ADAMS COUNTY COMPREHENSIVE PLAN

Economic Development Element

Prepared by:

North Central Wisconsin Regional Planning Commission
Element 6: Economic Development

6.1 Background

A. Previous Plans
   2. Comprehensive Economic Development Strategy
   3. Adams County General Development Plan

B. Issues
   1. Business & Industrial Development
   2. Downtown Redevelopment
   3. Recreation & Tourism
   4. Agriculture
   5. Income & Unemployment Levels
   6. Commuting Patterns

6.2 Inventory & Trends

A. Economic Overview

B. Economic Sectors

C. Economic Analysis
   1. Location Quotient
   2. Shift Share

D. Labor Force Analysis
   1. Labor Force
   2. Unemployment
   3. Workforce Participation
   4. Education & Training
   5. Incomes & Wages

E. Incomes & Wages

F. Employment Projections

G. Economic Development Infrastructure
H. Economic Development Programs

1. Local
2. Regional
3. State
4. Federal

6.3 Goals, Objectives & Policies

Tables:

Table 1: Employment by Sector, 2003
Table 2: Major Employers, 2004
Table 3: Location Quotient and Total Employment by Category
Table 4: Shift-Share Analysis, 1980-2000
Table 5: Labor Force Indicators
Table 6: Hourly Wage Rate by Occupation, 2003

Display:

Display 1: Exports and Demand, Adams County, 2000

Map:

Map 1: Industrial Park
6.1 Background

This is the sixth of nine elements that comprise the Adams County Comprehensive Plan. This element is based on the statutory requirement for a “compilation of objectives, policies, goals, maps, and programs to promote the stabilization, retention, or expansion of the economic base and quality employment opportunities”.

An analysis of the labor force and economic base of Adams County is included, as is an assessment of: 1) categories or particular types of new business, 2) industries that are desired, 3) the County’s strengths and weaknesses with respect to attracting and retaining businesses and industries, and 4) the number of sites for such businesses and industries. The re-use of environmentally contaminated sites for commercial and industrial redevelopment is discussed, as are the different economic development programs available at the local, regional, state, and federal levels. Also, there is discussion of Economic Development Issues, recommendations, and implementation strategies for the county.

The Comprehensive Planning Law also establishes 14 state planning goals. Of these 14 goals, two relate directly to economic development, while three more are indirectly related to economic development. The two directly related economic development goals are:

1) Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local levels.

2) Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.

The three indirectly related goals are: Protection of economically productive areas, including farmland and forests; building of community identity by revitalizing main streets and enforcing design standards; and providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.
A. Previous Plans:

All planning processes should include a review of previous planning efforts at both the county and regional levels. Below is a review of the three most relevant economic development planning efforts.


The North Central Wisconsin Regional Planning Commission (NCWRPC) developed this plan in compliance with the State of Wisconsin’s Comprehensive Planning Law. One component of this plan is the Economic Development Element. Within this element, economic indicators are analyzed on a regional level and economic infrastructure is inventoried. The element offers some general regional goals and policies for the development of the regional economy over the next two decades.

Key findings from this regional level plan are: 1) the Region’s labor force and participation rates are increasing and unemployment is decreasing; 2) primary export industries include agriculture, forestry, manufacturing, transportation, communication, and retail; 3) the Region’s economy is mostly comprised of slow growth industry but it is shifting into a service based economy which shows much faster growth rates; 4) the Region is a competitive location for new industry starts compared to national average; 5) the Region has several available industrial parks; 6) the Region will benefit most from the creation of new or expansion of existing industries.

2. Comprehensive Economic Development Strategy (CEDS)

Adams County is one of ten counties included in the North Central Wisconsin Economic Development District as designated by the U.S. Department of Commerce, Economic Development Administration (EDA). The North Central Wisconsin Regional Planning Commission (NCWPRC) is the agency that is responsible for maintaining that federal designation. As part of maintaining that designation, the NCWRPC annually prepares a Comprehensive Economic Development Strategy (CEDS) report. The report serves to summarize and assess economic development activities of the past year and present new and modified program strategies for the upcoming year.

Key findings from this regional level plan involve an inventory of the physical geography of the Region and its resident population. Labor, income, and employment data are covered with analysis of the economic status of the Region. Construction, wholesale trade, retail, transportation, and manufacturing all have grown rapidly since 1980. Finance, insurance, real estate, and services have lagged behind national averages. State and federal government programs are identified for use by economic development professionals in enhancing the economy of the Region.
3. Adams County General Development Plan

The Wisconsin Department of Local Affairs and Development prepared the plan in 1977. This plan with funding assistance from the federal Department of Housing and Urban Development authorized by Section 701 of the Housing Act of 1954. The plan is comprehensive in nature and contains an economic analysis of labor force, income, and the structure of the County economy.

Key findings from this county plan are dated by today’s standards, but serve an interesting historical perspective on the economic situation of Adams County during the 1950’s to the 1970’s. The labor market shift from farm to non-farm economy of this period resulted in an employment downswing until displaced farm workers retrained in new vocations. Adams County had an older workforce composition in terms of age and female labor was increasing markedly. The County also had a larger proportion of skilled workers than average and a smaller proportion of semi-skilled workers. Both service and manufacturing based industries were growing employment while agriculture was declining.


In the fall of 2002, Adams County along with Wisconsin Rural Partners (WRP) conducted a community-based assessment of the local economy. In a method similar to a strategic plan, strengths, weaknesses, opportunities, and threats (SWOT) were analyzed with the assistance of WRP’s Community Resource Team (CRT) Program. The effort resulted in a report that identified important issues and provided some recommendations for future economic development activities.

Community strengths include two industrial parks in the City of Adams with utilities as well as locations in the Towns of Jackson, Preston and Rome. The County has an existing manufacturing base as well as a good mix of retail and services. An active Chamber of Commerce serves the business community in Adams County and the county’s economic development efforts are centralized in the Adams County Rural & Industrial Development Corporation (ACRIDC). Business also benefits from local financial services and the local school system. Adams County is centrally located close to markets in the Upper Midwest region, roughly equidistant between Chicago, Milwaukee, and Minneapolis-St. Paul. The entire county has a network of state highways for transportation of goods and services. The City of Adams and the Village of Friendship have municipal water and sewer capacity available.

Weaknesses identified by the Team include: lack of a shared vision for economic development, reactive development recruiting efforts, demographic diversity in economic development decision making, and lack of a strategy for attracting new business to commercial centers. The Team also identified a need
to promote a spirit of entrepreneurship among the youth of Adams County. Overall, the Team indicated that the community was divided over what it wanted Adams County to be and that this divisiveness would continue to be a damaging weakness until agreement is reached.

