plan.

Positioning of Portage.

We will develop the optimal positioning of Portage by comparing those factors that are important to companies considering making a business investment (whether that is a new plant, a plant expansion, or a start-up business) with Portage's assets. The involvement of Bob Ady will ensure that the list of locational criteria are those that are actually used by relocating and expanding businesses. Our groundwork in the first three steps will ensure that we have captured the key assets of Portage and the surrounding region.

We will develop an overall umbrella positioning for Portage as well as sub-positioning statements for each target industry that has been identified. We will develop the sub-positioning statements using the same approach as the umbrella positioning statement, but use locational criteria specific to each industry.

The factors for the brand positioning will be screened based on each criteria's *importance* to the audience of businesses looking to make an investment; *the uniqueness* of your region's ability to meet the criteria; and whether the factor is *true*.



Usually, the downfall of a brand positioning is in meeting the "uniqueness" criterion. The first impulse for many communities and regions is to say that their area is a great place to live, work, and play. But those phrases are no longer differentiating as a simple search in Google™ demonstrates. A "great place to live" provides over 30 million search results, a "great place to work" provides over 60 million search results, and a "great place to play" provides over a billion search results.

These generic-type claims are simply not differentiating enough. We work through the process to identify those specific elements that can be supported by facts and make a compelling statement about the unique attributes of your region

Marketing Strategies. During this step, we will also develop our recommended marketing strategies for the City of Portage. For example, we will explore issues such as leveraging existing employer groups, make recommendations on whether a business recruitment website may be core to your outreach efforts, evaluate whether programs such as Shovel-Ready site certifications would be worth the cost, etc.

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After these two elements are completed, we will present these to the work group, discuss and refine.

Next, we will complete the second half of the plan: marketing tactics, timeline and budget. At the City's request, we will include a three-year plan for implementation.

Tactics, Timeline & Budget. The tactics, timeline, and budget will flow directly from the target industry, messaging (positioning), and strategies developed in the previous work.

With regard to the marketing implementation budget, we can make recommendations as to what the budget should be based on our experience working with communities of similar size and goals, or you can provide us with an implementation budget for each of the next three years.

We will present these to the work group, discuss and refine.

We expect that one section of the plan will address the downtown business district and another section will address the business park as both will have different audiences, key messages, etc.

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Step 7: Assist in Implementation

During this step, we will assist the City of Portage in implementing the recommendations that come out of the previous step.

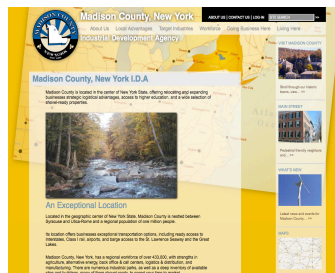
Lansing Economic Area Partnership Website (www.leapinc.biz)



Eastern Iowa Economic Development Alliance Website (www.chooseeasterniowa.com)



Madison County IDA Website (www.madisoncountyida.com)



Drum Country Regional Website (www.drumcountry.com)



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Drum Country Regional Profile

The Drum Country Regional Profile presentation includes several key sections:

- Transportation Access:** (and associated infrastructure)
- Quality of Life:** (and associated amenities)
- The Fort Factor:** (and associated economic impact)
- Drum Country Business:** (and associated regional overview)
- Local 8:** (and associated local business focus)
- Regional Economic Impact:** (and associated growth statistics)
- Business Incentives:** (and associated support programs)
- Contact Information:** (and associated regional office details)

Economic Development Washington County Annual Report

The Economic Development Washington County Annual Report presentation includes several key sections:

- 2010-2012 METROCEL STRATEGY UNVEILED:** (and associated strategic initiatives)
- FINANCIAL SUMMARY:** (and associated economic data)
- 2010 IMPACTS:** (and associated regional performance metrics)
- BUSINESS ATTRACTION STATS:** (and associated investment trends)
- OFF LISTING:** (and associated regional activity)

Greater Sterling Development Corporation Regional Profile

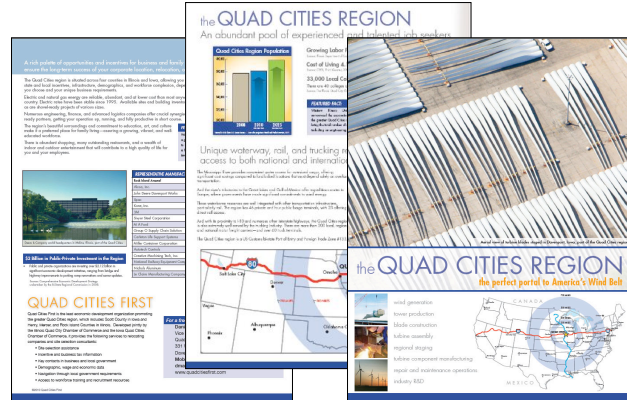
The Greater Sterling Development Corporation Regional Profile presentation includes several key sections:

- LOCATION:** (and associated regional context)
- REGIONAL POPULATION BASE: 268,551** (and associated demographic data)
- TRANSPORTATION:** (and associated infrastructure overview)
- LABOR SHED:** (and associated workforce statistics)
- GROWTH:** (and associated economic trends)
- COST OF LIVING:** (and associated regional comparison table)
- EDUCATION:** (and associated regional institutions)
- HEALTHCARE:** (and associated regional services)
- GREATER STERLING AREA MAJOR EMPLOYERS:** (and associated industry leaders)

