Target Industry Study:
City of Reedsburg
Business Center and
Municipal Communications Utility

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In This Document

Executive Summary---------- **Page 1**

Overview of the Reedsburg Municipal Communication Utility---------- **Page 2**

About Reedsburg's Business Center---------- **Page 2**

The Advantages of a Fiber to the Premises Network---------- **Page 4**

The Advantages of the Reedsburg Business Center---------- **Page 4**

The Economic and Social Benefits---------- **Page 6**

Wisconsin Telecommunications Landscape---------- **Page 7**

Potential Industry Segment Fact Sheets---------- **Page 8**

Financial Industry---------- **Page 10**

Data Centers---------- **Page 15**

Technology Based Manufacturing---------- **Page 19**

Transportation and Logistics Industry---------- **Page 25**

Electronic Shopping and Mail Order ---------- **Page 30**

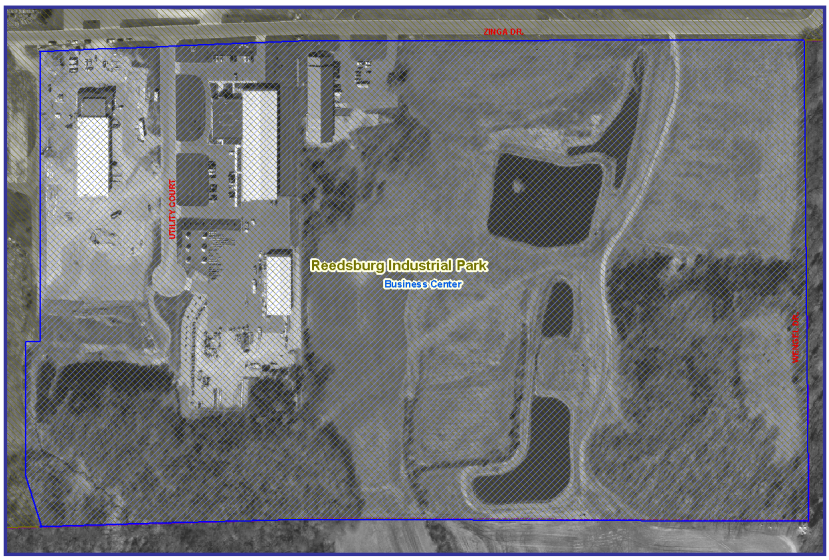
R&D In Physical Engineering and Life Sciences---------- **Page 34**

Call Centers---------- **Page 37**

Software Publishing---------- **Page 40**

Recommendations---------- **Page 43**

Executive Summary



The City of Reedsburg recently opened a new business park and constructed a Municipal Communication Utility (MCU). The MCU provides high-speed internet, television, and phone service through the municipality at higher speeds and lower costs than are available in many communities. This new-age infrastructure is becoming increasingly important to today's businesses and comprises a large component of their operating costs. The City's business center is wired with fiber optics, served with infrastructure, and has shovel-ready sites for new businesses at very competitive prices. These recent investments had the intent of keeping Reedsburg's economy competitive with more urbanized areas and to enhance business retention and expansion efforts.

A recent survey showed promising results and provides excellent data for business expansion efforts. According to a 2007 survey by the Fiber to the Home Council, local Reedsburg companies experienced an average increase in sales of $8,659 and a reduction of costs of $20,600. These are significant results experienced by the typical Reedsburg company, many of which are not in data-intensive industries.

With a robust and inexpensive data infrastructure and available building sites, the City of Reedsburg is positioned to grow the employment base of the City. The intent of this study is to identify target industries which would be a good match for the City's business park. Our research identified eight target industries that are appropriate for further economic development efforts. These industries are both heavily-reliant on the transmission of large volumes of data and are good fit for the Reedsburg market. Particular attention is paid to industries that would garner an extra benefit from the MCU, as this asset distinguishes Reedsburg from other communities of similar size. The eight identified industries are:

- Financial Industry
- Data Centers
- Technology Based Manufacturing
- Transportation and Logistics Industry
- Electronic Shopping and Mail Order
- Call Centers
- R&D in Physical Engineering and Life Sciences
- Software Publishing

Each one of these industries is profiled in the report along with the reasons they would be a good fit for the Reedsburg Business Center and important information on industry trends and needs. At the end of the report is a list of recommendations for reaching businesses in these industries and economic development in general.

Overview of the Reedsburg Municipal Communication Utility

In 2000, the City of Reedsburg began the development of a Municipal Communication Utility (MCU). The MCU in Reedsburg consists of a city-wide network of fiber optic communication lines that are owned and operated by the Reedsburg Utility Commission (RUC). This means that residents are able to purchase high speed internet, television and telephone services through the municipality as they would a private entity. The impetus for this program was the realization that Reedsburg had fallen victim to the rural/urban divide. In other words, they were finding it increasingly difficult to compete in attracting certain types of information-based businesses. At the end of 2006, after six years and over $13 million dollars in costs, the RCU completed build out of Reedsburg's fiber to the premises network (FTTP), which included the creation of a fiber wired business park.

As stated above, the major impetus for the Reedsburg MCU project was the realization that a poorly "connected" rural community has difficulty attracting and securing new businesses. Since Reedsburg is now equipped with the utility, they have succeeded in closing the rural/urban divide, and are in fact providing service that in many ways surpasses service provided elsewhere in the state. This will allow the community to market space in the Reedsburg Business Center and other areas to those businesses that may require the connectedness of an urban area, but desire amenities offered by the Reedsburg community.