There are many opportunities for economic development in Adam County. Prospective businesses may utilize the county’s revolving loan fund or other financial packages. Adams County is also a member of the Juneau-Adams-Marquette (JAM) Development Zone, which provides tax credits to businesses locating or expanding in the county. Adams County is also rich in natural resources, which provides an opportunity for developing the tourism industry and population growth of seasonal or year-round residency. Linking the County with the recreational activities of the Wisconsin Dells would definitely generate growth in the tourism industry.

Adams County, like many rural areas, is threatened economically by surrounding population centers. Competing with larger communities and their respective incentive programs is difficult for smaller communities. Businesses and industries often seek locations with a high volume of traffic, easy transit, and a diverse labor force. Adams County is lacking in many of these areas and therefore the county must be careful that its economic development efforts are not wasted in direct competition with the efforts of larger surrounding communities.

B. Issues:

Part of the planning process is the identification of issues. These are the things that need to be addressed in the plan.

1. Business & Industrial Development

Although Adams County has sites that are ready for industrial development, not all of these sites are capable of offering the wide range of services necessary to appeal to all types of industrial development. Effective industrial development requires facilities such as sewer, water, and telecommunications facilities as well as easy access to highways and rail. While Adams County offers many of these in its industrial parks, access to a major interstate highway is located outside the County. This makes enticing businesses to the industrial parks more difficult. Adams County also suffers from lack of diversification in its industrial economy leading to a heavy reliance on only a few industries. Such dependence means that local employment, as well as commercial retail trade, goes up and down with the business cycles for the dominant local industry.
2. Downtown Redevelopment

This issue particularly pertains to the City of Adams and the Village of Friendship; however, it also applies to the many small cross-road communities scattered throughout the county. Both municipalities have long-established commercial districts that have degraded over time and need to be renovated. Fortunately, the majority of economic activity in these communities still takes place in the downtown area and therefore commercial property owners can be expected to actively maintain their properties to continue business. There are, however, some properties that have fallen into disrepair and are in need of revitalization. Economic development tools can be used to rehabilitate these properties to make them lucrative and profitable locations for new businesses.

3. Recreation & Tourism

The development of the recreation and tourism industry in Adams County has had a generally positive effect on the County, however, the County must be careful to moderate the growth of this industry with its capacity to serve it. Adams County’s close proximity to the Wisconsin Dells recreational areas causes a great deal of development pressure. Many people are attracted to Adams County’s recreational amenities because of its rural nature. Improper management of the recreation and tourism industry could lead to the outstripping of the attraction and a decline in the County’s overall standard of living. The community must also take care to justify the expenditures of promotional funds spent to attract visitors during the year by tracking returns on investments. To do so will require a cooperative effort among the municipalities within Adams County to avoid inefficiencies and duplication of efforts.
4. Agriculture

Agriculture is an important natural resource and a key component of the County’s economy. While forestry and farming are important to the local economy, Adams County still has experienced a reduction in the number of farms over time. This is due, in part, to the competition with the expanding tourist economy and the increase in scattered residential development. These uses are often incompatible and create problems for the agriculture industry. Those seeking to enjoy scenery or fresh air look upon forestry and farm practices with ill favor as trees are cut down and fertilizers are spread on crops. Adams County must carefully balance the use of land if agriculture is to maintain its position as a primary driver of the county’s overall economy.

5. Income & Unemployment Levels

Although the county has made progress toward closing the gap over the last twenty years, income levels still are below state and federal levels and the unemployment rate exceeds state and federal levels. These are both issues that have been identified and discussed at various levels throughout the county. Both need to be addressed to make the county a better place to live.

Adams County remains well below the state average in both median household income and per capita income. Fortunately, trends indicate that the county is “closing the gap”.

6. Commuting Patterns

The desire for Adams County residents to find work is shown in the 2000 Census, which indicates that approximately one-half of the Adams County labor force is employed outside the county. While there are daily commuters to Adams County from surrounding counties, more workers exit the county for work than are received each day. There are over 3,300 persons leaving the county for employment opportunities. These are potential employees for Adams County firms, but they need to leave the county to find employment
6.2 Inventory & Trends

The purpose of analyzing the County’s economy and identifying economic trends in this element is to answer some obvious questions. Which industries in the County have lagged in terms of economic performance? What are the underlying causes of poor economic performance in certain industries? What measures can be taken to address the economic problems that exist? When answering these questions, it is customary to use a comparative analysis between the County, the State of Wisconsin, and the nation. The analysis helps to pinpoint the strengths and weaknesses of each industry in the County thereby identifying potential strategies for economic development. Much of the information presented in this analysis has been collected from the Wisconsin Department of Workforce Development (DWD) and the U.S. Census Bureau and focuses on the indicators of income, housing units, poverty, commuting patterns, employment, and unemployment.

A. Economic Overview

As discussed in the Issue & Opportunities Element, the county’s population has increased at a rate three times faster than the state between, 1980 to 2000. If this trend continues, the county will add another 6,000 residents by 2020. Most of that growth will likely be concentrated along the Wisconsin River in the unincorporated areas as much of Adams County’s increases are due to the conversion of lands from forestry and agriculture to other uses. This increased population will generate additional demand for services. The total number of persons employed in Adams County has nearly doubled in the last twenty years, but many residents are still commuting outside the county to work in places like Wisconsin Rapids and Wisconsin Dells.

Economic analysis indicates that the county’s economy is primarily driven by agriculture, but trends indicate a shift toward service industries. The county appears to be making a transition from slow-growth industries into rapid growth industries, but this shift will necessitate workforce development and training before the economy and employment reaches equilibrium. Adams County has managed to remain competitive in agriculture, manufacturing, transportation, and utilities during the past twenty years.

B. Economic Sectors

Overall, in 2000, there were 3,558 persons employed in the ten basic economic sectors in the county. That is an increase of over 60 percent since 1980. Those basic economic sectors are presented below. They are: government; agriculture, forestry & fishing; mining; construction; manufacturing; transportation & utilities; wholesale trade; retail trade; finance, insurance & real estate; and services. See Table 1.
Between 1980 and 2000, the three fastest growing sectors were agriculture, forestry & fishing, construction and wholesale trade. Although agriculture, forestry & fishing was the fastest growing sector in terms of percentages, it accounts for less than four percent of total employment. In terms of total employment, government is the largest segment of the economy, followed by services and retail trade.

It should be noted that the number of employees in certain sectors, particularly those workers engaged in agriculture, forestry & fishing, may be understated because this information utilizes Department of Workforce Development data; those who are self employed or work in family businesses are not reflected in this data. In addition, there have been some reporting changes between 1980 and 1990.