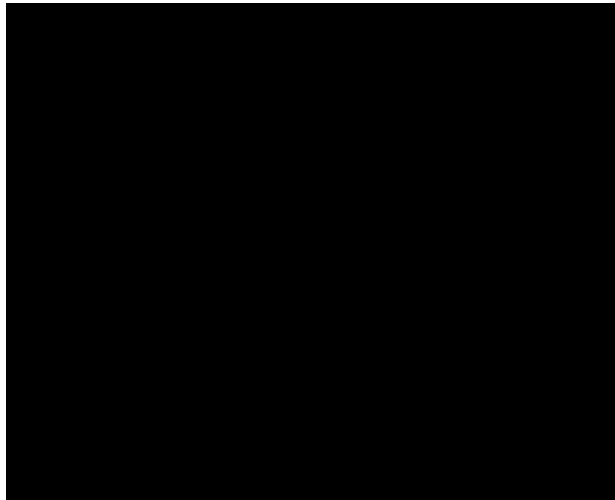
City	Overall	Home	Utilities	Low Cost	High
Albany	100	100	100	100	100
Bellevue	100	100	100	100	100
Brookfield	100	100	100	100	100
Kenosha	100	100	100	100	100
Madison	100	100	100	100	100
Manitowish	100	100	100	100	100
Portage	100	100	100	100	100
Rock	100	100	100	100	100
Waubesa	100	100	100	100	100
Washington	100	100	100	100	100
Winchester	100	100	100	100	100
Windsor	100	100	100	100	100
Wright	100	100	100	100	100
York	100	100	100	100	100
Yorkville	100	100	100	100	100
Yorkville	100	100	100	100	100

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Quad Cities First Wind Pamphlet



Monona Terrace Visitor Guide



Step 8: Evaluation of Efforts

An important element of any successful plan is the ability to measure results, adjust tactics, and redeploy. We will set up metrics to measure the desired outcomes – business investment, job creation, etc. – if these are not already in place. We will supplement these with measurements of the marketing tactics we recommend – such as visits to the website, number of qualified leads resulting from direct marketing campaigns, etc.

DISCLOSURES

Please note that none of the team members or companies involved in this proposal has any competing interests or potential conflicts of interest in the City including consultant's work for persons who own land or have development interests in the City.

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QUALIFICATIONS

Ady Voltedge is uniquely qualified to conduct this project:

- The key to successful marketing is understanding the audience: who they are, what they care about, and how to reach them. We bring unequaled experience in this area: Bob Ady has located more facilities in the U.S. than any other individual.
- We have developed and implemented marketing plans for a broad range of economic development organizations with similar goals. (See references starting on page 14.)
- We will be partnering with organizations that are also stakeholders to develop the best possible recommendations for the City at the most competitive cost, so that we will have resources available for implementing some of the recommendations.
- All of the recommendations will take into account the City's workforce characteristics and needs – not in a vacuum – so that the recommendations will be tailored to address the unemployment and underemployment that you face now. A second and related component is to involve the Workforce Development Board and MATC so that as new industries are developed, these efforts can dovetail with workforce development activities.

REFERENCES

Ady Voltedge proudly presents the following references, and grants its consent to the City of Portage to contact these references for the purposes of evaluating our firm for this contract. We further acknowledge that any information obtained from our references will not be disclosed to us.

We've included the URLs for those organizations whose websites we developed so that if you would like to visit them, you can easily do so.

We developed and implemented marketing plans for the organizations below; to view more of our references and case studies of our work please see our case study section starting on page 26.

Quad Cities First

www.quadcitiesfirst.com

Elaine Barreca

Senior Vice President, Communications

Quad Cities First/Quad Cities Chamber

Conducted employer interviews, stakeholder input sessions, and target industry research.

Developed brand positioning, website navigation and content. Developed marketing plan, and implemented Wind brochure and site selector electronic newsletter. Local firm developed their logo and designed and programmed the website. 2010.

130 W. 2nd St.

Davenport, IA 52801

563.823.2665

ebarreca@iowaQCchamber.com

Clinton Regional Development Corporation

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Steven G. Ames

This is a three-county, bi-state region that overlaps with Eastern Iowa Economic Development Alliance region and the Quad Cities region. We developed target industries and a marketing plan for this group.

President & CEO

144 8th Avenue South

Clinton, IA 52732

563.242.4536

sames@clintondevelopment.com

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PROJECT
ADMINISTRATION

This project will be under the overall direction of **Janet Ady**, president of Ady Voltedge. She will lead the research team, facilitate the stakeholder input sessions, and lead the plan development efforts.

Robert M. Ady, president of Ady International Company, will serve as special consultant to this project on a subcontracted basis. He will lead the site visit aspect and play key roles throughout the plan development process.

Janet and Bob will be assisted by **Brandon Rutz**, who will serve as day-to-day manager of this project. The other team members will contribute to the execution of the marketing tactics. Ben Hansen heads up our website development and social media services. Benny Syverson serves as creative lead for websites, campaigns, and other marketing materials.

Bios of each individual are shown on the following pages.