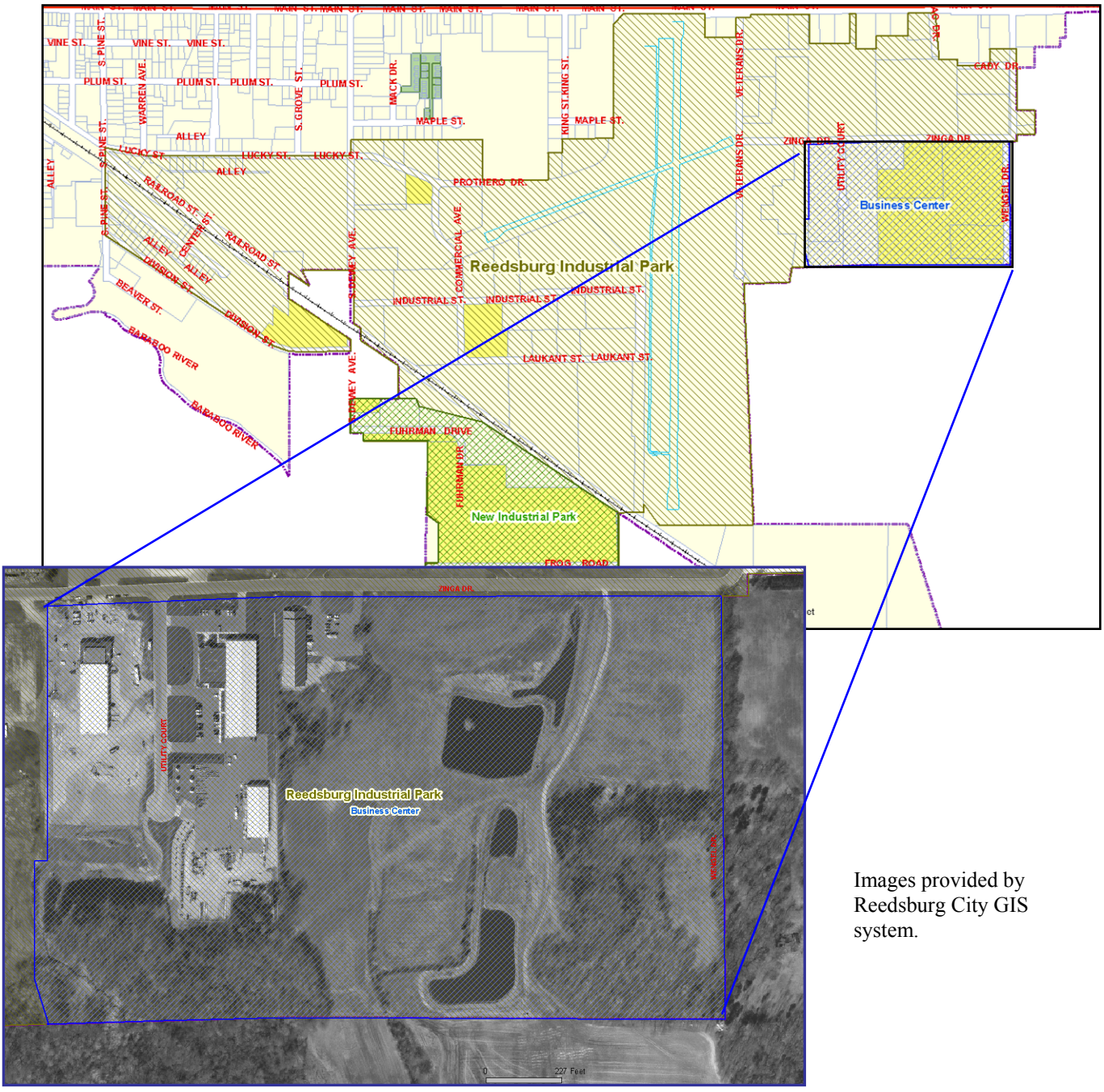
About Reedsburg's Business Center

The Reedsburg business center is located one block from Main Street (State Highway 23/33). The site consists of 40 acres served by City infrastructure and connected with walking trails. There is also room for expansion on the 40-acre parcel of land to the east. The parcels surround four ponds and are divided into 2-6 acre lots. The park offers greenfield sites in a campus-like setting. The parcels are zoned I-4 for high tech and research offices, and the City maintains performance standards to insure compatibility of neighboring uses and an office like setting. The permitted uses in the park include:

- Business and Professional Offices
- Computer Research and Development Facilities
    - Telemarketing
    - Telecommunications
    - Educational and scientific research
    - Laboratories, research and testing
    - Utilities
    - Product development
- Light Manufacturing Activities
    - Assembly
    - Food products
    - Pharmaceuticals
    - Computers and communications equipment
    - Warehousing (if incidental to primary use)

Although some of the suggested industry segments within this document do not fall into these categories, namely technology based manufacturing, the existence of the neighboring Industrial Park provides the opportunity to split uses between the two centers. Meaning, a technology

manufacturer could located their production facility in the Industrial Park and locate their data processing and/or research facility in the Business Center. Also, because the Industrial Park is fully wired with the FTTP network, any manufacturing business could gain all of the same services by locating solely in the Industrial Park.



Images provided by Reedsburg City GIS system.

The Advantages of a Municipal Fiber to the Premises Network

- **Increased Bandwidth**
- **Symmetrical upload and download speeds**
- **Reliability**
- **Greater future upgrade potential**
- **Future cost savings**

What we think of as "broadband cable-internet" is usually comprised of a Hybrid Coaxial-Fiber (HCF) network. An HCF network consists of fiber optic transmission lines running to local hubs, and from those hubs, traditional coaxial cable running to the home. This coaxial segment is what is known as "the last mile." In a FTTP network, optical lines run directly up to and in the user's home or business. The elimination of coaxial cable in the last mile offers transfer rate and packet size advantages. For example, coaxial cable has a limited upload transfer rate, meaning you can download information onto your computer quickly, but uploading from your computer can be considerably slower. Fiber to the premises offers symmetrical speeds in which both downloading and uploading are equally as fast. Also, a municipal fiber network is widely considered to be more reliable than a private HCF setup because it offers redundant network connections for each business and is backed by the reliability of the power utility. In the future it is likely that FTTP will offer higher bandwidths and a wider range of services than HCF networks all at a lower price.

Reedsburg's MCU also provides a municipal area network. This means all homes and businesses in the city have fiber telecommunication access which allows for home-based businesses and employees who telecommute or work from home. Offering employees the option of working from home can be a powerful recruitment tool for Reedsburg businesses.