<table>
<thead>
<tr>
<th>Table 1: Employment by Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
</tr>
<tr>
<td>Agric., For. &amp; Fishing</td>
</tr>
<tr>
<td>Mining</td>
</tr>
<tr>
<td>Construction</td>
</tr>
<tr>
<td>Manufacturing</td>
</tr>
<tr>
<td>Transp. And Comm.</td>
</tr>
<tr>
<td>Wholesale Trade</td>
</tr>
<tr>
<td>Retail Trade</td>
</tr>
<tr>
<td>Fin., Ins. &amp; Real Estate</td>
</tr>
<tr>
<td>Services</td>
</tr>
</tbody>
</table>

| Totals: | 2,168 | 2,643 | 3,558 | 1,390 | 64.11% |

Source: Department of Workforce Development; 202 Reports, 1st Quarter; 1980, 1990, 2000 & NCWRPC

1. Government: Between 1980 and 2000, this sector grew by 33 percent outpacing both state and national growth rates of 22 percent and 27 percent respectively. Over 1,100 persons are employed in this sector at the local, state and federal levels. Government is the forth-largest sector in the county, accounting for about 31 percent of total employment.
2. Agriculture, Forestry & Fishing: Between 1980 and 2000, this sector grew drastically, however, this sector is small and is subject to wide range changes. The state’s growth rate in this sector was 182 percent, but at the national level the sector actually declined by almost 2 percent. About 160 persons are employed in this sector. This is the ninth largest sector in the Region, accounting for about 4 percent of total employment.

This natural resource based sector is critical to the county and surrounding counties. It is these raw products that supply the demand for many major industries. Agriculture production of milk, potatoes, oats, barley and hay, snap beans, green peas, sweet corn, soybeans, and cranberries is critical for the dairies and food processing industries. The timber produced in the area supplies the lumber mills, the pulp and paper mills, the millwork and housing components industries and the factory-built housing industry.

3. Mining: Although the data shows no employment that does not mean there is no employment in this sector. Since this is such a small sector, data for it is often excluded to protect proprietary information if only one or two small firms are involved in this activity. Overall the state experienced about a 9 percent increase in this sector, while nationally there was a 47 percent decrease in mining employment. Non-metallic mining activity within the county typically involves sand and gravel extraction for local use and some granite quarrying.

4. Construction: Between 1980 and 2000, this sector grew by 222 percent outpacing both the state and national growth rates of 84 and 51 percent. Over 130 persons are employed in this sector. Construction is the sixth-largest sector, accounting for about 3 percent of total employment.

5. Manufacturing: Between 1980 and 2000, this sector grew by 16 percent, which outpaced the state growth rate of 6 percent and far outpaced the national rate, which decreased by 11 percent. Over 420 persons are employed in this sector. Manufacturing is the forth largest sector, accounting for about 12 percent of total employment.

6. Transportation, Public Utilities and Communication: Between 1980 and 2000, this sector grew by 59 percent outpacing both the state and national growth rates of 55 and 35 percent. Over 160 persons are employed in this sector. Transportation, Public Utilities and Communication is the fifth-largest sector, accounting for over 4 percent of total employment.

7. Wholesale Trade: Between 1980 and 2000, this sector grew by about 10 percent outpaced both the state and national growth rates of 46 and 32 percent. Over 90 persons are employed in this sector. Wholesale Trade is the eighth-largest sector, accounting for about 2.5 percent of total employment.
8. Retail Trade: Between 1980 and 2000, this sector grew by 104 percent outpacing both the state and national growth rates of 45 and 54 percent. Over 640 persons are employed in this sector. Retail Trade is the third-largest sector, accounting for about 18 percent of total employment.

9. Finance, Insurance, and Real Estate: Between 1980 and 2000, this sector grew by about 87 percent, which exceeded both the state and national growth rates of 56 and 48 percent. Over 10,800 persons are employed in this sector. Finance, insurance and Real Estate is the ninth-largest sector, accounting for about 2 percent of total employment.

10. Services: Between 1980 and 2000, this sector grew by 83 percent, which lagged behind the state growth rate of 104 percent and the national growth rate of 127 percent. Over 769 persons are employed in this sector. Service is the second largest sector, accounting for about 21 percent of total employment.

Adams County’s largest employers are displayed in Table 2. The largest employer in the County is the Adams-Friendship Public School System, followed by the Oxford Prison and the Adams County government. St. Laurent Paperboard is the largest private employer in the County.

<table>
<thead>
<tr>
<th>Employer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams-Friendship Public School District</td>
<td>Elementary and Secondary</td>
</tr>
<tr>
<td>Federal Correction Institution (Oxford)</td>
<td>Correctional Institutions</td>
</tr>
<tr>
<td>County of Adams</td>
<td>Refuse Systems</td>
</tr>
<tr>
<td>St. Laurent Paperboard Inc.</td>
<td>Corrugated and Solid Fiber</td>
</tr>
<tr>
<td>Chula Vista, Inc.</td>
<td>Hotels and Motels</td>
</tr>
<tr>
<td>Memorial Hospital Moundview</td>
<td>General Medical/ Surgical Hospital</td>
</tr>
<tr>
<td>Mid-South Nursing Homes</td>
<td>Nursing Care Facilities</td>
</tr>
<tr>
<td>Manternach Development Company</td>
<td>Prefabricated Wood Buildings</td>
</tr>
<tr>
<td>Adams Columbia Electric Co-op</td>
<td>Electric Power Distribution</td>
</tr>
<tr>
<td>Heartland Farms, Inc.</td>
<td>Irish Potatoes</td>
</tr>
<tr>
<td>Spencer IGA, Inc.</td>
<td>Supermarkets</td>
</tr>
<tr>
<td>Wisconsin River Co-op Services</td>
<td>Farm Supplies Merchant</td>
</tr>
<tr>
<td>Pingel Enterprise, Inc.</td>
<td>Motorcycle Supplies &amp; Parts</td>
</tr>
<tr>
<td>Wisconsin Tool and Mold Co.</td>
<td>Plastic Injection</td>
</tr>
<tr>
<td>Lake Arrowhead Association, Inc.</td>
<td>Fitness and Recreational Sports</td>
</tr>
</tbody>
</table>

Source: Wisconsin DWD 2004 and NCWRPC.
C. Economic Analysis

There are two techniques used here to analyze the county’s economic base. One is called “Location Quotient” and the other is called “Shift-Share”. Both of these techniques are commonly used to provide detailed economic information.

1. Location Quotient

This analysis technique compares local, state and national employment levels by economic sector. The result of this analysis is a numeric value called a location quotient. The model is derived from the premise that the local economy may be divided into two sectors: 1) a “basic” or non-local sector and 2) a “non-basic” or local sector.

Those employers providing goods and services that are purchased or consumed by customers outside the study (the county in this case) are considered to be basic employers. Conversely, goods and services consumed by the local community are considered non-basic. Thus, economic success of the community is measured by its ability to bring in money from outside of the community; the community offers goods and services that are sought out by other regions that do not have them. This type of economy is also known as an export economy and is usually the overall goal of many economic development programs.