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OUR TEAM



PROFESSIONAL EXPERIENCE

Ady Voltedge, President

Years with Ady Voltedge: 8 years

Years in career prior to Ady Voltedge: 18 years

MEMBERSHIPS/AFFILIATIONS

Wisconsin Economic Development Association, Executive Committee member

Mid-America Economic Development Council, Member

Wisconsin Geographic Information Coordination Council, At-Large Board Member

Indiana Economic Development Association, Member

Professional Developers of Iowa, Member

Wisconsin Business Development, Advisory Board Member

Madison Area Technical College, Business & Marketing Department, Chair of Advisory Committee (2005 to present)

Dairy Business Innovation Center, consultant (2004 to present)

EDUCATION

J.L. Kellogg Graduate School of Management at Northwestern University, Evanston, IL; Masters in Management (M.B.A.)

University of Illinois at Champaign-Urbana, B.S. in Business Administration

Janet L. Ady

President

608.663.9218 ext. 201

jady@advoltedge.com

An experienced marketing strategist who knows how to reach expanding and relocating companies, talent, and stakeholders with compelling messages that promote business investment and growth.

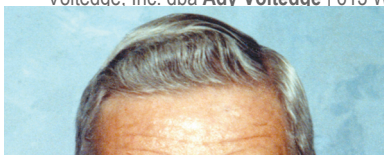
Janet Ady's passion is business-to-business marketing and economic development. As president of Ady Voltedge, she has led marketing initiatives for a wide range of organizations. Ultimately, her work helps to strengthen existing businesses, enhance the quality of life, attract new and expanding businesses, and retain and attract talent.

Ms. Ady's background is in marketing research and strategy development. In that capacity, she has conducted thousands of in-depth qualitative interviews with business and technical decision-makers across a broad swath of businesses. Her knowledge of multiple industries allows her to provide value to individual businesses as well as communities and regions targeting specific sectors.

She also brings an in-depth knowledge of the site selection process, especially in terms of understanding what factors are evaluated during each step along the decision-making process and how to optimally position places and develop compelling, differentiating messages. In this way, Ady Voltedge brings both the science and the art to economic development marketing.

Ms. Ady consults on many aspects of economic development marketing, including website development and design, the evaluation of alternative sites & building mapping solutions, marketing plan development, and trends and implications in economic development marketing.

As a complement to her work in economic development, Ms. Ady continues to support value-added agriculture initiatives. She has conducted over 30 consumer focus groups, to date, for over four dozen different artisan and specialty food companies through her work as a consultant to the Dairy Business Innovation Center. She is a frequent speaker on the topics of local foods and how to develop programs for meeting the needs of budding entrepreneurs.



Robert M. Ady

President, Ady International Company

312.560.8355

rma@adyinternational.com

*retain, expand, attract***PROFESSIONAL EXPERIENCE**

President of Ady International Company
Co-founder and co-managing director, World Business Chicago
President, PHH Fantus (now Deloitte Touche)

MEMBERSHIPS/AFFILIATIONS

International Economic Development Council, honorary life member and former board member
Japan-America Society, Chicago Chapter

EDUCATION

M.B.A., Loyola University – Chicago
B.S. in Business Administration, University of Illinois, Champaign

The individual who has located more facilities in the United States than anyone else.

Robert M. Ady, former president of PHH Fantus Consulting, has identified optimal locations for more businesses in the United States than any other person. He helped to define the parameters of facility location into a professional field. The methodology and techniques that he introduced into the site selection process are standards by which companies throughout the world select new locations. A few of his recent major site selection clients include: U.S. Gypsum, BorgWarner Automotive, American Family Insurance, Toyota Motor Corp., Best Buy and Lowes.

Mr. Ady also assists communities in their economic development efforts including: web site content and design, marketing to site selectors, site certification, board training, and competitive benchmarking.

Mr. Ady is frequently quoted in the national media on such topics as global competition, business location trends, future work force availability, and incentive negotiations. Past coverage includes NBC Nightly News, The Wall Street Journal, New York Times, and Forbes magazine. He has lectured at special forums including the World Conference on Economic Development, World Utility Development Council, the National Association of State Development Agencies and the International Economic Development Council.

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PROFESSIONAL EXPERIENCE

Ady Voltedge, Senior Research Analyst

Years with Ady Voltedge: 2

Years in career prior to Ady Voltedge: 3

MEMBERSHIPS/AFFILIATIONS

Wisconsin Economic Development Association, member

Indiana Economic Development Association, member

Mid-American Economic Development Council, member

Professional Developers of Iowa, member

Wisconsin Association of Health Underwriters

Featured speaker, Practical Tips for Using Social Media for Business Growth

EDUCATION

B.S. in Business Administration (Marketing and Finance), University of Wisconsin – Madison

Brandon Rutz

Senior Research Analyst

608.663.9281 ext. 208

brutz@advoltedge.com

A researcher's researcher with the ability to focus on details and see the big picture arming clients with the facts to tell their story.

Brandon Rutz is a disciplined yet innovative thinker whose passion for data and research is complemented by a background in marketing and customer service. He serves as day-to-day manager of research at Ady Voltedge, where he cultivates popular as well as lesser-known sources of data to support clients in marketing discovery, planning, and implementation.

His responsibilities also include managing large and complex projects, especially data-rich projects such as economic development websites, sector research, and marketing plan development. He has fine-tuned critical-thinking skills which provide clients with well thought-out, effective recommendations. He is also a public speaker on current topics in marketing and market research.

Some examples of sector research he has conducted include: geographic expansion within the business-to-business healthcare market, talent attraction strategies for high-demand occupations, the stability of the banking industry, the effect of currency rates on supply chain management, and the potential for biodiesel fuel.