The Advantages of Reedsburg's Business Center

- **Existence of a Fiber to the Premises Network**
- **Competitive Land Development Costs**
- **Access to Transportation**
- **Quality of Life**
- **Community Population Growth**

Coupled with the completion of the Reedsburg Municipal Communication Utility was the creation of a completely wired business park which holds some distinct advantages for potential users.

Fiber to the Premises Network
The greatest and most obvious advantage of Reedsburg's Business Center is the fact it is wired with a state-of-the-art fiber optic network. This amenity will allow the community to market space to those businesses that require the connectedness of an urban area, but desire lower land and utility costs as well as an alternative "quality of life." As stated above, the FTTP network can even provide advantages over more traditional HCF network configurations.

Land and Development Costs
Commercial land prices are generally listed in price per square foot or price per acre. In the case of the Reedsburg Business Center new greenfield lots sell for roughly $15,000 per acre. Sixty

miles to the south in Madison, a relatively new business park on the east side of the city sells fully improved lots at $178,000 to $324,000 per acre. Although location has a lot to do with the great disparity between costs, the main reason for this difference is the Reedsburg site lies within a Tax Incremental Financing (TIF) District. Therefore, the city is able to provide improvements such as roads and sewer and recover those costs via the property tax base; instead of passing them onto the purchaser. In Madison, the city is unable to recover improvement costs via the tax base, and therefore the costs of those improvements must be capitalized into the selling price; resulting in the much higher number. Businesses may fear the existence of a TIF district in Reedsburg, and the need to pay for existing infrastructure improvements, could result in higher property taxes. However, if we compare the 2006 equalized mill rates for both Reedsburg and Madison we see this is not the case. In Madison, the 2006 mill rate[1] was 20.63 and in Reedsburg it was a slightly higher 21.07. This means that a $1 million dollar facility would pay only $440 more a year in property taxes in Reedsburg than they would in Madison.

The business center land is also located in a Redevelopment Area, which allows the City's Community Development Authority (CDA) to use its powers to assist with development. Apart from the direct savings on land, the Redevelopment Area and the TIF District are also able to provide assistance packages which could include compensation for construction, land purchase and/or employee training. The City has expressed interest in working with company who will bring high quality jobs to the community.

Access to Transportation

The ability to transport employees, potential clients, and/or goods is of critical importance to almost any business sector. In the case of Reedsburg, the city offers fairly easy access to three of the four main transportation methods. If road transport is desired, Reedsburg sits only 12 miles from Interstate 94 which connects with the interstate system and provides easy access to every major metropolitan center in the Midwest. If transporting goods via railroad is necessary, Reedsburg is serviced directly by a Wisconsin and Southern Line that feeds into the Burlington Northern-Santa Fe, Canadian Pacific, Union Pacific and Canadian National lines. Unfortunately, Reedsburg's Municipal airport is not large enough to be used for the transport of goods, but it is capable of landing private and regional jet aircraft. Therefore, business leaders have access to air travel for the movement of personnel and clients. The final transportation method, water, is not directly provided by Reedsburg's location, but, because of the relative proximity to both the Mississippi River and Lake Michigan a business using a combination of road and rail could have fairly easy water access.

It is important to remember that although Reedsburg's transportation infrastructure offers numerous options, it cannot compete with the larger urban areas of Wisconsin. Therefore, to frame Reedsburg's transportation infrastructure it should be packaged with the other main amenities. Meaning, a business may dismiss Reedsburg based purely on transportation infrastructure, but coupled with lower land costs and the FTTP network, the transportation shortcoming may be small enough to be overcome by the other advantages, especially when comparing Reedsburg with other cities its size.

[1] Wisconsin Department of Revenue

Quality of Life
The nebulous "quality of life" category comes up frequently in discussions about business recruitment advantages. However, the meaning of "quality of life" is mostly subjective and it is largely dependent on the type of business in question. Therefore, the marketing of "quality of life" to potential businesses should not be the predominant selling point, but, it can certainly be listed with the advantages of the Reedsburg market.

Population Growth
Many industries demand growing customer and employee bases. In the case of Sauk County and Reedsburg; Sauk is one of the fastest growing counties in Wisconsin, and Reedsburg is one of the fastest growing communities. This means industry in Reedsburg is guaranteed expanding market potential.

The Economic and Social Benefits of Reedsburg's Municipal Communications Utility and Business Center

Primary Business Use of the FTTP Network
- **Research**
- **Document transfer**
- **Making online purchases**

Primary Economic Benefits:
- **Average increase in sales per business of $8,659**
- **Average reduction of costs per business of $20,600**
- **19.8% increase in employment due to FTTP**
- **$370 increase in consumer electronics spending**

Primary Social Benefits:
- **Tele-Medicine**
- **On-line schooling**
- **Tele-working**

In Spring of 2007, the Fiber to the Home Council, a non-profit that helps members plan, market and implement FTTP networks, conducted a study to gain information on how businesses use fiber networks, as well as the economic impact of those networks. The study was carried out by sending surveys to business owners in three communities that have access to FTTP networks. Those communities included Reedsburg, Wisconsin, Jackson, Mississippi, and Bristol, Virginia. The information that follows incorporates a brief summary of the Reedsburg results[2].

The Reedsburg study was conducted by sending surveys to 214 businesses that use the municipal FTTP network. Of the surveys sent out, 50 were returned, making the response rate approximately 23%. The first set of survey questions attempted to identify how businesses use the fiber network, and its benefit to business operations. Businesses responded that the FTTP network was most used for research, document transfer and making online purchases. These responses were so prominent that the next closest use was nearly 25% less than the above three. Business owners also felt that fiber most benefited their business by making operations easier,

[2] Strategic Network Group; For Fiber to the Home Council, (2007). *Fiber Users Survey: Use and Impacts of FTTH in Reedsburg Wisconsin.*

allowing them to make more efficient use of resources, improving customer service and improving supplier coordination.

