



» 2015

**STATE OF THE MADISON REGION REPORT &  
*ADVANCE NOW* STRATEGY UPDATE**



MADISON REGION  
ECONOMIC PARTNERSHIP

## CELEBRATING SUCCESS. POSITIONING FOR GROWTH.

When we first began implementation of the five-year *Advance Now* Strategy in 2013, we knew that the Madison Region had entered a new realm of economic development. This strategy is bold, and it asked then, as it does now, that we think and act big as we propel this region forward in today's global economy.

Now that we are two years into *Advance Now* implementation, we recognize and celebrate an increasingly sophisticated level of economic development output and success for this eight-county region. We are seeing tangible progress and wins that weren't yet on our radar when we first set out to accomplish all that this plan has in store.

We haven't done this work alone, of course. The constant theme to all of our efforts is collaboration. We know that we are stronger working across municipal and county boundaries, and we are committed to ongoing cooperation with our public and private partners that help drive the successful implementation of *Advance Now*.

The report that follows details the state of the Madison Region economy, as well as some of the initiatives MadREP has pursued over the past year. It also illustrates the extraordinary efforts and successes of our dozens of partners in community, economic, and workforce development.

We have made tremendous strides in the last 12 months, and we can proudly say that the region is better positioned because of our efforts. We know, however, that the important work of economic development is never done. The Madison Region is well-poised for continued growth, and MadREP is committed to catalyzing this growth through our ongoing implementation of the *Advance Now* Strategy.

Thank you to our many partners, investors, supporters, and friends. We are honored to serve alongside you in our collective efforts to develop a stronger economy in the Madison Region.



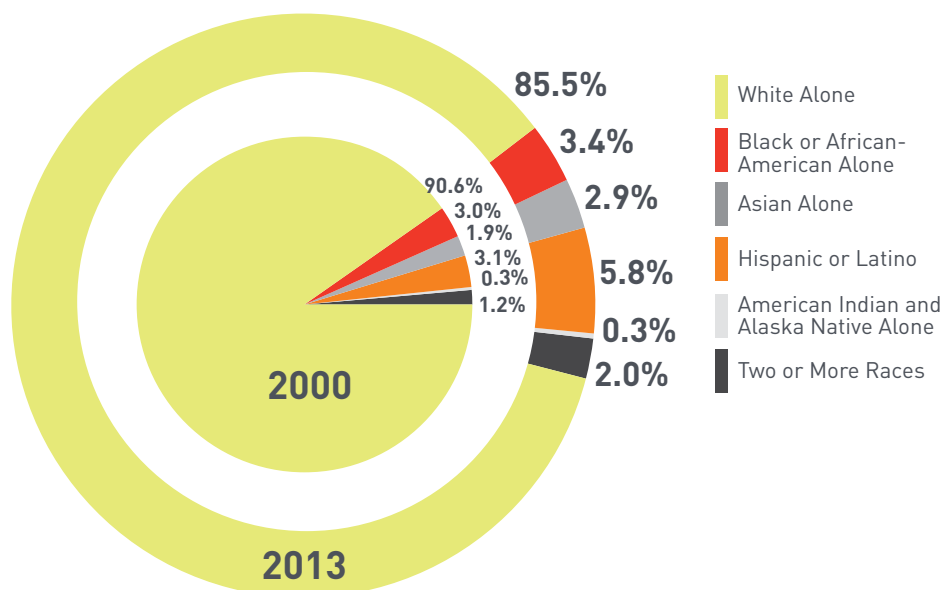
Bill White  
Chair, MadREP Board of Directors



Paul Jadin  
President, MadREP

## 2000 vs. 2013 Madison Region Population by Race

Source: U.S. Census, American Community Survey 3-Year Estimates

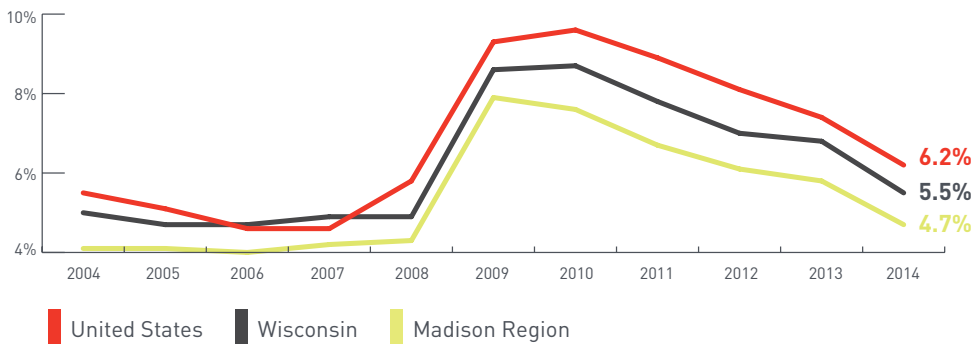


**2014 Madison Region  
POPULATION  
ESTIMATE  
1,031,323**

Note: The population estimate reported for the category Native Hawaiian or other Pacific Islander is not statistically significant.