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"What Would Google Do?" presentation for Indiana Economic Development Association

Social Media Panel for BioForward, Inc., trade association for biosciences

Social Marketing Presentation at Annual Conference of Wisconsin Association for Health Underwriters

The Real Scoop on Search Engine Optimization for International Association of Business Communicators

Tricks and Tips for Improved Search Engine Optimization - for national webinar

Practical Tips for Improving the ROI of Online Marketing for Wisconsin Specialty Cheese Institute

EDUCATION

University of Wisconsin – Madison, credits toward B.S. in Computer Science

Google Developers Conference

Adobe Developers Conference

Benjamin J. Hansen**Vice President, New Media**

608.663.9218 ext. 204

bhansen@advoltedge.com

Our resident "intrapreneur" focuses on the intersection of technology and business; his acumen in both provides clients the flexibility of solutions that are optimal for their businesses' needs.

Ben Hansen's passion is for the convergence of technology and business. At Ady Voltedge, he has been the driving force behind our suite of software products, which include an advanced Content Management System that allows clients to easily update their own websites, and many other modules such as for email newsletters, blogs, e-commerce, shopping carts, and more.

His high technical proficiency allows clients' needs to dictate the best combination of programming languages and software programs to use on each project. While most of our custom website development is done in HTML using CSS and with database driven applications powered by PHP, Mr. Hansen is fluent in numerous programming languages such as Joomla, Drupal, ASP, Java, JavaScript, ActionScript, SQL, XML, and the Google API, as well as in a wide variety of software programs, such as Macromedia Dreamweaver and Flash, Apple Final Cut, DVD Studio, Live Type, Motion, Soundtrack, GarageBand, Audacity, Blender, and POV-Ray.

Mr. Hansen also differentiates himself with an uncanny ability to be able to integrate to a wide range of other platforms and programs. These include Salesforce.com, Microsoft Dynamics CRM, PayPal, Authorize.net, Net Suite, Member Clicks, Avectra/NetForum, and countless others. This flexibility provides clients with more options to integrate to multiple other systems, yet have an integrated, user-friendly experience.

A specific service that Mr. Hansen provides to clients is the identification and evaluation of alternative technologies, such as in interactive mapping, membership management software, social media, and GIS mapping for economic development.

Mr. Hansen is an avid technology buff. His areas of expertise include the use of social media for economic development, best practices in website design, trends and implications for new uses of technology in economic development, and more.

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PROFESSIONAL EXPERIENCE

Ady Voltedge, Art Director

Years with Ady Voltedge: 3

Years in career prior to Ady Voltedge: 20

AWARDS

Paint Regional Annual Award Winner

Addy District and Local

How Publications

National Agrimarketing Best of Show

EDUCATION

B.A. in Art, Central Lakes College

REPRESENTATIVE PROJECTS

Developing brand positioning, name, tagline and logo for a 10-county regional ED group

Crafting regional profiles and target industry sheets for numerous organizations

Creating award-winning website user interfaces

Bennett Syverson

Art Director

608.663.9218 ext. 202

bsyverson@advoltedge.com

An intuitive designer who masterfully incorporates the heart and attitude of each company into their brand and marketing materials.

Bennett Syverson brings more than 20 years of experience to Voltedge. He is well-versed in all aspects of graphic design, including logo/identity development, graphic communications standards, and color palettes, as well as leading the development of various advertising and direct mail campaigns and promotions. From the very beginning of the branding process to the very end, he consistently delivers results that go above and beyond client expectations. Mr. Syverson develops user interfaces for websites, and oversees a team of copywriters, illustrators, and production artists.

Benny has worked for major consumer packaged goods companies on national campaigns, as well as for business-to-business agencies and clients. He provides creative yet practical input, always anchored in addressing clients' root business goals. His experience ensures that he will develop branding and marketing materials that are consistent with the company's character, and innovative enough to stand out among the crowd while maintaining the longevity and timelessness that will foster brand successful brand recognition for years to come.

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INVESTMENT

The following table summarizes the investment required for this project. Note that although each task is line-itemized, several of the later tasks are dependent upon the earlier tasks being completed.

Summary of Investment		
Step	Deliverables	Investment
1. Project Initiation Meeting	<ul style="list-style-type: none"> Mutual information sharing** Project parameters 	\$750
2. Secondary Research (including labor force and business data)	<ul style="list-style-type: none"> Research on 40+ locational criteria Analysis of labor force* Analysis of business data* Analysis of demographic/retail data for downtown* 	\$6,000
3. Employer Interviews, Site Visits & Stakeholder Input Sessions	<ul style="list-style-type: none"> Site visits and two stakeholder input sessions in one day** 	\$7,500
4. Target Industry Identification	<ul style="list-style-type: none"> Develop target industries for Business Park Identify key types of businesses for downtown 	\$4,500
Interim Presentation	<ul style="list-style-type: none"> Present findings from Steps 1-4 	\$1,000
5. Marketing Plan Development	<ul style="list-style-type: none"> Development of the Economic Development Marketing Plan (3-year timeline) 	\$4,500
Subtotal		\$24,250
6. Assist in Implementation	<ul style="list-style-type: none"> Could include the development of a Community Profile, website, target industry direct marketing campaigns, etc. 	\$25,000
7. Evaluation of Efforts	<ul style="list-style-type: none"> Systems for measuring the success of the program 	\$750
Subtotal		\$25,750
TOTAL		\$50,000

*Includes allocation for the purchase of data. **Includes travel.