The location quotient model uses employment information for both the County and the nation by industry and compares their ratios of sectoral employment to total employment. Each industry sector is assigned a location quotient value which in turn is used to identify those employees considered export, or “basic” within a given industry sector. “Non-basic” employees are those workers whose wages are derived from money circulating within the existing local economy. In any community, certain goods and services simply cannot be obtained locally and consumers must look elsewhere. This is known as an industry sector “leakage”. Too many leakages can result in a declining economy as consumers continue to spend their money in communities other than their own. Fortunately, Adams County has more basic employees than non-basic, however, if existing industries are not retained and new opportunities are not created, this status could change in the future.
The location quotient can be described by the following equation:

$$LQ_i = \left( \frac{e_{i}^t}{e^t} \right) / \left( \frac{E_i^t}{E^t} \right)$$

where:

- $e_i^t =$ regional (county) employment in industry $i$ in year $t$
- $e^t =$ total regional (county) employment in year $t$
- $E_i^t =$ national employment in industry $i$ in year $t$
- $E^t =$ total national employment in year $t$

If that number is greater than 1.00, it is determined to be an exporting sector, while if it is below 1.00, it is determined to be an importing sector. Exports bring money from outside the county into the local economy and imports represent local dollars flowing outside the county.

The data analyzed here is from the U.S. Census, County Business Patterns. That data set examines only the private sector, since that is where most economic growth is desired. The information presented is broken into 17 detailed categories similar to the industry composites utilized by the North American Industry Classification Standard (NAICS). Table 3 provides a summary of the location quotient analysis results.

- **Agriculture and Forestry**

Agriculture and Forestry are the most significant “drivers” of Adams County’s economy. This category has a Location Quotient of 11.8. Oilseed, grain, and other crop farming are major producers as well as beef cattle farming, dairy farming, and milk production. Row cropping and livestock are discussed in detail in the Natural, Agricultural and Cultural Resources Element of this plan, however the forestry component requires additional discussion here in terms of economic development.

There is an increasing demand for wood and wood products globally, including the products that Adams County’s forests provide. This forestry-based economy has long supported employment opportunities and generated strong revenues for landowners. The presence of these forests in Adams County has also led to a demand for a mix of both forest products and recreational uses. As more people move into the rural areas of Adams County, more development follows, which affects how the forest is used and impacts the ecology of these areas. The county must address the issue of how much forested land to protect and how much to develop.
### Table 3: Location Quotient and Total Employment by Category

<table>
<thead>
<tr>
<th>Economic Category</th>
<th>Location Quotient</th>
<th>Total Employment*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Services, Forestry, Fishing, and Hunting</td>
<td>11.8</td>
<td>50</td>
</tr>
<tr>
<td>Mining</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Utilities</td>
<td>3.3</td>
<td>50</td>
</tr>
<tr>
<td>Construction</td>
<td>0.77</td>
<td>118</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1.1</td>
<td>418</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.2</td>
<td>170</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1.16</td>
<td>399</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>0.58</td>
<td>51</td>
</tr>
<tr>
<td>Information</td>
<td>0.45</td>
<td>37</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>0.045</td>
<td>62</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>1.11</td>
<td>50</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>0.44</td>
<td>70</td>
</tr>
<tr>
<td>Waste Management and Remediation Services</td>
<td>0.39</td>
<td>84</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1.26</td>
<td>412</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>0.24</td>
<td>10</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1.47</td>
<td>337</td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>1.32</td>
<td>162</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, County Business Patterns
* Some categories are estimated because of non-disclosure.

- **Mining**

Mining in Adams County is limited to non-metallic aggregate quarries and sand pits. This category has a Location Quotient of 0. Overall, mining does not constitute a significant part of Adams County’s economy. Additional information on mining is discussed in the Natural, Agricultural and Cultural Resources Element of this plan.

- **Utilities**

The Adams-Columbia Electric Co-op and Alliant Energy are the primary players in Adams County’s utility industry sector. This category has a Location Quotient of 3.3. Adams County is a major exporter of electrical power.
Additional information regarding these entities may be found in Utilities and Community Facilities Element of this plan.

- **Construction**

Adams County does not have major construction contractors, but it does have many small, independent construction businesses that focus on building residences and small business buildings. This category has a Location Quotient of 0.77. These firms are generally capable of handling most of the demand for construction in Adams County. Substantial projects or specialized contractors can only be found elsewhere outside the County.

- **Manufacturing**

Manufacturing is always an important component of any economy given its tendency to provide more and higher paying jobs than most other sectors. This category has a Location Quotient of 1.1. In Adams County, this sector has the largest number of employees. Two significant export industries are prefabricated wood building manufacturing and fiber box manufacturing, both of which are closely related to the forestry industry.

- **Wholesale Trade**

Wholesale trade is limited in Adams County overall, however there is significant activity in the wholesale of potatoes. This category has a Location Quotient of 1.2.

- **Retail Trade**

Like wholesale trade, retail trade is also commonly in demand in rural areas. Adams County provides basic retail services to residents, but most specialized retail requires imports from surrounding areas. This category has a Location Quotient of 1.16.

- **Transportation and Warehousing**

Adams County has a developed transportation and warehousing industry. The local supply of these services is roughly adequate to meet overall demand. This category has a Location Quotient of 0.58. Many industries rely upon transportation and warehousing as a major component of their business practice. Adams County’s rural setting creates a situation where the local industries must have effective transportation and warehousing services to compete in a regional, national, or global market.
• Information

The information industry is limited in Adams County, however this is common in rural settings. Information technology is readily transferable with limited expense from larger communities and therefore it is unlikely that Adams County will see a significant gain in this industry sector in the near future. This category has a Location Quotient of 0.45.

• Finance and Insurance

Adams County has a number of small banks and insurance agencies as well as a number of banks and agencies affiliated with larger firms outside the County. This category has a Location Quotient of 0.45. Despite the presence of these local offices, this industry is not a major source of economic stimulus for the County.

• Real Estate and Rental & Leasing

While there are locally owned and operated real estate agencies as well as rental and leasing agencies, the situation here is similar to that of finance and insurance: this industry is a major source of economic stimulus for the County. This category has a Location Quotient of 1.11.

• Professional, Scientific and Technical Services

Adams County has a limited amount of this type of industry, but for the most part residents must seek these specialized services in larger population centers. This category has a Location Quotient of 0.44. This sector is generally weak in any rural community.

• Management of Companies and Enterprises

This industry sector is practically nonexistent in Adams County, but then so is the demand for these types of services. This category has a Location Quotient of 0. This situation is unlikely to change in the near future.

• Waste Management & Remediation Services

While Adams County has some private waste management services, this is an economy of scale thereby preventing these firms from having a significant impact on the overall economy. This category has a Location Quotient of 0.39. Mostly, these firms are hauling waste to nearby landfills outside the County and therefore actual management activity in this industry sector is limited in Adams County.
• Health Care and Social Assistance

The demographic makeup of Adams County necessitates significant health care and social assistance services. This category has a Location Quotient of 1.26. This industry is likely to continue to grow not only in Adams County, but throughout Wisconsin. Currently, Adams County is a major employer in the nursing care industry.