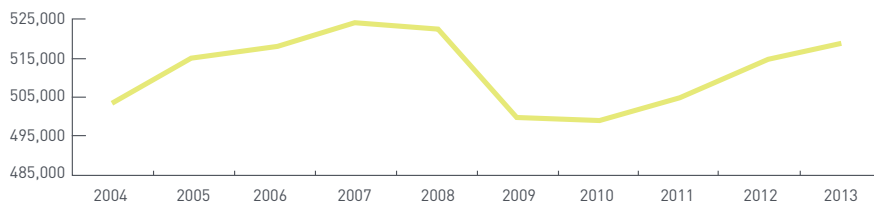
## Annual Unemployment Rate (2004–2014) (not seasonally adjusted)

Source: U.S. Bureau of Labor Statistics, Current Population Survey, Local Area Unemployment Statistics



## Madison Region Total Employment (2004–2013)

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages



## Total Employment by County (2013)

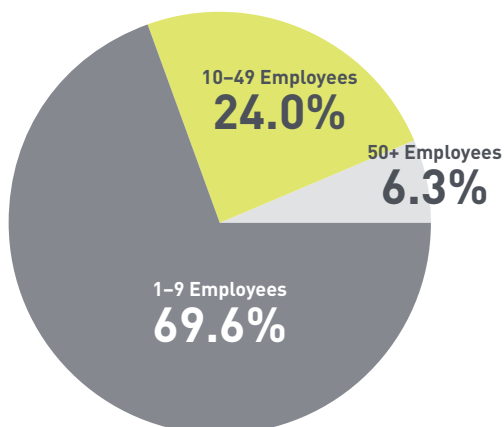
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

<b>Columbia</b> 21,083	<b>Iowa</b> 10,020
<b>Dane</b> 308,445	<b>Jefferson</b> 32,744
<b>Dodge</b> 33,794	<b>Rock</b> 61,575
<b>Green</b> 15,106	<b>Sauk</b> 36,304

**Madison Region 519,071**

## Business Establishments by Employment Size

Source: U.S. Department of Commerce, County Business Patterns



**TOTAL  
ESTABLISHMENTS  
IN THE MADISON REGION**  
**24,857**



## ADVANCE NOW: MADISON REGION'S STRATEGY FOR ECONOMIC GROWTH

The *Advance Now* Strategy is the Madison Region's comprehensive blueprint for economic development in the five-year period of 2013–2017. MadREP is the lead implementation agent behind this five-plank platform, which includes economic competitiveness, innovation and entrepreneurship, human capital, marketing, and leadership and diversity.

*Advance Now* was developed in 2011–2012 based on research gathered through a Competitive Assessment and Target Cluster Analysis, as well as feedback from 2,000+ regional leaders and citizens. A 24-member Strategy Committee oversaw development of the strategy, which was facilitated and written by the leading economic development consulting firm Market Street Services.

In early 2013, MadREP convened five workgroups tied to each of the *Advance Now* goals that helped steer early implementation of the strategy. With continued input from workgroups and steering committees, MadREP and its partners are implementing *Advance Now* to strategically position the region to take advantage of and grow economic opportunities.

Learn more and read the strategy at [madisonregion.org/advance-now](http://madisonregion.org/advance-now).



## ADVANCING OUR TARGET INDUSTRIES

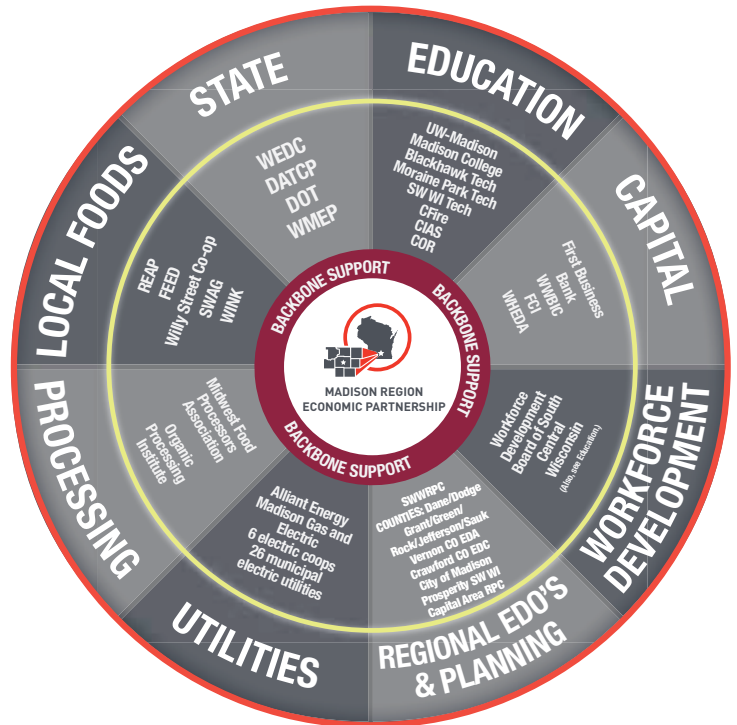
MadREP is committed to advancing the region's target industries, including agriculture, food & beverage, information technology, healthcare, advanced manufacturing, and life sciences.

MadREP partnered with UW-Extension to develop the region's most comprehensive sector analysis for our Agriculture, Food & Beverage (AFB) industry—a robust document designed to shape our collective approach for growing this important sector. (Find it at [madisonregion.org/ag-analysis](http://madisonregion.org/ag-analysis).) This industry analysis provided the basis for our proposal submitted to the federal government for the Investing in Manufacturing Communities Partnership, a designation that should attract significant economic development funds to the region. Most importantly, MadREP has formed an AFB Consortium of 85 partners who have committed to moving the industry forward through the implementation of 30 featured projects with the potential for \$120 million in capital expenditures and \$1.2 billion in economic impact over 10 years.