Hourly rates for the project team are as follows: Janet Ady, \$160/hour; Robert Ady, \$250/hour; Brandon Rutz, \$110/hour; Ben Hansen, \$160/hour; Benny Syverson, \$110-160/hour depending on task.

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Examples of Potential Tactics That May Be Included in Marketing Plan	
Step	Investment
Baseline website	\$12,500
• Available properties module (part of website, one-time charge)	\$4,000
• Content management system to make edits to the website (One-time charge)	\$4,000
Regional Profile	\$2,500
Business Park brochure (4-page)	\$3,750
Direct mail campaign development (excluding list purchase, printing, and postage)	\$2,500-3,500

THE FINE PRINT

Pricing Assumptions. All estimates are based on one round of revisions; additional rounds will be billed on a time and materials basis. Any out-of-pocket expenses will be billed at cost, Net 30.

Payment Terms. Payment terms are one-half of total expected costs of Steps 1-5 upon initiation, Net 30. The remainder is due upon receipt of the marketing plan in Step 5. Separate fixed-cost estimates will be provided for the implementation activities budgeted in Step 6; each will be billed 50% upon initiation and the remainder due immediately upon completion, Net 30. Interest of 1.5% per month is due for balances over 30 days.

Ady Voltedge reserves the right to prepare a revised estimate if the scope changes significantly from what is described here. Ady Voltedge shall provide a written estimate and get approval from client before beginning any additional work.

Should the project be cancelled or progress postponed for more than 45 days, the client shall pay one-half of the estimated cost or actual costs for the work performed to date based upon a time and materials basis, whichever is higher.

Other Terms and Conditions. This proposal is subject to our standard General Terms and Conditions, a copy of which is attached to and part of this proposal.

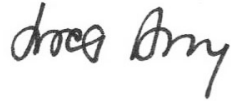
This proposal is the confidential and proprietary information of Ady Voltedge and is subject to the provisions of General Terms and Conditions regarding confidentiality. Please disclose it only to individuals in your organization who need to know and inform them of its confidentiality. Do not disclose it to individuals outside of your organization without the prior permission of Ady Voltedge.

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CONCLUSION

We look forward to working with you on this important assignment. To authorize our work, please sign one copy of this proposal and return it to us. We are ready to proceed with this work immediately upon your authorization.

Sincerely,



Janet Ady
President

AUTHORIZATION:

Name: _____ Title: _____

Signature: _____ Date: _____

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- POSITIONING
- Target Industry Analysis
 - Sector Research
 - Other Research
- Regional Positioning
- Branding
- MARKETING
 - Marketing Plans
- Print Collateral
- SELLING
 - Lead Generation
 - Targeted Communications
 - Advertising/Direct Mail
 - Social Media
 - Website Updates
 - Public Relations
- REFERENCE
 - Mark Kapfer, CEcd
Executive Director, Economic Development
Eastern Iowa Community College District
Davenport, IA
563.336.3315
mkapfer@eicc.edu

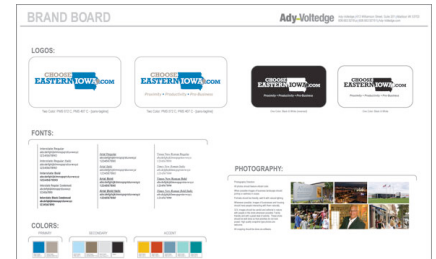
EASTERN IOWA ECONOMIC DEVELOPMENT ALLIANCE

Baseline Branding, Marketing and Prospecting for a Newly-Formed Region

The Eastern Iowa Economic Development Alliance (EIEDA) was a newly-formed regional entity designed to market a five-county region in eastern Iowa.

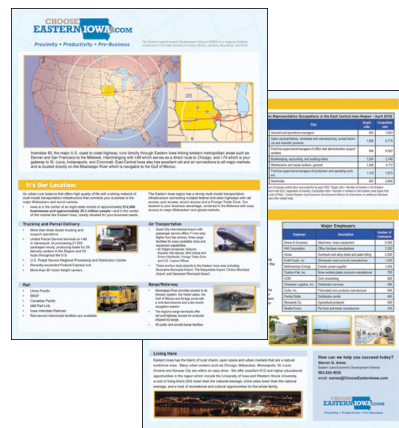
Ady Voltedge first conducted a target industry analysis to identify existing and "near fit" industries, with a good mix of emerging, mature, and growth industries. This research was informed by in-depth qualitative interviews with key employers, workforce development boards, community college and university leaders, utilities and others.

This baseline target industry work served as the foundation for regional positioning and branding, and resulted in a new URL, tagline, logo and brand standards for the region.



Since websites are the single most effective marketing tool for reaching relocating and expanding businesses, Ady Voltedge developed a custom, turnkey website to communicate the benefits of the region and to share the data required by decision-makers.