• Arts, Entertainment, and Recreation

Although Adams County does not offer the arts and entertainment opportunities of larger cities, it compensates in this sector through its relatively extensive recreation economy. This category has a Location Quotient of 0.24. With increases in population and proximity to Wisconsin Dells as a major tourist attraction, Adams County will continue to see increases in this industry sector in the future.

• Accommodation and Food Services

Adams County is a popular tourist destination and therefore offers a variety of lodging and food services to accommodate the demands that tourism generates (such as hotels, motels, and full-service restaurants). This category has a Location Quotient of 1.47. This economic sector is considered to be a major export economy for Adams County and is likely to see dramatic increases in the years to come.

• Other Services

This category collects all of the private sector service jobs that do not fit into other categories. This category has a Location Quotient of 1.32.

When grouping economic data, individual industry data is often generalized because of other industries within that category. To further examine the data and identify industries within these categories, a listing of primary, secondary, and other exporters was developed. Primary exporters are those industries that comprise a major portion of local employment and therefore have a major economic impact on the local economy through the export of goods out of the community. Secondary exporters have an impact to a lesser extent but are still significantly important. Other exporters are those industries that showed some magnitude in the data, but of a much more minor effect than the previous two categories. Also developed was a list of industries that are lacking in the county.

Primary export industries are defined as those in which the location quotient exceeded one and had employment of 175 persons or greater; secondary export
industries are those with employment between 174 and 100; and other export industries are defined as those with employment between 50 and 99. Industries that have employment below fifty but have location quotients above one were assumed to have minor impact on the export economy of the county.

The export industries listed are considered strengths that may be built upon in the future as niche industries to pull more money into the County. Building on strengths brings more money into the community, but stopping leakages also keeps the money within the economy. The final list given above identifies certain industries as “in demand” in the Adams County area based on the location quotient analysis. These industries present opportunities for potential entrepreneurial ventures in the County to meet this demand. Note that these high demand industries are all in the services industry sector.

In a rural community, these goods are often obtained by either traveling to a bigger community or the services obtained by contracting with an out-of-town firm. Although not shown as an “in demand” industry above, manufacturing is always an export industry and usually has a demand that far exceeds the needs of the local community. For this reason, manufacturing is considered to be the most likely kind of employment to bring in money from outside the community. The service industry, on the other hand, usually focuses on serving those local to the area and therefore constitutes mostly internal money flows in the community.

<table>
<thead>
<tr>
<th>Display 1</th>
<th>Exports and Demand, Adams County, 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Export Industries (Adams County)</td>
<td>Secondary Export Industries (Adams County)</td>
</tr>
<tr>
<td>- Oilseed and Grain Farming</td>
<td>- Vegetable and Melon Farming</td>
</tr>
<tr>
<td>- Other Crop Farming</td>
<td>- Greenhouse, Nursery, and Floriculture Production</td>
</tr>
<tr>
<td>- Beef Cattle Ranching and Farming</td>
<td>- Logging</td>
</tr>
<tr>
<td>- Dairy Cattle and Milk Production</td>
<td>- Dry, Condensed, and Evaporated Dairy Product Manufacturing</td>
</tr>
<tr>
<td>- Electric Power Distribution</td>
<td>- Motorcycle, Bicycle, and Parts Manufacturing</td>
</tr>
<tr>
<td>- Prefabricated Wood Building Manufacturing</td>
<td>- Other General Merchandise Stores</td>
</tr>
<tr>
<td>- Corrugated and Solid Fiber Box Manufacturing</td>
<td>- General Freight Trucking, Long Distance, Truckload</td>
</tr>
<tr>
<td>- Farm Product Material Wholesalers (potatoes)</td>
<td>- Special Needs Transportation</td>
</tr>
<tr>
<td>- Nursing Care Facilities</td>
<td>- Security Guards and Patrol Services</td>
</tr>
<tr>
<td>- Hotels and Motels</td>
<td>- Child Day Care Services</td>
</tr>
<tr>
<td>- Full-Service Restaurants</td>
<td></td>
</tr>
</tbody>
</table>
2. Shift Share

The second analysis technique is called “Shift-Share”. While the location quotient analysis provides a snapshot of the economy at a given time, shift-share analysis introduces trend analysis (change over a period of time). This is an analysis technique that examines economic change and incorporates a “what-if” component. The theory behind shift-share is that local economic trends can be determined to be “up” or “down” relative to national trends, called the National Growth Component. It also identifies if the growth is in fast or slow growing industries or sectors, called Industrial Mix; and finally, it identifies how competitive an area is for attracting different economic sectors, called the Competitive Share. Both models use the same employment data.

The National Growth value is simply the result of comparing the county’s economic growth as compared to the national growth rate of 42.75 percent and what actually occurred over those twenty years. Using this method we would expect the county to gain about 927 new jobs over that period. Compared to the actual results, which show 1,390 new jobs added, we conclude that the county’s “share” of growth from national growth only accounted for about 65 percent of total growth.

The Industrial Mix value is either a positive or negative and attempts to describe the region’s (county in the case) employment trend as either fast-growth or slow-growth. If the IM is positive, it means that the majority of the county’s employment is engaged in fast growth sectors; a negative value means the county’s employment is engaged in slow growth sectors. The more the value is away from zero (be it positive or negative), the more closely associated the county’s employment is related to fast or slow growth industries. Growth in fast growing sectors is the most desirable.

The Competitive Share component is similar to the IM in that it also will result in a positive or negative value. It is an indicator of how attractive the region (county in this case) is to a particular sector. If an area has a large number of persons gainfully employed in a given sector, the model concludes that the area must be an attractive location for that type of industry. On the other hand, if the area has proportionally fewer persons engaged in a given sector, the model draws the opposite conclusion. Again, the higher the positive value, the more competitive the location; and the lower the value, the less competitive.

The model assumes that these forces of change can come from three sources: 1) local economic changes as a simple extension of the national trend; 2) local economic changes caused by concentration of businesses in certain industry sectors; or 3) local economic changes arising from local competition (or lack thereof) in certain industry sectors. While the model can provide some insight into the magnitude of these factors, it is merely a descriptive tool and does not indicate why employment changed. Basically, the model measures the
movement (shift) of the local economy into faster or slower growth sectors and the community’s larger or smaller portion (share) of the growth occurring in a given economic sector.