Our staff has played a lead role in the development of StartingBlock Madison (SBM), the proposed hub for IT and advanced manufacturing in Madison's Capital East District. Because of American Family Insurance's investment in SBM's formation, it is clear this project will become a reality and will grow into a critical innovative space providing incubation, acceleration, mentoring, networking, and much-needed density among entrepreneurs. SBM will be one of three Centers of Excellence MadREP is working to develop in partnership with WEDC that would create a regional focus for innovation, agriculture, and advanced manufacturing.

## MADISON REGION

AGRICULTURE, FOOD & BEVERAGE  
COLLECTIVE IMPACT CONSORTIUM



## AFB CONSORTIUM

85 Partners

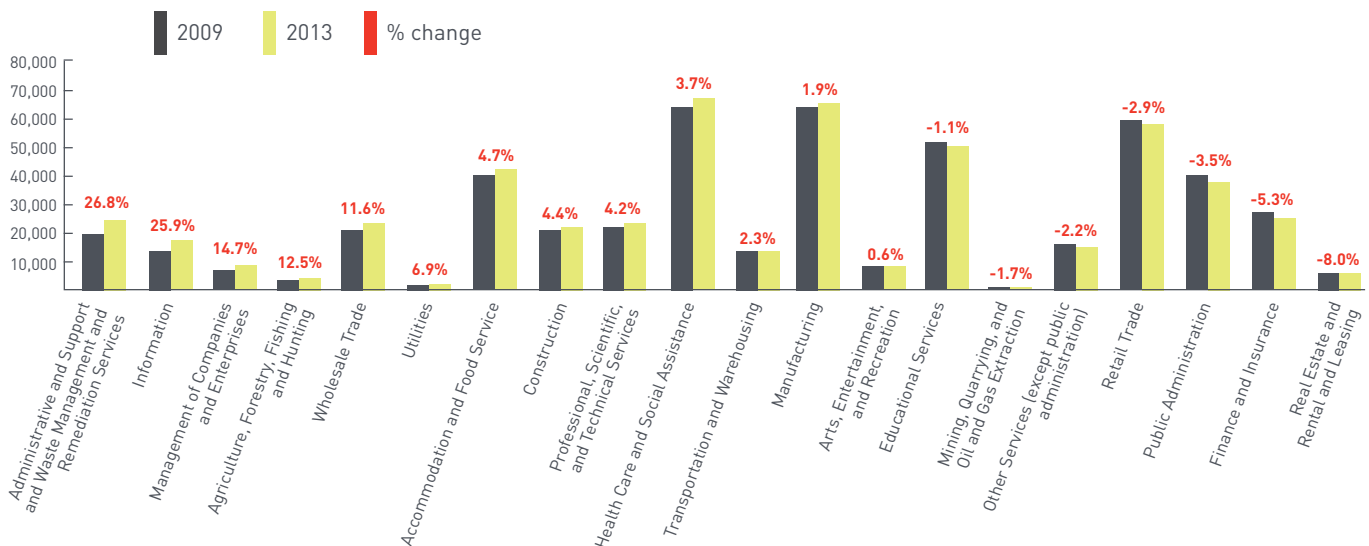
30 Projects

\$120 Million Capital Expenditures

\$1.2 Billion Economic Impact

## Madison Region Industries by Employment Change (2009–2013)

Source: U.S. Department of Commerce, Quarterly Workforce Indicators



## CONNECTING WISCONSIN TO THE WORLD

MadREP and its International Steering Committee's focus on expanding international business opportunities has resulted in increased opportunities for foreign direct investment, exporting, and multi-national partnerships. In April 2015, we hosted a delegation of 50 high-ranking foreign officials from Latin America, Canada, and Georgia after our proposal was selected to be part of the Economic Development Administration's Americas Competitiveness Exchange (ACE). The tour featured Madison as a top location for innovation, technology transfer, and public-private collaboration.

In May 2015, we held a funding seminar on behalf of the US-Israel Binational Industrial R&D Foundation to connect local companies with up to \$1M in funding to support technology collaboration with Israeli companies. Our ongoing partnership with Wisconsin Manufacturing Extension Partnership, Wisconsin Economic Development Corporation, and the Madison International Trade Association ensures that more regional companies are equipped to start or grow export programs.

## EDUCATING OUR ELECTED OFFICIALS

Understanding the importance of educating elected officials about economic development, Michael Gay—MadREP's Senior VP of Economic Development and a Certified Economic Development Professional (CEDP)—has delivered training in six municipalities through the Wisconsin Economic Development Association's ED101 program. He has instructed a total of 162 elected officials and community leaders, earning top ratings after each session.