All of these benefits appear to have resulted in direct economic gains. The survey revealed that seven businesses reported a combined increase in sales of $355,000 over the last 12 months due to fiber access; equal to an average increase in sales per business of $8,659. Likewise, 33 businesses reported cost savings in the last 12 months due to the FTTP network that totaled $682,500, or approximated $20,600 per business.

The data also show that the fiber network has increased job creation in Reedsburg. Businesses that reported an increase in sales due to the FTTP network also reported the creation of 25 additional jobs. This job creation represents a 19.8% increase in net employment due to the fiber network. It should be noted that the increase in jobs and economic activity of the surveyed businesses would have multiplier effect on the Reedsburg economy as a whole because of inter-industry transfers and increased household wealth creation. In other words, the FTTP network is actually spurring economic growth beyond just what this survey is reporting.

Extrapolating the above results can provide a rough picture of the potential economic impacts the FTTP network could have on the city of Reedsburg over the coming years. The study found that the community could see an increase in sales of approximately $1.85 million and a net cost savings of $4.4 million per year. These findings are supported by another economic study that shows a FTTP network can cause an additional $370 of consumer electronic purchases per user[3].

Apart from economic benefits, community access to a fiber to the premises network also brings with it more subjective social benefits. One study that attempted to identify social benefits came to the conclusion that FTTP enables communities to benefit from applications of tele-health, advanced online education, advanced online commerce, remote radiology and specialty consulting and increased tele-work. Of particular interest to Reedsburg is the opportunity to benefit from tele-health and remote medical consulting. The MCU could help the Reedsburg Area Medical Center expand existing partnerships with other health care providers and improve tele-consulting, information sharing and even remote diagnostics.

Although all of the benefits of fiber, social and economic, are still difficult to determine, the information that is available seems to point to FTTP networks cultivating an increase in economic activity and an interesting mix of social opportunities.

Wisconsin Telecommunications Landscape

- **Only 1% of households in US have FTTP access**
- **Eight other Wisconsin Communities have or are developing FTTP networks**
- **Networks provided through a mix of public and private endeavors**
- **Urban areas such as Madison and Milwaukee have FTTP networks available to research and business parks**

[3] RVA Render & Associates LLC, & The Fiber to the Home Council, (2006), *Community Benefits Resulting From Deployments of Fiber to the Home in the US.*.

Reedsburg must compete for business with all other municipalities in the Midwest both big and small. As a result, it is important to have a basic understanding of what information infrastructure is available in those competing locations.

The telecommunications landscape is rapidly changing and information is difficult to confirm. Therefore, the information provided in this report as to who currently has or is developing FTTP networks should be viewed as a relatively comprehensive, but most likely incomplete, list. All information presented was obtained from the Public Service Commission (PSC) of Wisconsin, an organization that attempts to track the development of telecommunications infrastructure throughout the state.

According to the PSC approximately eight municipalities or regions have, or are developing, fiber to the premises networks either through local traditional carriers or via competitive companies entering the Wisconsin market to diversify communications options. Of those eight:

- Baldwin Telephone in the Baldwin/Woodville area, and a TDS company in Monroe are confirmed to have FTTP service running to businesses and business parks.
- In southeastern Wisconsin SBC is known to have FTTP networks that only service residential areas.
- The remaining five are either in the process of installing networks, expanding networks, or it is unknown how extensive their network is; these services include West Wisconsin Telecom Company in Eau Claire county and expanding into Dunn county, Vernon Telephone in Vernon county, as well as providers in Bloomer, WI and Ladysmith, WI.
- Siren Tel has recently received a loan from the Rural Utility Services to begin construction on a FTTP network in Siren, WI.

Those eight appear to make up the FTTP networks available in rural Wisconsin.

In major metropolitan areas such as Madison and Milwaukee FTTP equipped business and research parks are often available throughout the city and immediate suburbs.

Potential Industry Segment Fact Sheets

The eight industries which were identified as potential targets for The Reedsburg Business Center are:

- **Financial Industry**
- **Data Centers**
- **Technology Based Manufacturing**
- **Transportation and Logistics Industry**
- **Electronic Shopping and Mail Order**
- **R&D in Physical Engineering and Life Sciences**
- **Call Centers**
- **Software Publishing**

Methodology

After identifying and considering the amenities and advantages offered by both the Reedsburg MCU and Business Center, a list of industry segments that may be interested in infrastructure such as Reedsburg's was created. To create this list, independent research was conducted and historical trends of industry location were examined. Industry siting professionals as well as a local academic who specializes in the study of municipal telecommunications were interviewed.

In general, it appears that virtually every industry segment would be interested in, and gain benefit from, a robust information infrastructure. To narrow the list to a workable number and provide Reedsburg with the most efficient method to target industries, we compiled a list of sectors whose main purpose is to store, transmit and handle digital information. Industries that rely almost solely on information transmission are the sectors that would most benefit from the amenities of the Reedsburg Business Center and the fiber to the premises network.

Organization of Information

What follows is a collection of industry fact sheets. These fact sheets are intended to give Reedsburg an in depth look at the industry sectors that may be interested in the Reedsburg Business Center. Each industry grouping is based on the North American Industry Classification System (NAICS) which is a numeric code used to categorize business activity.

NAICS Overview

NAICS codes can represent very specific niche business, such as transportation logistics consultants, or very broad categories such as machinery manufacturing. The specificity of the NAICS category can generally be determined by the number of digits in the classification code. For example, transportation logistics consultants would fall into NAICS code 541614, which is a subcategory of "professional, scientific and technical services" or NACIS code 541. Machinery manufacturing has a NAICS code of 333 that includes over 25 subcategories all beginning with the 333 prefix.