The industrial mix (IM) and competitive share (CS) components are computed as follows:

\[ IM_i = e^{80_i} (R_i - R_T) \]

where:

- \( e^{80_i} \) = regional (county) employment in industry \( i \) in year 1980
- \( R_i \) = national growth rate in employment in industry \( i \), 1980 to 2000
- \( R_T \) = average national growth rate from 1980 to 2000
- \( IM_i \) = industrial mix component for regional (county) industry \( i \)

The county employment for each sector in 1980 is used as a base value and multiplied by the difference between the national sector growth rate and the overall economic growth rate of the nation.

\[ CS_i = e^{80_i} (r_i - R_i) \]

where:

- \( e^{80_i} \) = regional (county) employment in industry \( i \) in year 1980
- \( r_i \) = regional (county) growth rate in employment in industry \( i \), 1980 to 2000
- \( R_i \) = national growth rate in employment in industry \( i \), 1980 to 2000
- \( CS_i \) = competitive share component for regional industry \( i \)

Here, the regional employment is multiplied by the difference between the local sector growth rate and the national sector growth rate to obtain a positive or negative value.

Table 4 summarizes the shift-share analysis results. Under the Industrial Mix (IM) column, it appears that Adams County has a great deal of employment in the agricultural and manufacturing sectors – both of which the model considers to be slow-growth industries by national average. On the other hand, Adams County also has many employees in the fast-growth categories of health services, amusement & recreation, and other services. The total industrial mix for all industry sectors is nearly 700 in the positive, indicating that Adams County has a balanced economy between slow and fast growth industry categories.

Under the Competitive Share (CS) column the county appears to be competitive in the manufacturing sector, particularly in paper and allied products. Other highly competitive industries include agriculture and utilities. Adams County
is attractive to these industry sectors due to the county’s natural resources. The agricultural and forestry infrastructure combined with abundant water resources create a variety of economic incentives to make the county an appealing location. Unfortunately, the absence of telecommunications and major transportation infrastructure makes Adams County less competitive in terms of retail and service industries. The total CS value for all industry sectors in Adams County is negative 926 (rounded up). This value could be best interpreted by the following statement: Adams County should have generated over 900 more jobs in the last twenty years than it did given its population, competitive location, amenities, and/or historic economic development efforts. It would appear that the county has fallen behind national trends in economic growth.

<table>
<thead>
<tr>
<th>Industry</th>
<th>IM</th>
<th>CS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>-775.52</td>
<td>141.19</td>
</tr>
<tr>
<td>Ag Services and Forestry</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mining</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Construction</td>
<td>-19.11</td>
<td>31.94</td>
</tr>
<tr>
<td>Lumber and Wood Products</td>
<td>-48.28</td>
<td>33.98</td>
</tr>
<tr>
<td>Paper and Allied Products</td>
<td>-120.17</td>
<td>229.41</td>
</tr>
<tr>
<td>Rubber and Miscellaneous Plastics</td>
<td>-8.97</td>
<td>-71.59</td>
</tr>
<tr>
<td>Fabricated Metal Products</td>
<td>-45.43</td>
<td>-66.12</td>
</tr>
<tr>
<td>Other mfg</td>
<td>-38.67</td>
<td>35.07</td>
</tr>
<tr>
<td>Electric, Gas, and Sanitary Services</td>
<td>-30.23</td>
<td>8.68</td>
</tr>
<tr>
<td>Other Transit, Communications, and Utilities</td>
<td>3.35</td>
<td>104.52</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>-16.16</td>
<td>37.61</td>
</tr>
<tr>
<td>Misc. Retail</td>
<td>131.98</td>
<td>-292.54</td>
</tr>
<tr>
<td>Other Retail</td>
<td>892.01</td>
<td>-621.35</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>-26.95</td>
<td>49.8</td>
</tr>
<tr>
<td>Amusement &amp; Recreation</td>
<td>195.31</td>
<td>-267.59</td>
</tr>
<tr>
<td>Health Services</td>
<td>107.87</td>
<td>-106.11</td>
</tr>
<tr>
<td>Other Services</td>
<td>491.41</td>
<td>-172.67</td>
</tr>
</tbody>
</table>

| County Total:                    | 692.44 | -925.77 |

Source: County Business Patterns, 1980 to 2000 and NCWRPC.

Table 4:
Shift-Share Analysis, 1980 - 2000
D. Labor Force Analysis

This section examines four factors related to the county labor force. These factors are labor force, unemployment, workforce participation, and education & training. Table 5 displays a variety of information related to the county labor force.

Table 5: Labor Force Indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force</td>
<td>5,306</td>
<td>6,310</td>
<td>8,522</td>
<td>60.61%</td>
<td>26.77%</td>
</tr>
<tr>
<td>Employed</td>
<td>3,964</td>
<td>5,640</td>
<td>7,859</td>
<td>98.26%</td>
<td>29.34%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>1,342</td>
<td>670</td>
<td>663</td>
<td>-50.60%</td>
<td>-9.82%</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>12.65%</td>
<td>10.62%</td>
<td>7.78%</td>
<td>-69.24%</td>
<td>-28.79%</td>
</tr>
<tr>
<td>Participation Rate</td>
<td>50.03%</td>
<td>49.55%</td>
<td>55.99%</td>
<td>11.91%</td>
<td>11.21%</td>
</tr>
</tbody>
</table>

Source: U.S. Census, 1980 to 2000 and NCWRPC.

1. Labor Force

Overall, the labor force has grown from 5,306 in 1980 to over 8,500 in 2000. That represents a growth of over 60 percent, which exceeds the state's growth rate of about 27 percent. The labor force is defined simply as the number of persons, sixteen and over, employed or looking to be employed. Persons over sixteen who are students, homemakers, retired, institutionalized, or unable/unwilling to seek employment are not considered part of the labor force. In 1980, 3,964 of those were employed and that rose to 7,859 in 2000, an increase of almost 99 percent.

As identified earlier in the plan, the county has experienced population growth over the last two decades, although that growth is not the same among all age groups. In 1980, over 25 percent of the population was 17 and under, while only 17 percent were 65 and older. By 2000, there were about 20 percent 17 and under, while the 65 and older grew to almost 20 percent. These population trends create issues for the expansion of the local labor force.

2. Unemployment

In 1980 the county had 12.6 percent unemployment, compared to the state rate of 6.6 percent. In 2000, the county had 7.8 percent unemployment rate, compared to the state rate of 4.7 percent. Unemployment is defined as the difference between the total civilian labor force and total persons employed. Stay-at-home parents, retirees, or persons not searching for employment are not considered unemployed because they are not considered to be part of the “labor force”.

Economic Development 2006
Adams County Comprehensive Plan
Over the last twenty years, Adams County has generally had higher unemployment rates than the state average. In the past few years, Adams County’s unemployment has dipped below state average indicating an improved employment situation for the county.