***"The ED 101 class provided by MadREP was very helpful in getting our village leaders and business community organized behind pressing issues and priority projects. ED 101 was a valuable exercise that shed light on tools and opportunities while galvanizing our efforts."***

– Pauline Boness, Community Development Director,  
Village of McFarland

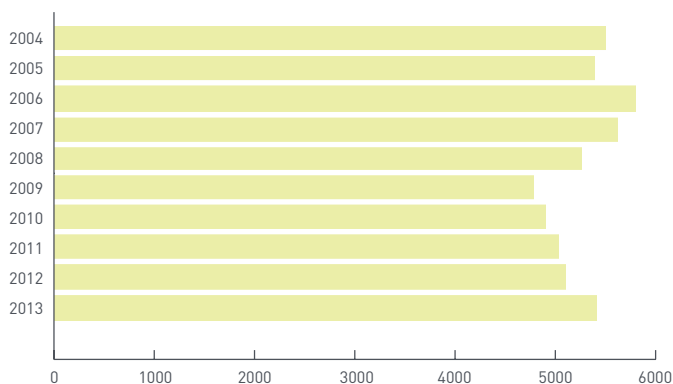
**Annual Trade Exports (2013):**

**Madison MSA: \$2.29B**

**Janesville MSA: \$821M**

### Real GDP - Janesville MSA (millions of chained 2009 dollars)

Source: Bureau of Economic Analysis, Regional Economic Accounts

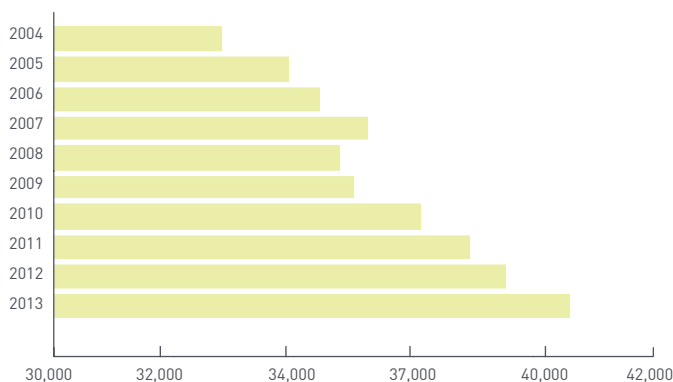


### Percent Change in Real GDP Janesville MSA

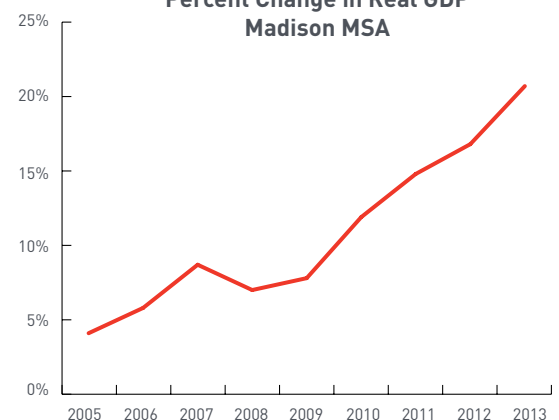


### Real GDP - Madison MSA (millions of chained 2009 dollars)

Source: Bureau of Economic Analysis, Regional Economic Accounts



### Percent Change in Real GDP Madison MSA



Note: The Madison MSA consists of Columbia, Dane, Green, and Iowa Counties; the Janesville MSA consists of Rock County. GDP data is only available at the MSA level.

## DELIVERING DIRECT ASSISTANCE TO IMPACT JOBS

MadREP staff regularly provides 1:1 assistance to existing and start-up businesses in the Madison Region, and at any given time is working directly with a dozen or more companies that collectively have the potential to retain hundreds of jobs and create more than a thousand new jobs. Our assistance ranges from business plan preparation, selection of sites and buildings, market valuation, investor-ready financial preparation, and other facilitation to ensure the company's future in the Madison Region. In the past 12 months, MadREP assisted 75 private-sector companies ranging from information technology to medical device to food and beverage, as well as another 25 organizations and agencies that have direct impact on business and economic development.

## PARTNERS' IMPACT PROJECTS

The list below represents a sampling of the many economic development projects announced or completed in the Madison Region during 2014 and the first quarter of 2015. Our economic development partners—such as county economic development corporations, city economic development authorities, chambers of commerce, and the Wisconsin Economic Development Corporation—played varying roles in bringing the majority of these projects to completion, many times working jointly with MadREP to drive favorable outcomes. MadREP staff had a direct impact on approximately 1,000 of the jobs listed.