In this report both very specific and broad classifications are used. When possible specific industry segments are identified in order to aid Reedsburg in targeting potential businesses, however, in some instances, particularly manufacturing, broad classification had to be used because all or most of the subcategories could be potential industry targets. *Under the heading "NAICS Classifications and Descriptions" all information is taken from the United States Census North American Industry Classification System website[4] unless otherwise noted.*

Each fact sheet also includes names of the largest business within the sector in both the state of Wisconsin and the eleven county Reedsburg area (Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon), as well as a detailed look at locational and growth trends within the industry. To create the growth rates and calculate the projections, census information from 1997 and 2002 was used. The information on growth trends is presented with both national and state growth data. Unfortunately, the sources for each are not consistent in their specificity of NAICS code, and, therefore, exact comparison between the two cannot be made. Although no one industry segment is a perfect fit for Reedsburg, the collection of information provided should allow Reedsburg to make knowledgeable decisions about what business to target when marketing their Business center and community as a whole.

[4] http://www.census.gov/epcd/www/naics.html

FINANCIAL INDUSTRY

Overview

Within the broad financial industry there are sub-sectors that deal with the management and transportation of large amounts of sensitive information. These are primarily the "non-customer facing" or "back-room" operations which do not interact with customers, but process and transfer customers' information.

The three sub-sectors of the financial industry which have located in fiber optic business parks in the past and may require such services in the future are as follows:

NAICS Classifications and Descriptions

NAICS 52232: Transactions Processing, Reserve, and Clearinghouse Activities -

This industry comprises establishments primarily engaged in providing one or more of the following:

- financial transaction processing (except central bank);
- reserve and liquidity services (except central bank); and/or
- check or other financial instrument clearinghouse services (except central bank). .

NAICS 5231: Securities and Commodity Contracts, Intermediation and Brokerage –

This industry group comprises establishments primarily engaged in putting capital at risk in the process of underwriting securities issues or in making markets for securities and commodities; and those acting as agents and/or brokers between buyers and sellers of securities and commodities, usually charging a commission

NAICS 5232: Securities and Commodity Exchanges –

This industry comprises establishments primarily engaged in furnishing physical or electronic marketplaces for the purpose of facilitating the buying and selling of stocks, stock options, bonds, or commodity contracts (no business of this type currently exist in Wisconsin).

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 52232 – Transactions Processing, Reserve, and Clearinghouse Activities with 20+ Employees

• M&I Support Services	Multiple
• EFunds Corp	Glendale, New Berlin
• Associated Bank; North America	Green Bay
• Fidelity National Card Services Inc	Middleton
• CUNA Mutual Business Services Inc	Madison
• Pulse EFT Associates	Milwaukee
• TransFirst Services	Milwaukee

NAICS: 5231 – Securities and Commodity Contracts, Intermediation and Brokerage with 50+ Employees

• Robert W Baird & Co Inc	Milwaukee
• Edward Jones et. Al	Appleton
• Stark & Roth Inc	Milwaukee
• Ameriprise Financial Services Inc	Madison
• Sii Investments Inc	Appleton
• Merrill Lynch, Pierce and Fenner	Milwaukee
• Crabel Capital Management LLC	Milwaukee
• BC Ziegler & Co	Milwaukee, West Bend
• CitiGroup Global Markets Inc	Milwaukee
• RBC Dain Rauscher Inc	Milwaukee
• Dean Witter Reynolds Inc	Wauwatosa
• UBS Financial Services Inc	Madison
• Thrivent Investment Management	Appleton

NAICS: 5232 – Securities and Commodity Exchanges

--- None in state; only 27 businesses establishments nationwide ---

Largest in Reedsburg Eleven County area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 52232 – Transactions Processing, Reserve, and Clearinghouse Activities with 10+ Employees

• Fidelity National Card Services	Middleton
• M&I Support Services	Sun Prairie
• CUNA Mutual Business Services Inc	Madison
• Wind River Financial Inc	Madison

NAICS: 5231 – Securities and Commodity Contracts, Intermediation and Brokerage with 10+ Employees

• Ameriprise Financial	Madison
• UBS Financial Services Inc	Madison
• First Capitol Group LLC	Platteville
• Dean Witter Reynolds Inc	Madison
• Citigroup Global Markets Inc	Madison
• Wachovia Securities LLC	Madison
• Robert W. Baird	Madison
• RBC Dain Rauscher Inc	Madison
• Buttonwood Partners Inc	Madison
• A. G. Edwards & Sons Inc	Madison

Site Selection and Locational Trends

Since September 11, 2001 there has been a deliberate attempt amongst major financial institutions to diversify their geographic distribution in order to more evenly spread out wealth and risk. As a result, firms have begun locating in smaller "second-tier" markets such as Orlando, Birmingham, Nashville, Louisville and Kansas City which offer untapped markets that are at low risk for natural and human disasters and are considerably more affordable than the sites in major metropolitan central business districts. There has even been a move to "third tier" cities, or "micropolitans", such as Stevens Point and Beloit, Wisconsin. This shift in the way the financial industry views potential locations represents new criteria for site selection. According to industry experts those new criteria, in order of importance, are as follows:

- labor force,
- available buildings,
- education,
- telecommunications infrastructure,
- electric utility costs and reliability,
- transportation network,
- quality of life and
- government cooperation. [5]

[5] Straner, R. (2006). *Capitalizing on Cost-Friendly Sites.* "Site Selection Magazine." Nov. 2006, pg 836.

Wells Fargo, who is building a new office in Des Moines, Iowa, claims they look for small markets that offer an affordable, available, and talented employee base. When a "customer facing" component is included, it is important the community has a market for their financial products as well as high growth potential.

Advantages and Disadvantages of the Reedsburg Market

The Reedsburg Market can certainly satisfy many of the needs of the financial processing market. Most notably, Reedsburg offers such businesses high quality and reliable telecommunications infrastructure, affordable land costs, low risk of disaster, attractive quality of life and adequate transportation network. One of the biggest obstacles for the Reedsburg market to overcome is the size of the community - although financial institutions are moving towards third-tier cities, these are generally defined as having a population greater than 15,000. Although Reedsburg does not meet this qualification, its labor shed offers a population of approximately 63,000, and it is one of the fastest growing communities in the state. This makes Reedsburg much more competitive with third tier cities than it would be with the larger metropolitan areas financial institutions used to exclusively locate in. In addition to size, the local and nearby educational institutions position Reedsburg to provide a capable and educated work force. Located in Reedsburg is a branch of the Madison Area Technical College and the University of Wisconsin-Baraboo is located only 15 miles away. Plus, Reedsburg is in relative proximity to the University of Wisconsin-Madison, UW-LaCrosse, and UW-Stevens Point. These institutions may signal to interested companies the existence of a talented work force.