Ady Voltedge helped EIEDA seize an opportunity to build awareness among one of its target industries by developing a tradeshow booth and supporting collateral. We advised on the purchase and analysis of a target list, and developed a direct mail piece to drive visitors to its booth



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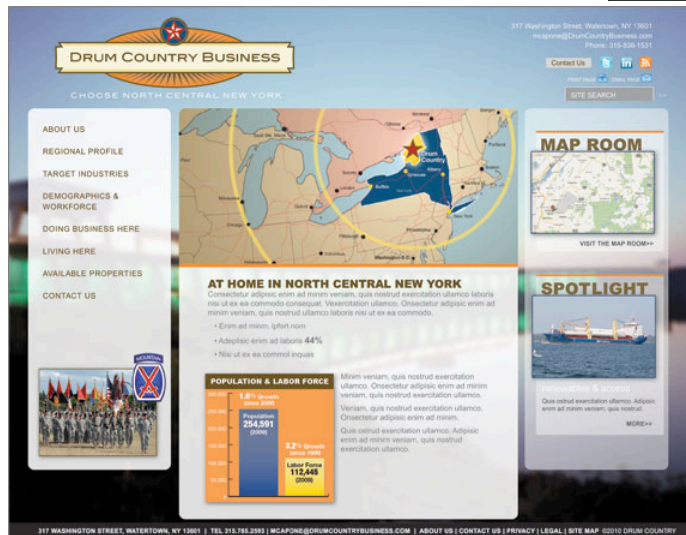
- POSITIONING**
- Target Industry Analysis
- Sector Research
- Other Research
- Regional Positioning Branding
- MARKETING**
- Marketing Plans
- Websites
- Print Collateral
- SELLING**
- Lead Generation and Tracking
- Targeted Communications
- Advertising/Direct Mail
- Social Media
- Website Updates
- Public Relations

DRUM COUNTRY BUSINESS

Leveraging Military and Regional Investments to Spur Business Growth

Drum Country Business is the recruitment and attraction arm for a three-county region in North Central New York, named so because of Fort Drum's location in the center of the region.

Drum Country Business retained Ady Voltedge to help it develop baseline marketing communications and an actionable plan for recruiting new businesses to the area. Ady Voltedge reviewed existing research that had been conducted previously and conducted primary research among area employers, Fort Drum personnel, and other stakeholders. Through this process, we identified a number of target industries that represented achievable opportunities for the region.

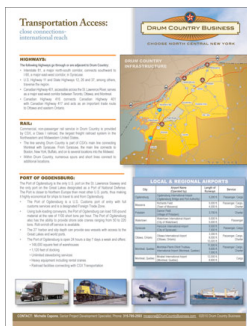


We then developed a brand positioning for the region, a new logo, URL and brand standards, as well as prospectuses and a website.

We are currently working with Drum Country Business on developing and implementing an 18-month marketing plan

REFERENCE

Michelle Capone
Senior Project Development Specialist
Development Authority of the North Country (DANC)
Watertown, NY
315.785.2593
mcapone@drumcountrybusiness.com



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POSITIONING
Target Industry Analysis
Sector Research
Other Research
Regional Positioning Branding
MARKETING
Marketing Plans
Websites
Print Collateral
SELLING
Lead Generation and Tracking
Targeted Communications
Advertising/Direct Mail
Social Media
Website Updates
Public Relations
REFERENCE
Heather Sotelo Executive Director Greater Sterling Development Corporation Sterling, IL 815.625.5244 hsotelo@sterlingdevelopment.org
POSITIONING

GREATER STERLING DEVELOPMENT CORPORATION

Business Attraction at Local and Regional Level, Integrated with Talent Attraction.

The Greater Sterling Development Corporation (GSDC) represents a community in north central Illinois with a long history of manufacturing expertise and a location naturally suited for distribution and logistics.

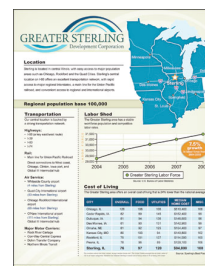
Under new leadership, GSDC retained Ady Voltedge to evaluate its positioning and make recommendations for attracting more business investment to the area. Our initial work plan included stakeholder input sessions and a rebranding of the region. This was followed by a customized, turnkey website with associated print collateral.

To quantify Sterling's advantages in its primary target industry relative to other regions, Ady Voltedge developed a cost comparison model. This model is used in recruitment communications and also to develop pro formas for prospective companies.



Our work for GSDC led to two related engagements. The first was for a regional group, I-88 West. Ady Voltedge interviewed site selectors who had located facilities in the region, state economic development officials, utilities, and other influentials. Based on this input, along with our own proprietary research, we developed a website and regional profile for the two-county region to market itself directly to commercial brokers and site selectors.

The expansion of a major nearby correctional facility provided Sterling and a sister community, Rock Falls, with an opportunity to grow their communities. Sterling and Rock Falls engaged Ady Voltedge to develop a brand mark and approach for attracting talent through the development of a turnkey, custom website.



ECONOMIC DEVELOPMENT | WASHINGTON COUNTY (Wisconsin)

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Target Industry Analysis
Sector Research
Other Research

Regional Positioning

Branding

MARKETING

Marketing Plans

Websites

Print Collateral

SELLING

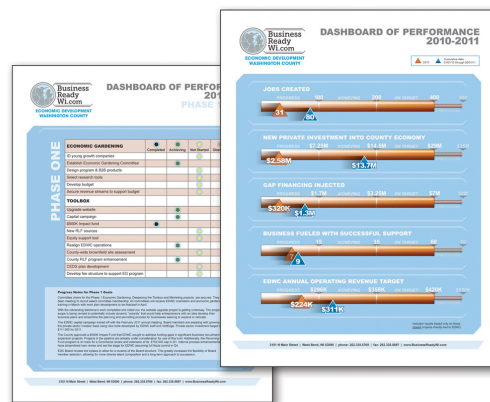
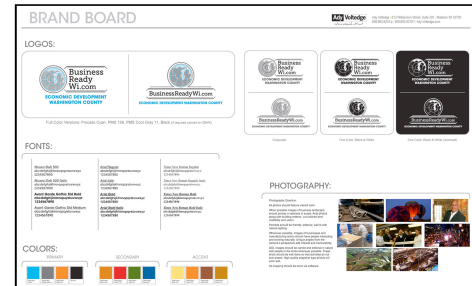
Lead Generation and Tracking
Targeted Communications
Advertising/Direct Mail
Social Media
Website Updates
Public Relations