### **2G Engineering**

Sun Prairie, Dane County  
Investment: \$1.2M  
New Jobs: 16

### **AccuLynx**

Beloit, Rock County  
New Jobs: 30

### **ACS**

Middleton, Dane County  
Investment: \$3.5M

### **American Packaging**

Columbus, Columbia County  
Investment: \$22.6M

### **Ball Corporation**

DeForest, Dane County  
Investment: \$18M  
New Jobs: 40

### **Chicago Fittings**

Beloit, Rock County  
New Jobs: 15

### **Coextruded Plastic Technologies**

Janesville, Rock County  
Investment: \$2.8M  
New Jobs: 30

### **Duluth Trading Company**

Mt. Horeb, Dane County  
Investment: \$1.8M  
New Jobs: 30

### **E.K. Power Products**

Fall River, Columbia County  
Investment: \$3.6M  
New Jobs: 30

### **Enerpac**

Columbus, Columbia County  
Investment: \$17M

### **Epic Systems Corporation**

Verona, Dane County  
Investment: \$336M

### **Exact Sciences**

Madison, Dane County  
Investment: \$26.2M  
New Jobs: 758

### **Fromm Family Foods**

Columbus, Columbia County  
Investment: \$24M  
New Jobs: 50

### **GOEX**

Janesville, Rock County  
Investment: \$17M  
New Jobs: 30

### **Ikaria**

Madison, Dane County  
Investment: \$4.9M

### **InForm Product Development**

Sun Prairie, Dane County  
Investment: \$2.8M  
New Jobs: 24

### **M3 Insurance**

Madison, Dane County  
Investment: \$4.8M

### **Mead & Hunt**

Middleton, Dane County  
Investment: \$12M

### **NorthStar Medical Radiosotopes**

Beloit, Rock County  
New Jobs: 20

### **Pharmaceutical Product Development (PPD)**

Middleton, Dane County  
New Jobs: 100

### **PSC Biotech Corp**

Madison, Dane County  
Investment: \$11.5M  
New Jobs: 103

### **Saint-Gobain**

Portage, Columbia County  
New Jobs: 120

### **ShopBop**

Madison, Dane County  
New Jobs: 80

### **Sigma-Aldrich Corporation**

Verona, Dane County  
Investment: \$4M  
New Jobs: 16

### **SPi Global**

Madison, Dane County  
Investment: \$1.2M  
New Jobs: 286

### **STIHL**

Cottage Grove, Dane County  
New Jobs: 20

### **Thermal Spray Technologies**

Sun Prairie, Dane County  
Investment: \$11.5M  
New Jobs: 199

### **Trek Bicycle Corporation**

Johnson Creek, Jefferson County  
Investment: \$7M  
New Jobs: 20

### **United Alloy**

Janesville, Rock County  
New Jobs: 35

### **ZenDesk**

Madison, Dane County  
New Jobs: 40

## GROWING OUR EXISTING BUSINESSES

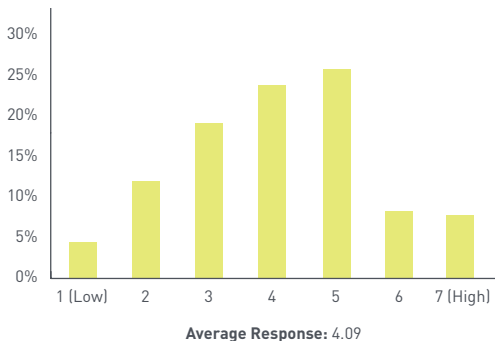
The foundation of MadREP's multi-pronged approach to economic development is based in supporting the growth of the region's existing businesses. In the first quarter of 2015, MadREP conducted an expansive Business Retention & Expansion (BRE) survey to better understand the challenges, opportunities, needs, and concerns of companies in the region.

MadREP works with 90+ economic development partners at the municipal and county levels throughout this region, and this survey supplements the BRE efforts in which our partners are currently engaged. The primary data gathered through the aggregated survey results will inform business decisions and activities to best equip our existing and future companies to succeed.

MadREP contacted more than 2,500 businesses about this survey. The results presented here are based on the 221 responses received as of April 27, 2015. All responses are reported in the aggregate and are anonymous.

## BUSINESS RETENTION & EXPANSION SURVEY RESULTS

How does your company/organization rate the availability of workers in this area?



What is the status of your projected employment needs?

Increasing: 53.9%  
Stable: 41.1%  
Decreasing: 4.1%  
Unsure: 0.9%

What is the status of your international sales as a percentage of total sales?

Increasing: 11.2%  
Stable: 9.6%  
Decreasing: 1.1%  
No International Sales: 78.2%



From which airport do you and your employees most routinely fly?

Dane County Regional Airport: 61.1%  
General Mitchell International Airport: 22.3%  
O'Hare International Airport: 9.1%  
Chicago Rockford Airport: 1.1%  
Other: 6.3%

If you and your employees do not routinely fly out of the Dane County Regional Airport, why?

Price of ticket: 35.4%  
Direct flight to destination not available: 27.7%  
Flight schedule: 12.3%  
Facility is located closer to another commercial airport: 6.2%  
Other reasons: 18.5%



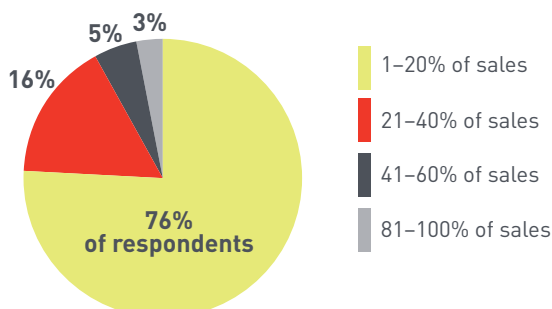
What new direct flight destinations would you like to see out of Dane County Regional Airport?

**Top 5 Listed Locations**

Las Vegas  
Los Angeles  
San Francisco  
Boston  
Phoenix



If engaged in international sales, what percentage of your total sales comes from international sales?



These results are just a small sampling of the questions asked in this survey. This BRE survey effort is ongoing as MadREP continues to receive, aggregate, and analyze results from additional respondents. The survey was created with support from Wisconsin Manufacturing Partnership and Wisconsin Economic Development Corporation, and in partnership with Dane County Regional Airport, Capital Area Regional Planning Commission, and Wisconsin Realtor's Association, and distributed in partnership with *InBusiness Magazine*.



## TELLING THE MADISON REGION'S STORY

In keeping with our commitment to telling the Madison Region's story, MadREP continues implementation of a multi-channel marketing campaign targeted at site selectors, corporate executives, and other key business decision makers.