Growth Trends

As noted above, the growth trends of these financial sectors appear to be shifting from the major financial districts (Chicago, New York, New Jersey and Connecticut) to smaller urban cities in diverse geographic areas. National business establishment and employee growth projections demonstrate that this movement in business is taking place at an impressive rate, particularly in the financial transaction process industry with growth rates over 100 percent. In Wisconsin the growth rate for the financial investment and related activities sector, of which financial transaction processing is a sub category, is a less impressive 21 percent, but this number does include categories other than financial transaction processing, so a direct comparison can not be made. The security and commodities exchange category is also experiencing growth but not at the rate of the financial transaction sector.

Overall, because financial institutions are looking to diversify their geographic locations, and growth in the sector appears to be slower in Wisconsin than in the nation, Reedsburg may be able to capture some of that national growth for the Wisconsin market.

National Number of Employees					
Code	**Description**	**Growth Rate**	**2007**	**2012**	**Change**
52232	Financial Transactions Processing, Reserve, and Clearinghouse Activities	114.5%	293,083	628,663	335,580
5231	Securities and Commadity Contracts, Intermediation and Brokerage	17.1%	615,608	720,877	105,269
5232	Securities and Commodity Exchanges	9.9%	8,116	8,922	806

National Number of Establishments					
Code	**Description**	**Growth Rate**	**2007**	**2012**	**Change**
52232	Financial Transactions Processing, Reserve, and Clearinghouse Activities	172.2%	9,183	24,998	15,816
5231	Securities and Commadity Contracts, Intermediation and Brokerage	37.4%	49,171	67,556	18,386
5232	Securities and Commodity Exchanges	-10.0%	24	22	(2)

State Number of Employees		2004 Estimated Employment[(1)]	2014 Projected Employment[(1)]	2004-2014 Employment Change	2004-2014 Percentage Change
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	9,210	11,210	2,000	21.7%
522	Credit Intermediation and Related Activities (includes 52232)	54,060	57,930	3,870	7.2%

DATA CENTERS

Overview

"Data Center" is a term that is used to group facilities that house various digital and electronic equipment for the purpose of; internet site hosting, electronic storage and transfer, credit card and financial transactions (overlap with financial categories), telecommunications and other information-based activities. Some of the more common subcategories are[6]:

- *Data Storage & Internet Hosting Facilities* – also known as "server farms" or "Internet hotels"
- *Internet Service Providers (ISPs)* – dedicated to supporting internet activity
- *Telecommunication Switches* – a hub that moves incoming data from multiple "ports" to specific outgoing ports that will take the information to its destination. Also called Telecos.
- *Corporate Data Centers* – data storage "racks" (racks are cabinets full of electronic storage media) that are owned solely by one corporation
- *Managed Data Centers* – racks and equipment are owned by the data center and leased to tenants
- *Co-Located Server Hosting Facilities* – Racks and equipment that are owned and operated by a group of tenants that also lease their own space to themselves. Also called CoLos.

NAICS Classifications and Descriptions

Unfortunately "Data Centers" and "Server Farms" do not have a NAICS code that adequately represents what they are engaged in. The following is the description of the NAICS code that best fits the category and appears to be what is used when classifying data centers:

NAICS 5182: Data Processing, Hosting and Related Services –

> This industry comprises establishments primarily engaged in providing infrastructure for hosting or data processing services. These establishments may provide specialized hosting activities, such as web hosting, streaming services or application hosting, provide application service provisioning, or may provide general time-share mainframe facilities to clients. Data processing establishments provide complete processing and specialized reports from data supplied by clients or provide automated data processing and data entry services.

[6] Golf Coast Combined Heat and Power Application Center: http://www.gulfcoastchp.org/Markets/Commercial/DataCenters. Accessed 6/7/2007

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 5182 – Data Processing, Hosting and Related with 250+ Employees

- S.C. Data Center Inc. — Monroe
- Metavante Corp. — Brown Deer, Milwaukee, Madison
- Fiserv Solutions Inc. — Brookfield
- Thomcorp Holdings Inc — Brookfield
- Electronic Data Systems Corp. — Madison

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 5182 – Data Processing, Hosting and Related Services (constrained to businesses with over 10 employees)

- Electronic Data Systems — Madison
- Metavante Corp. — Madison
- Customcall Data Systems — Madison
- SVA Consulting LLC — Madison

Data Centers Site Selection and Locational Trends

Currently Tier IV data centers are the only type of center being constructed. A Tier IV center must experience virtually now downtime, and therefore one of their primary needs is a power source and communications network that is uninterrupted and reliable. Power consumption of data centers is often in the 40 to 80 watts per square foot range; compared to 5 watts for a typical office building. As a result low power costs are possibly the most important criteria. For example, Silicon Valley, California, the site of many high tech businesses, has power costs around 15 cents per kilowatt hour. In contrast, Quincy, Washington, who recently won the bid for a Microsoft and a Yahoo data center, has power costs of approximately 1.89 cents per kilowatt hour. Data centers also generally are attracted to sites between 75 and 100 acres, but this can be flexible[7].

Because of the importance of the information stored, it is also critically important that the location be relatively free of natural and human disasters. In a survey of business executives, when asked to rate geographical factors, participants ranked security as most important, followed by telecommunications network and accessibility for company personnel. Ranking low in importance were taxes, labor pool and real estate costs[8].

Advantages and Disadvantages of the Reedsburg Market

Data centers do not need a lot of amenities, but what they do need is very particular and nonnegotiable. Fortunately, Reedsburg can provide most of these needs. The Reedsburg market offers a communication infrastructure that is both robust and reliable, plus the location is almost completely free of potential natural and human disasters. If the electric utility can provide the

[7] Sabrsula, J. AngelouEconomics. *Economic Development and Site Selection for For Data Centers.* July 2007.
[8] Botelho, B. *Data Center Expansions Booming, Study Shows.* Appeared at SearchDataCenter.com. 5/16/2007. Accessed 6/6/2007.

amount of power needed with reliability, under five cents per kilowatt hour, then Reedsburg may have the potential to capture future data center projects. A negative of data center businesses for Reedsburg is they employ very few people, thus do not contribute much to a community's employment market.