3. Workforce Participation

Much of the growth in the county’s labor force has been due to the increase in the participation rates. In 1980, only about 50 percent of the population over 16 was in the labor force. By 2000, that rate increased to 56 percent. The national participation rate in 2000 was 48 percent, and the state rate was 69 percent. Workforce participation is a measure expressed in terms of a percentage of persons not actively seeking employment divided by the total working age population. These persons may not seek employment due to retirement, disability, choose to be a home care provider, or simply are not looking for work. In any event, these persons are not receiving unemployment benefits, nor are they seeking employment in any capacity.

Considering its population, Adams County has relatively few people participating in the workforce. Overall, the county has a labor force participation rate of about 55 percent while the state average is almost 75 percent. This can partially be attributed to the county’s high median age.

4. Education & Training

Worker productivity has often been cited as one important reason for the strength of Wisconsin’s economy. Both education and training is critical to maintaining that productivity.

The level of educational attainment is an important indicator of the skills of the labor force. Formal education and job training reflect a community’s ability to provide a labor force for certain types of industry. As identified earlier in the plan, educational attainment in the county is very similar to the national average in terms of those with a high school diploma or better, and bachelor’s degrees or higher, although, the county does lag behind the state in both areas.

Training is another labor force indicator. Partnerships between local businesses, governments, and educational institutions are very useful in developing the Regional economy. Institutions such as UW-Stevens Point and Midstate Technical College, often direct their programs to the training needs of local workers and businesses. Training services for dislocated workers is provided at the “Job Center” located in the City of Adams. The center is intended to be a one-stop resource for employers to meet their workforce needs and job seekers to get the career planning, job placement, and training services
they need to obtain jobs. Organizations such as the North Central Wisconsin Workforce Development Board are important to this process as well.

E. Incomes & Wages

There are two basic measures of income: median household income and per capita income. Median household income provides an indication of the economic ability of the typical family or household unit while per capita income provides a measure of relative earning power on a per person level. As identified in the Issues & Opportunities Element of this plan the Median Household income in 2000 was $40,538 and the Per Capita income was $19,529. Both Median and Per Capita Incomes have risen over the last twenty years, by 23 and 48 percent respectively. Both of these rates exceed state growth rates for the same time period.

Table 6 provides some selected wage data by industry as collected by the Wisconsin Department of Workforce Development (DWD) from its Labor Market Information (LMI) Report.

The average wage for entry-level positions (in fast growth and high opening occupations) requiring one month or less of training was approximately $9.00 per hour; entry-level employees could expect between $10.71 to 15.36 for occupations requiring up to a year of on-the-job training. An Associate Degree in health records or computer support would start at $12.12 and $16.29 per hour respectively. A Bachelor’s Degree in computer information technology, systems analysis, or programming could earn between $22.28 and $33.51 per hour. Surgical technologists and registered nurses could expect $13.89 and $22.18 per hour respectively.

F. Employment Projections

The latest Wisconsin Department of Workforce Development’s (DWD) Workforce Profile for Adams County identified a need for both skilled and unskilled workers in the local labor market. Those identified as the fastest growing occupations include: computer technicians, health care specialists, and human services assistants. Meanwhile, occupations with the most openings include cashiers, salespersons, office and stock clerks, janitors and cleaning, nurses, food preparation and waiters/waitresses, truck drivers, and heavy material movers.

Employment projections are more fully discussed in the land use element related to the demand for future land.
Overall, Adams County’s economic development infrastructure is concentrated in the central part of the county along Highway 13. This infrastructure investment provides a wider range of opportunities for the prospective entrepreneur and greatly increases the county’s chances of developing and maintaining a stable employment base for its workforce in the future.

Adams County’s variety of infrastructure amenities includes:

- A fully serviced 75 acre industrial park located in the City of Adams, including rail service.

### Table 6:
**Hourly Wage Rates by Occupation, 2003**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Occupations</td>
<td>$26.71</td>
</tr>
<tr>
<td>Business and Financial Operations Occupations</td>
<td>$20.42</td>
</tr>
<tr>
<td>Computer and Mathematical Occupations</td>
<td>$25.93</td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>$24.43</td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>$18.11</td>
</tr>
<tr>
<td>Community and Social Services Occupations</td>
<td>$15.78</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>$26.31</td>
</tr>
<tr>
<td>Education, Training and Library Occupations</td>
<td>$15.64</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports and Media</td>
<td>$12.80</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>$23.33</td>
</tr>
<tr>
<td>Healthcare Support Occupations</td>
<td>$10.48</td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>$14.89</td>
</tr>
<tr>
<td>Food Preparation and Serving-Related Occupations</td>
<td>$7.72</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>$9.70</td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>$11.45</td>
</tr>
<tr>
<td>Office and Administrative Support Occupations</td>
<td>$12.35</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry Occupations</td>
<td>$10.98</td>
</tr>
<tr>
<td>Construction and Extraction Occupations</td>
<td>$18.17</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>$15.63</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>$12.93</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>$14.75</td>
</tr>
<tr>
<td>County Total:</td>
<td>$13.91</td>
</tr>
</tbody>
</table>

Source: WI DWD, 2003 and NCWRPC
• Three partly serviced industrial parks: one in the Town of Jackson (90 acres), one in the Town of Preston (5 acres), and one in the Town of Rome (75 acres).

• Three industrial type buildings available for immediate occupation totaling 172,300 square feet.

• 98 miles of state highway, including State Highways 13, 21, 23, 73, and 82.

• Approximately 234 miles of County maintained highways.

• A public-use airport with a 6,000’ runway suitable for commercial and freight service. It is classified as a Basic Utility – B Airport.

• The Union Pacific Railroad with a terminal in the City of Adams.

Industrial Parks are the critical economic development infrastructure in the county. The creation of industrial parks enables communities to compete with other communities to attract new businesses or to relocate existing businesses for expansions. An industrial park is a parcel of land that has been developed according to a plan that provides sites for potential industrial firms. The “park” is designed in such a way that it ensures compatibility among industrial operations and the existing activities of the area in which the park is located. The “park plan” provides for appropriate building setbacks, lot sizes, building to land ratios, architectural specifications, and landscaping required by the local codes and as necessitated by the nature of industrial activity. A business incubator is another tool that is currently being discussed at the county level to promote economic development. Map 1 displays the location of these areas in Adams County.

H. Economic Development Programs

1. Local

Adams County Rural & Industrial Development Corporation (ACRIDC)
A non-profit organization that promotes the economic development of Adams County, Wisconsin, and its respective cities, villages, and towns. ACRIDC is comprised of area businesspersons, citizens, local government, utility company representatives, state agencies and elected officials, educational institutions and other organizations essential to the growth of Adams County. ACRIDC is prepared to serve the needs of new businesses coming to the area as well as to assist existing companies.
MAP 1: BUSINESS & INDUSTRIAL PARKS
**JAM Development Zone**
Adams County was awarded designation as a Wisconsin Development Zone in association with Juneau and Marquette Counties. Known as the JAM Zone (Juneau-Adams-Marquette), Adams County qualifies for special state incentives available to businesses that locate or expand within the Zone. The extent of the credits for any given business is determined during the certification process. This program is administered by the ACRIDC.