MadREP attracted an increasing stream of visitors to its website over the past year, with 25% more visitors taking advantage of the site's data-rich content. Our interactive data dashboard with 25+ economic metrics has quickly become one of the top five most trafficked sections of the website. The MadREP Connect web portal, which launched in May 2014, features an interactive Q&A portal designed to connect entrepreneurs to information, experts, and each other.

In May 2014, MadREP introduced the inaugural issue of the *Madison Region Economic Development Guide*, a multi-media marketing program delivered through a print publication, as well as in digital form at the leading economic development website [businessclimate.com](http://businessclimate.com). The publication has been distributed to thousands of individuals and businesses across the country, serving as a catalyst for new leads and prospect inquiries.

With high demand for this program to continue, MadREP released a second publication in May 2015 with fresh content on the region's target industries, innovative workforce, and global opportunities.

MadREP's outreach to national media outlets is responsible for numerous headlines in such publications as *Forbes*, *Site Selection*, *Business Xpansion Journal*, and *Global Trade*. MadREP continues to partner with the online publication *Xconomy Wisconsin* to raise the profile of the Madison Region as a global player within innovation. Our advertising placements in trade publications achieved nearly 1.5 million impressions in 2014. Both our earned and purchased media pave the way for our targeted business attraction efforts within the region's leading industries.

MadREP's marketing strategy places special emphasis on a niche audience of site selectors who drive business location decisions. Since the start of 2014, MadREP has conducted regular outreach to site selectors who specialize in the region's target industries, and in June 2015 MadREP will host the region's first-ever familiarization tour so site selectors can experience our assets and opportunities first-hand.



### TOP VISITOR LOCATIONS TO MADISONREGION.ORG

#### Top 5 States:

Wisconsin  
Illinois  
California  
Minnesota  
Texas

#### Top 5 Countries:

United States  
Brazil  
India  
Canada  
United Kingdom



## MAKING HEADLINES

**#5 CITY WINNING THE BATTLE FOR  
INFORMATION JOBS** - *Forbes*, 2014

**A BIOSCIENCE BRIGHT SPOT** - *Business Xpansion Journal*, 2014

**TOP 10 MOST INNOVATIVE AMERICAN CITIES  
FOR GLOBAL TRADE** - *Global Trade Magazine*, 2014



"Employment in the [Madison] metropolitan area's information sector is up 28% since 2008, among the fastest growth in the country over that period... what is happening in Madison foreshadows the growth of a whole series of new information hotbeds."

- *Forbes*, May 2014



"The capital of Wisconsin is starting to grab some attention as an up-and-coming area for information-technology jobs...It's difficult to identify the tipping point when a city has developed a self-sustaining tech cluster, but observers say Madison is getting there."

- *Xconomy Wisconsin*, June 2014



"Home to a host of health care IT companies like Epic, Madison is quickly becoming one of the leading medical clusters in the nation."

- *Business Xpansion Journal*,  
November 2014



## BUILDING BRIDGES BETWEEN SCHOOL AND CAREER

When visiting business and industry representatives across the region, one of the most frequently heard comments is a desire to be more connected to local educational institutions and their instructional staff and students. Coincidentally, surveys of Wisconsin teachers done by the Wood Communications Group in 2013 and 2014 indicated that a large majority of teachers want more interaction with local businesses. To facilitate those connections, MadREP and its workforce partners are implementing a new web-based platform for career planning called Inspire Madison Region. This platform creates bridges between employers, educators, and students by connecting students and adult job seekers with work-based learning experiences and job opportunities within a wide array of local industries.

The platform is launching in 2015, and will be available to businesses and school districts across the Madison Region. First-year goals include:

- Onboard 375 business partners in the system, representing all 16 career clusters
- Make work-based learning opportunities available for students in all career clusters
- Recruit 700 career coaches/mentors from business partners
- Secure active implementation by students in 9–12 school districts
- Create awareness in all the region's school districts and in the business community

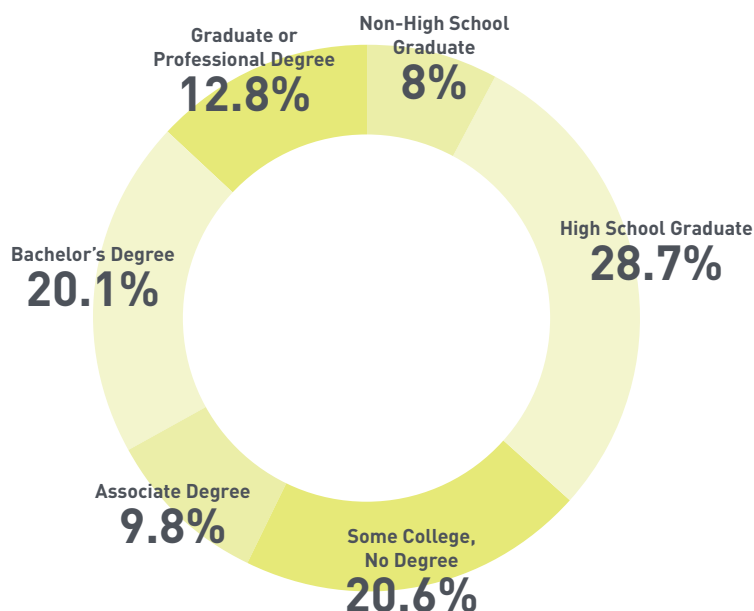
MadREP is partnering with Wisconsin Business & Education Roundtable, Career Advancement Network, Madison Metropolitan School District, and the Workforce Development Board of South Central Wisconsin to implement this initiative. For more information, visit [www.inspiremadisonregion.org](http://www.inspiremadisonregion.org).