Growth Trends

Both census numbers and anecdotal studies have shown great growth potential for the data center industry. Some recent studies have attempted to link governmental and market activities with the need for data centers. For example, because of increasing government regulation on information retention in the financial and health care industries (stock brokers now must retain all e-mails related to transactions) there should be a corresponding increase in the need for data storage space. Likewise, the ever-prevalent act of market research has resulted in numerous large companies attempting to record virtually all pieces of information related to current and potential customers. For example, Harrah's Casino in Las Vegas began tracking every spin of every slot machine on their floor. This information gets transmitted and stored in Memphis Tennessee taking up approximately 30,000 gigabytes of space. Financial institutions can require 4 million gigabytes of space; or roughly 40,000 personal computer hard drives worth of data storage[9]. Also, a recent survey conducted by Campos Research and Analysis LLC, found that over 80 percent of executives throughout North America have plans to expand their data center needs; 75 percent of those said they are planning on expanding to two or more locations[10].

Data centers are currently included in the NAICS code 5182 (Data Processing, Hosting and Related Services). The growth trends for this code show excellent national growth in both the number of new establishments and the number of new employees. For the state calculations the more general category of *Internet Service Providers, Web Search Portals, and Data Processing Services*, is used which includes Data Processing, Hosting and Related Services. This category also shows substantial growth, but an exact prediction is difficult because of the level of detail available (tables on next page).

[9] The Wadley-Donovan Group. Primary Target Industries: Wyoming Zone 10 – Laramie County. April 2005. Accessed 6/6/2007.
[10] Botelho, B. *Data Center Expansions Booming, Study Shows.* Appeared at SearchDataCenter.com. 5/16/2007. Accessed 6/6/2007.

National Number of Establishments					
Code	Description	5 year Growth Rate	2007	2012	Change
5182	Data Processing, Hosting and Related Services	81.6%	25,021	45,436	20,415

National Number of Employees					
Code	Description	5 year Growth Rate	2007	2012	Change
5182	Data Processing, Hosting and Related Services	66.9%	730,649	1,219,567	488,918

State Number of Employees		2004 Estimated Employment	2014 Projected Employment	2004-2014 Employment Change	2004-2014 Percentage Change
518	Internet Service Providers, Web Search Portals, and Data Processing Services	8,480	10,760	2,280	26.9%

TECHNOLOGY BASED MANUFACTURING

In recent years certain manufacturing sectors have realized the competitive advantages of creating state-of-the-art communication networks and utilizing robust information sharing technologies. It is thought that in the coming years, manufacturing sectors that do heavy product design and engineering work in programs such as AutoCAD may be interested in fiber to the premise networks because of their need to share large files internally amongst staff as well as externally with customers and clients. The sub sectors of manufacturing that may utilize advanced design and engineering software are many, and therefore they have been compiled into one category, defined as technology based manufacturing, and treated as a single group for the purposes of the locational assessment.

NAICS Classifications and Descriptions

The following manufacturing categories represent businesses that are most likely to utilize advance design software and therefore are most likely to benefit from the added capacity of a fiber to the premises network. Each category listed below is comprised of numerous manufacturing sub sectors; some of which may be more appropriate for the Reedsburg market than others.

NAICS 326: Plastics and Rubber Products Manufacturing –

This industry group comprises establishments primarily engaged in processing new or spent (i.e., recycled) plastics resins into intermediate or final products, using such processes as compression molding; extrusion molding; injection molding; blow molding; and casting. Within most of these industries, the production process is such that a wide variety of products can be made.

NAICS 333: Machinery Manufacturing –

Industries in the Machinery Manufacturing sub-sector create end products that apply mechanical force, for example, the application of gears and levers, to perform work. Some important processes for the manufacture of machinery are forging, stamping, bending, forming, and machining that are used to shape individual pieces of metal. Processes, such as welding and assembling are used to join separate parts together. Although these processes are similar to those used in metal fabricating establishments, machinery manufacturing is different because it typically employs multiple metal forming processes in manufacturing the various parts of the machine. Moreover, complex assembly operations are an inherent part of the production process

NAICS 334: Computer and Electronic Product Manufacturing –

Industries in the Computer and Electronic Product Manufacturing sub-sector group establishments that manufacture computers, computer peripherals, communications equipment, and similar electronic products, and establishments that manufacture components for such products. The Computer and Electronic Product Manufacturing industries have been combined in the hierarchy of NAICS because of the economic significance they have attained. Their rapid growth suggests that they will become even

more important to the economies of all three North American countries in the future, and in addition their manufacturing processes are fundamentally different from the manufacturing processes of other machinery and equipment. The design and use of integrated circuits and the application of highly specialized miniaturization technologies are common elements in the production technologies of the computer and electronic sub-sector.

NAICS 335: Electrical Equipment, Appliance and Component Manufacturing –
Industries in the Electrical Equipment, Appliance, and Component Manufacturing sub-sector manufacture products that generate, distribute and use electrical power. Electric Lighting Equipment Manufacturing establishments produce electric lamp bulbs, lighting fixtures, and parts. Household Appliance Manufacturing establishments make both small and major electrical appliances and parts. Electrical Equipment Manufacturing establishments make goods, such as electric motors, generators, transformers, and switchgear apparatus. Other Electrical Equipment and Component Manufacturing establishments make devices for storing electrical power (e.g., batteries), for transmitting electricity (e.g., insulated wire), and wiring devices (e.g., electrical outlets, fuse boxes, and light switches).