REFERENCE

Christian Tscheschlok, CEcD
Executive Director
Economic
Development/Washington
County
West Bend, WI
262.335.5769
tscheschlok@edwc.org

Rebranding for an EDO pursuing a strategy of economic gardening

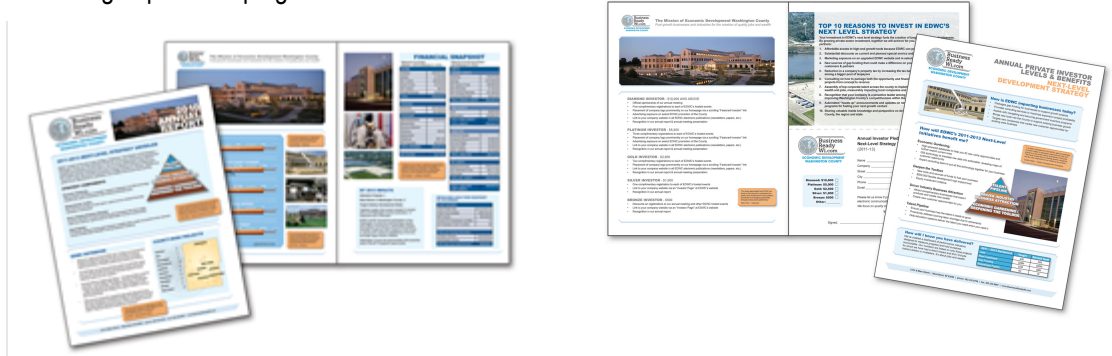
Economic Development | Washington County (ED | WC) recently hired a new executive director with a goal of establishing the organization as a leader in economic gardening. It conducted baseline work to identify strategic clusters and initiatives, and then hired Ady Voltedge to develop a new brand that reflects their new focus.



Ady Voltedge worked closely with staff and a task force of local marketing professionals to develop a brand positioning for the County as well as logo and branding options. It wanted a logo that represented the dynamic, business-driven public-private partnership and distinguished it from not-for-profits and government

The chosen logo emphasizes the organization's URL and graphically shows the location of Washington County not only in Wisconsin but within the Great Lakes.

Ady Voltedge then developed the layout and design for key marketing communications to stakeholders and investors, serving as a launching point for the new brand and as part of a continuing capital campaign.



GENERAL TERMS AND CONDITIONS

- 1. Agreement.** The client proposal to which these General Terms and Conditions are attached (the "Proposal") and these General Terms and Conditions (collectively the "Agreement") form the full agreement between Voltedge, Inc. ("Ady Voltedge") and the client identified in the Proposal ("Client"). In the event of any conflict between the Proposal and these General Terms and Conditions, the Proposal shall govern and prevail.
- 2. Services:** Ady Voltedge will perform the professional services (the "Services") described in the Proposal. Services and deliverables not expressly set forth in the Proposal are excluded, unless Client and Ady Voltedge agree otherwise in writing.
- 3. Independent Contractor:** The Agreement is between Ady Voltedge and Client. Any other persons shown as part of the Ady Voltedge team in the Proposal are Ady Voltedge subcontractors who will assist Ady Voltedge in providing the Services to Client. Ady Voltedge is an independent contractor and is not an employee of Client. Services performed by Ady Voltedge under this Agreement are solely for the benefit of Client unless specified otherwise. Nothing contained in this Agreement creates any duties on the part of Ady Voltedge toward any person not a party to this Agreement.
- 4. Standard of Care:** Ady Voltedge will perform the Services with the degree of skill and diligence normally practiced by professional firms performing the same or similar services. **NO OTHER WARRANTY OR GUARANTEE, EXPRESSED OR IMPLIED, IS MADE WITH RESPECT TO THE SERVICES AND ALL IMPLIED WARRANTIES ARE DISCLAIMED.**
- 5. Changes/Amendments:** This Agreement may not be changed except by written amendment signed by Ady Voltedge and Client. Services not expressly set forth in the Agreement are excluded. If Ady Voltedge or its subcontractors are delayed in performing the Services due to an event beyond their control, including but not limited to fire, flood, earthquake, explosion, strike, transportation or equipment delays, or act of God, then the schedule or payment under the Agreement shall be equitably adjusted, if necessary, to compensate Ady Voltedge for any additional costs or time needed due to the delay.
- 6. Compensation:** Ady Voltedge will provide the Services on the basis provided in the Proposal. Items shown in the proposal as fixed price "estimates" based upon assumptions are not price guarantees, but reflect Ady Voltedge's good faith estimate of the cost of provide a particular Service based upon the assumptions in the Proposal. If any fixed price estimate tied to assumptions in the Proposal changes based upon discussions with Client or changes to the underlying assumptions, Ady Voltedge will provide the final fixed price figure in writing to Client before commencing the applicable portion of the Services. Client will also reimburse Ady Voltedge for all expenses directly related to the Services furnished. Such expenses include but are not limited to the following:
 - (a)** Travel and lodging expense
 - (b)** Long distance telephone expenses.
 - (c)** Printing and reproduction.
 - (d)** Other direct expenses related to Services furnished.