## Madison Region Educational Attainment (2013)

(Adults age 25 and older)

Source: U.S. Census Bureau, American Community Survey 3-Year Estimates



## CONNECTING BUSINESS AND EDUCATION

The importance of connecting the region's education and workforce systems with business and industry is repeated time and time again. The region's workforce pipeline depends on a well-integrated approach to preparing students for the jobs of tomorrow.

In response, MadREP has created the region's first Business & Education Collaborative (BEC), a network of professionals from the business community, K-12 school districts, post-secondary institutions, and workforce development agencies. Following a visioning session during which BEC members were asked to identify issues and initiatives the Collaborative could address to better prepare young people for careers, three categories of proposed action emerged:

1. Foster educators' understanding of workforce needs facing businesses in the next 5-10 years, and foster businesses' understanding of the resources educators will require to address those workforce needs.
2. Craft unified, consistent, and ongoing messaging to legislators to articulate the value of coordinated K-12 and post-secondary education to the workforce pipeline and business community.
3. Build bridges and increase connections between business and education to assist students of all ages in generating the awareness and developing the skills necessary for an effective transition from school to career.

### Madison Region Business & Education Collaborative Membership Includes Representatives from:

- 14 Private Industries
- 11 K-12 School Systems
- 4 Technical Colleges
- 1 Private College
- 2 Workforce Development Boards
- Wisconsin Department of Workforce Development
- UW-Madison & UW System
- Wisconsin Manufacturing Extension Partnership

## EMBRACING DIVERSITY IN ECONOMIC DEVELOPMENT

MadREP is dedicated to improving opportunities for all the region's citizens based on an understanding of the impact of diversity within business and the economy. To that end, MadREP has continued its partnership with the Urban League of Greater Madison (ULGM) and other community-based organizations to jointly pursue interconnected goals and strategies.

MadREP and ULGM's second Economic Development & Diversity Summit in 2015 built upon the previous year's joint Summit by bringing audiences together for a continued conversation around economic, workforce, and community development. Last year's inaugural event hosted 400+ people from all eight counties, with the MadREP and ULGM partnership recognized as a significant milestone in building authentic collaboration around diversity and economic development priorities.

**"Bringing MadREP and the Urban League together for the Summit was excellent. It's imperative that we integrate our business and economic development communities."**

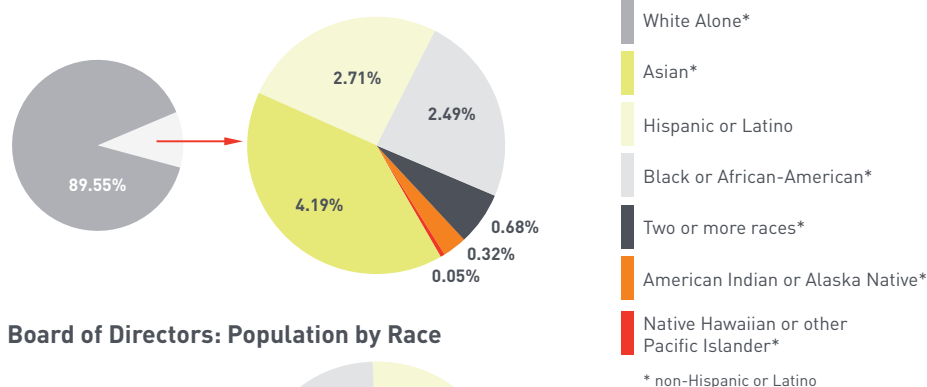
- 2014 Summit Attendee

## IMPROVING WORKPLACE DIVERSITY AND INCLUSION PRACTICES

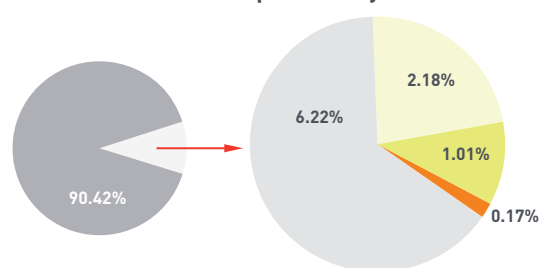
This year marked MadREP's unveiling of the Madison Region's Workplace Diversity and Inclusion Survey, an annual performance report designed to measure, recognize, improve and promote workplace diversity and inclusion practices. The survey gives companies a vehicle to self-assess their strengths and opportunities while establishing a snapshot of the region's workforce demographics. It also tracks initiatives and best practices to expand as we aim to transform the Madison Region into a model for economic inclusion.

The survey was sent to nearly 1,200 businesses and received a 10% response rate between November 2014 and March 2015. More than 90% of respondents based their answers on locations within the Madison Region, with businesses in all eight of the region's counties represented. Nearly 60% of respondents were for-profit companies, 23% were nonprofit, and 17% were from government or education. While companies of all sizes responded, the most common size was 100-249 employees. Combined, the survey represents more than 56,000 Madison Region employees.