**Adams County Revolving Loan Fund**
A Wisconsin Department of Commerce Economic Development Grant was awarded to Adams County in 1996. This grant enabled Adams County to establish a revolving loan fund in order to assist local businesses and is administered by the ACRIDC.

**Adams County Chamber of Commerce**
The Adams County Chamber of Commerce is dedicated to the development of the business community in Adams County. The Chamber offers information on local business and industry and also provides a variety of programs designed to assist business development.

**Adams - Columbia Electric Coop (ACEC) Revolving Loan Fund**
The ACEC established a USDA - Rural Development IRP revolving loan fund designed to address a gap in private capital markets for long-term, fixed-rate, low down payment, low interest financing. It is targeted at the timber and wood products industry, tourism and other manufacturing and service industries.

2. Regional

**North Central Wisconsin Development Corporation**
The North Central Wisconsin Development Corporation (NCWDC) manages a revolving loan fund designed to address a gap in private capital markets for long-term, fixed-rate, low down payment, low interest financing. It is targeted at the timber and wood products industry, tourism and other manufacturing and service industries.

**North Central Advantage Technology Zone Tax Credits**
Adams County has been designated a Technology Zone by the Department of Commerce. The Technology Zone program brings $5 million in income tax incentives for high-tech development to the area. The North Central Advantage Technology Zone offers the potential for high-tech growth in knowledge-based and advanced manufacturing clusters, among others. The zone designation is designed to attract and retain skilled, high-paid workers to the area, foster regional partnerships between business and education to promote high-tech development, and to complement the area’s recent regional branding project.
Northwest Wisconsin Manufacturing Outreach Center (NWMOC)
The Northwest Wisconsin Manufacturing Outreach Center provides operations assessments, technology training, and on-site assistance to help firms in southern Wisconsin modernize and streamline manufacturing processes.

3. State

Rural Economic Development Program
This program administrated by Wisconsin Department of Commerce provides grants and low interest loans for small business (less than 25 employees) start-ups or expansions in rural areas, such as Adams County. Funds may be used for "soft costs" only, such as planning, engineering, ad marketing assistance.

Wisconsin Small Cities Program
The Wisconsin Department of Commerce provides federal Community Development Block Grant (CDBG) funds to eligible municipalities for approved housing and/or public facility improvements and for economic development projects. Economic Development grants provide loans to businesses for such things as: acquisition of real estate, buildings, or equipment; construction, expansion or remodeling; and working capital for inventory and direct labor.

University of Wisconsin Extension Office
The Center for Community Economic Development, University of Wisconsin Extension, creates, applies and transfers multidisciplinary knowledge to help people understand community change and identify opportunities.

The Wisconsin Innovation Service Center (WISC)
This non-profit organization is located at the University of Wisconsin at Whitewater and specializes in new product and invention assessments and market expansion opportunities for innovative manufacturers, technology businesses, and independent inventors.

Wisconsin Small Business Development Center (SBDC)
The UW-SBDC is partially funded by the Small Business Administration and provides a variety of programs and training seminars to assist in the creation of small business in Wisconsin.

Transportation Economic Assistance (TEA)
This program, administered by the Wisconsin Department of Transportation, provides immediate assistance and funding for the cost of transportation improvements necessary for major economic development projects.

Other State Programs
Technology Development grants and loans; Customized Labor Training grants and loans; and Major Economic Development Project grants and loans.
4. Federal

*Economic Development Administration (EDA)*
EDA offers a public works grant program. These are administered through local units of government for the benefit of the local economy and, indirectly, private enterprise.

*U.S. Department of Agriculture – Rural Development (USDA – RD)*
The USDA Rural Development program is committed to helping improve the economy and quality of life in all of rural America. Financial programs include support for such essential public facilities and services as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telephone service. USDA-RD promotes economic development by supporting loans to businesses through banks and community-managed lending pools. The program also offers technical assistance and information to help agricultural and other cooperatives get started and improve the effectiveness of their member services.

*Small Business Administration (SBA)*
SBA provides business and industrial loan programs that will make or guarantee up to 90% of the principal and interest on loans to companies, individuals, or government entities for financing in rural areas. Wisconsin Business Development Finance Corporation acts as an agent for the U.S. Small Business Administration (SBA) programs that provide financing for fixed asset loans and for working capital.
6.3 Goals, Objectives & Policies

This section identifies the goals, objectives and policies of the county as related to economic development.

Goals:

1) Maintain, diversify and expand the economy in the county, while maintaining the rural character of the county.

2) Preserve and enhance the quality of life by promoting the compatibility with economic development

3) Encourage the coordination of economic development, including tourism efforts, throughout the county and the region.

4) Promote the quality of life.

Objective:

1) With the Adams County Rural Industrial Development Commission (ACRIDC) promote the retention and expansion of the current economic base.

Policies:

1) Conduct a business retention survey from time to time to understand the needs of area businesses.

2) Establish a Business Retention Committee to address business needs and recognize local businesses.

Objective:

2) With the Adams County Rural Industrial Development Commission encourage the creation of new businesses.

Policies:

1) Consider sponsoring a “How to Start a Business” Program.

2) Assist local inventors to create new firms, work with area entrepreneur networks.
Objective:

3) With the Adams County Rural Industrial Development Commission promote the relocation of businesses to Adams County.

Policy:

1) Market available sites and buildings to targeted firms.

Objective:

4) With the Adams County Rural Industrial Development Commission and area schools develop and maintain a well-trained workforce.

Policies:

1) Determine current employment characteristics and identify existing and future employment needs.

2) Encourage educational institutions to develop training programs needed by the area’s businesses to meet identified needs.

3) Support and work with local school officials on expanding the school to work program.

Objective:

5) Maintain and enhance public facilities and services.

Policies:

1) Evaluate, maintain and enhance infrastructure as necessary to facilitate economic growth, such as an industrial park.

2) Plan for an adequate supply of land for commercial and industrial needs.

3) Promote telecommunications infrastructure and other technology related to development and expansion.

4) Direct industrial development to areas with the infrastructure and services to support the development.
6) Work with local governments on all aspects of economic development.

7) Continue to support the Adams County Airport as an economic development asset.

Objective:

6) Pursue increased funding from both public and private sources.

Policies:

1) Expand existing and secure additional revolving loan funds to assist local economic development efforts.

2) Pursue Wisconsin Department of Commerce and Wisconsin Housing and Economic Development Authority funds, among others.


4) Continue to utilize local revolving loan funds and seek additional recapitalization to provide funding to area business.

5) Work with local firms to utilize the tax credit programs available through the Juneau, Adams & Marquette Development Zone and North Central Advantage Technology Zone.