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Such expenses shall be reimbursed at Ady Voltedge's actual cost.

- 7. Payment:** Any invoice not paid within 30 days shall bear interest at the rate of 1½ percent per month (or the maximum percentage allowed by law, whichever is lower) on the unpaid amounts until paid in full. If Client disputes any portion of an invoice, Client agrees to pay the undisputed portion and notify Ady Voltedge in writing within 10 days of the invoice of any exceptions taken. If Client fails to pay any invoiced amounts within 30 days after delivery of invoice, Ady Voltedge, at its sole discretion, and without limiting its other rights or remedies under this Agreement or at law or in equity may suspend performance of the Services.
- 8. Limitation of Liability:** NO EMPLOYEE OR CONTRACTOR OF ADY VOLTEDGE SHALL HAVE INDIVIDUAL LIABILITY TO CLIENT. TO THE EXTENT PERMITTED BY LAW, THE TOTAL LIABILITY OF ADY VOLTEDGE TO CLIENT FOR ANY AND ALL CLAIMS ARISING OUT OF THIS AGREEMENT, WHETHER CAUSED BY NEGLIGENCE, ERRORS, OMISSIONS, STRICT LIABILITY, BREACH OF CONTRACT OR CONTRIBUTION, OR INDEMNITY CLAIMS BASED ON THIRD PARTY CLAIMS, SHALL NOT EXCEED THE COMPENSATION PAID TO ADY VOLTEDGE UNDER THIS AGREEMENT.
- 9. Consequential Damages:** In no event and under no circumstances shall Ady Voltedge be liable to Client for any interest, loss of anticipated revenues, earnings, profits, increased expense of operations, loss by reason of shutdown or non-operation due to late completion, or for any consequential, indirect or special damages.
- 10. Reuse of Work Products:** All documents, software, data and materials prepared by Ady Voltedge in connection with the Services ("Work Products") are instruments of service and are and shall remain the property of Ady Voltedge. Client shall have a non-exclusive license to software provided in the Proposal and shall also have the right to make and retain copies and use the Work Products prepared for Client by Ady Voltedge as part of the Services; provided, however, the use shall be limited to the intended client and intended use for which the Services and Work Products are provided under this Agreement. Ady Voltedge may, at its sole discretion, copyright any of the Work Products; provided that copyrighting will not restrict Client's right to retain or make copies of the Work Products for its information, reference and use on the project or Services provided under this Agreement.

The Work Products shall not be changed or used for purposes other than those set forth in this Agreement without the prior written approval of Ady Voltedge. If Client releases the Work Products to a third party without Ady Voltedge's prior written consent, or changes or uses the Work Products other than as intended hereunder, Client does so at its sole risk and discretion and agrees to indemnify and hold Ady Voltedge harmless for any claims (including Ady Voltedge's claims to reasonable compensation for such third party use) or damages resulting from or connected with the release or any third party's use of the Work Products.

- 11. Information Provided by Client:** Client shall provide to Ady Voltedge in a timely manner any information Ady Voltedge indicates is needed to perform the Services, including promptly answering questions posed by Ady Voltedge and promptly reviewing Work Products and drafts prepared by Ady Voltedge. Ady Voltedge may rely on the accuracy of information provided by Client and its representatives. Client also represents that no information or material it furnishes to

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Ady Voltedge for incorporation into the Work Products infringes on any third party's patent, copyright, or trademark/trade name rights or constitutes a misappropriation of trade secrets and agrees to indemnify and hold Ady Voltedge harmless against claim, loss or damage resulting from any breach of this representation.

12. Confidentiality: The Agreement has been prepared solely for the use of Client using proprietary information of Ady Voltedge and shall be deemed confidential information not to be shared with any third party without the prior written consent of Ady Voltedge.

13. Access to Software Source Code in Event Ady Voltedge Ceases to do Business. If Ady Voltedge ceases to do business for any reason at any time when Ady Voltedge is hosting Client's website, and no one succeeds to Ady Voltedge's obligations to maintain the software that Ady Voltedge has developed for Client's website, Ady Voltedge agrees to provide Client access to the source code that Ady Voltedge has developed for such software at no cost to Client. Such access shall be for the sole purpose of enabling Client to perform maintenance on its website and Client shall at all times handle the source code in a manner that preserves its confidentiality and protects against its unauthorized use and unauthorized disclosure. Ady Voltedge, at Client's written request and at Client's expense shall maintain the source code for such software (but not for any third party software employed in the website) on deposit with a nationally recognized escrow company selected by Ady Voltedge under the terms of a separate escrow agreement among Client, Ady Voltedge and the escrow company, in form agreeable to Ady Voltedge.

14. Miscellaneous:

- (a) This Agreement is binding upon and will inure to the benefit of the Client and Ady Voltedge and their respective successors and assigns. Neither party may assign its rights or obligations hereunder without the prior written consent of the other party.
- (b) This Agreement shall be governed by, and construed in accordance with the laws of the State of Wisconsin and the venue for any disputes between Client and Ady Voltedge shall be the state or federal court with jurisdiction in Dane County, Wisconsin.
- (c) In any action to enforce or interpret this Agreement, the prevailing party shall be entitled to recover, as part of its judgment, reasonable attorneys' fees and costs from the other party.
- (d) Any notices required or permitted to be given under this Agreement shall be delivered to the parties by personal delivery, or by registered or certified mail, return receipt requested, at the addresses set forth in the Proposal.