### Workforce: Population by Race



### Board of Directors: Population by Race



*Note: These survey results are not intended as a complete representation of all Madison Region employers, nor do they capture results of all the questions presented in the survey. Full survey results will be made available at [madisonregion.org](http://madisonregion.org). All responses are reported in the aggregate and are anonymous.*

**56%**

of respondents do not have a written diversity statement (separate and distinct from an EEP statement used for hiring purposes)

**85%**

of respondents do not have a supplier diversity program

**75%**

of respondents offer domestic partner benefits

## A FIRST STEP TOWARD IMPROVING OUR PRACTICES

Though the survey results reveal significant opportunities for improvement, the results establish a benchmark and act as a critical first step toward improving our workplace diversity and inclusion practices over time. Nearly 42% of respondents report already having workforce demographic goals, while another 10% report having plans to begin tracking workforce demographics by race and ethnicity in the coming year. With continued focus and effort around these initiatives, the Madison Region will be positioned to become a model for economic inclusion.

MadREP has contracted with The Davis Group – a coalition of diversity and inclusion professionals – to provide assistance to companies wishing to improve their diversity and inclusion practices based on findings of the survey. The Davis Group offers services including executive coaching, diversity audits, corporate strategic planning, recruitment and retention consulting, and cultural competency training.

# 2013–2017 INVESTORS

PLEDGED AS OF MAY 1, 2015

## CORNERSTONE PARTNERS | \$50,000 AND OVER ANNUALLY



## ANCHOR PARTNERS | \$25,000–\$49,999 ANNUALLY



SSM Health Care of Wisconsin (St. Mary's Madison, St. Mary's Janesville, St. Clare Baraboo), Dean Clinic and Dean Health Plan

## SUSTAINING PARTNERS | \$10,000–\$24,999 ANNUALLY



### SUPPORTING PARTNERS

#### \$5,000–\$9,999 annually

Cambridge State Bank/Bank of Poynette  
CUNA Mutual Group  
First Weber Group  
GE Healthcare  
The Gialamas Company  
J.H. Findorff & Son  
Kraemer Brothers, LLC  
Madison College  
Miron Construction  
North Central Group  
RDC National, Inc.  
Stark Company Realtors  
Teel Plastics, Inc.  
UW Credit Union  
United Way of Dane County  
Webcrafters, Inc.

### OTHER PARTNERS

Agrace HospiceCare, Inc  
BioForward  
Edgewood College  
EZ Office Products  
Flad Development & Investment Corp  
Great Dane Pub & Brewing Co.  
Great Lakes Higher Education Corporation & Affiliates  
Home Savings Bank  
Hooper Foundation  
Lerdahl Business Interiors, Inc.  
Magna/In Business Magazine  
Monroe Clinic  
Sara Investment Real Estate LLC  
Sergenian's Floor Coverings  
Smith & Gesteland, LLP  
Stafford Rosenbaum LLP  
Strang, Inc.  
The QTI Group  
Whyte Hirshboeck Dudek  
Workforce Development Board of South Central Wisconsin

### LOCAL GOVERNMENT

Dane County  
City of Evansville  
City of Fitchburg  
City of Madison  
City of Middleton  
City of Stoughton  
Town of Bristol  
Town of Primrose  
Town of Westport  
Town of Windsor  
Village of Brooklyn  
Village of DeForest  
Village of Marshall  
Village of McFarland  
Village of Oregon  
Village of Waunakee

## **MadREP BOARD OF DIRECTORS**

Bill White (Board Chair), Partner,  
Michael Best & Friedrich, LLP

Rebecca Blank, Chancellor, University of  
Wisconsin-Madison

Mark Cullen, Chairman, J. P. Cullen & Sons

Tom Eckert, President, Blackhawk Technical College

Tim Gaillard, Senior Vice President and Chief Operating  
Officer, UW Hospital & Clinics

Carl Gulbrandsen, Managing Director, Wisconsin Alumni  
Research Foundation

Kevin Heppner, Wisconsin Managing Partner, Baker Tilly  
Virchow Krause, LLP

Steve Johnson, Factory Manager,  
John Deere Horicon Works

Timothy Kotnour, Group Sr. Vice President, Corporate  
Banking Southwest Region, Associated Bank

John Larsen (Board Secretary/Incoming Chair), President,  
Wisconsin Power & Light

Joe Parisi, County Executive, County of Dane

Mary L. Schmoeger, Executive Vice President,  
Administration, American Family Insurance

Pat Schramm, Executive Director, Workforce Development  
Board of South Central Wisconsin

Jon Schumacher, Senior Vice President, Managing  
Director, BMO Harris Bank

Jay Smith, CEO, Teel Plastics, Inc.

Paul Soglin, Mayor, City of Madison

David Walsh, Partner, Foley & Lardner, LLP

Mary Willmer-Sheedy, Advisory Council Co-Chair, Rock  
County 5.0

Gary Wolter, President & CEO, Madison Gas & Electric

## **MadREP STAFF**

Paul Jadin, President

Michael Gay, Senior Vice President  
of Economic Development

Gene Dalhoff, Vice President of Talent & Education

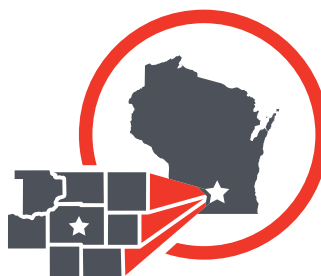
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