NAICS 336: Transportation Equipment Manufacturing –
Industries in the Transportation Equipment Manufacturing sub-sector produce equipment for transporting people and goods. Transportation equipment is a type of machinery. An entire sub-sector is devoted to this activity because of the significance of its economic size in all three North American countries. Establishments in this sub-sector utilize production processes similar to those of other machinery manufacturing establishments - bending, forming, welding, machining, and assembling metal or plastic parts into components and finished products. However, the assembly of components and subassemblies and their further assembly into finished vehicles tend to be a more common production process in this sub-sector than in the Machinery Manufacturing sub-sector.

NAICS 339: Miscellaneous Manufacturing –
Miscellaneous manufacturing includes the manufacturing of a wide range of products not otherwise classified. It was included in this group because this sub-sector includes the production of advanced products such as health care equipment.

**Other categories within manufacturing may also use advanced design software, but were excluded from this list because the industry classification description did not indicate activity that implied heavy use of advanced design processes.*

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

All Technology Manufacturing Sectors Combined with 1,000+ Employees

• Bemis MFG Co	Sheboygan Falls
• P&H Mining Equipment Inc	Milwaukee
• Alliance Laundry Systems LLC	Ripon
• Greenheck Fan Corp	Schofield
• American Standard Inc	La Crosse
• Brunswick Corp	Fond du Lac
• Briggs & Stratton Corp	Wauwatosa
• Hutchinson Technology Inc	Eau Claire
• TTM Advanced Circuits Inc	Chippewa Falls
• Plexus Services Corp	Neenah
• GE Medical Systems LLC	Waukesha
• Emerson Electric Co	Racine
• Rockwell Automation Inc	Milwaukee
• General Motors Corporation	Janesville
• Oshkosh Truck Corp	Oshkosh
• Pierce MFG Inc	Appleton
• Karl Schmidt Unisia Inc	Marinette
• Carver Boat Corp LLC	Pulaski
• Harley-Davidson Motor Co Operations	Menomonee Falls
• Krueger Intl Inc	Green Bay

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

All Technology Manufacturing Sectors Combined with 250+ Employees

• Datex-Ohmeda Inc	Madison
• Northern Engraving Corp	Sparta
• Stoughton Trailers LLC	Stoughton
• Sub-Zero Freezer Co. Inc	Madison
• Toro Manufacturing LLC	Tomah
• Flambeau Inc	Baraboo
• Seats Inc	Reedsburg
• S & S Cycle Inc	Viola
• Rayovac Corp	Fennimore, Portage
• Rockwell Automation Inc	Richland Center
• Electronic Theater Controls Inc	Middleton
• Phillips Electronics North America	Boscobel
• Wolf Appliance	Fitchburg
• GE Medical Systems Ultrasound	Madison
• Tomotherapy Inc	Madison
• Thermo Electron Scientific	Fitchburg
• Fleet Guard Inc	Mineral point, Viroqua
• Bou-Matic LLC	Madison
• Milwaukee Valve Co Inc	Prairie du Sac
• Saint-Gobain Performance	Portage
• Goodyear Tire & Rubber Co	Sun Prairie
• Penda Corp	Portage
• Plastic Ingenuity Inc	Cross Plains
• Placon Corp	Madison
• Uniek Inc	Waunakee
• Gerber Products Co	Reedsburg

Other Important Manufacturing in Sauk County with 100+ Employees

• Grede Foundries, Inc	Reedsburg	- Iron Castings
• Cardinal IG/CG	Spring Green	- Glass Products
• Milwaukee Valve Co – PDS Div.	Prairie du Sac	- Foundry
• Teel Plastics Co, Inc	Baraboo	- Thermo Plastics
• Seneca Foods	Baraboo	- Food Cans
• Fiskar's Lawn and Garden	Sauk City	- Lawn and Garden Equip.
• Pace Industries, Inc	Reedsburg	- Plastics Extruding
• Foremost Farms USA	Baraboo	- Dairy Processing
• McFarlane Mfg Co.	Sauk City	- Farm Equipment
• Mueller Sports Medicine	Prairie du Sac	- Athletic Equipment

Technology Manufacturing Site Selection and Locational Trends

The recent trend in the manufacturing industry is a movement towards small towns, generally less than 50,000, near major interstates. This is occurring because of the increase labor shortage for jobs in the manufacturing industry. It is believed that if a manufacturing business locates in a small town it is more likely to be viewed as a desirable place to work and thus will more easily attract employees. Particular to technology manufacturing are a number of site selection criteria, most important of which are:

- availability of skilled workers,
- moderate labor costs,
- proximity to universities and technical colleges,
- quality of life,
- presence of similar companies,
- moderate air service and
- high quality, reliable, and redundant telecommunications and power infrastructure.

Of lesser importance are things such as access to interstate highways, low natural disaster risk and progressive community leadership.[11]

Advantages and Disadvantages of the Reedsburg Market

The Reedsburg Market fulfills many of the needs of the technology manufacturing sector. In particular, Reedsburg has a quality of life desirable for national recruiting, a fact that does not go unnoticed by manufacturing insiders. The location also offers low disaster risk, quality information infrastructure, adequate air transportation (assuming they do not need to transport goods), and moderate labor costs. In addition, the Business Centers proximity to the industrial park offers the potential for co-siting of production and engineering facilities. Reedsburg also has access to a local technical college, nearby University of Wisconsin System locations, and access to technical training through the local Workforce Development Board. Coupled with formal education, recent on-site training programs in Reedsburg have prepared hundreds of qualified technical manufacturing laborers. These advantages coupled with Wisconsin's long history of a robust manufacturing industry may provide Reedsburg the competitive advantage when attempting to secure new technical manufacturing businesses.

Growth Trends

State of Wisconsin projections show growth in the technology manufacturing sectors has been fairly flat. This would match the common belief that the manufacturing industry on whole has been declining throughout the country. However, according to one trade magazine, after a 2006 that saw no major economic upheavals or natural disasters that could damage manufacturing's health and growth potential, prospects are for moderate growth in 2007[12]. The other growth issue constantly debated is the impact of overseas relocation on U.S. industry. Because the data is mixed, the future impact of outsourcing on manufacturing appears uncertain. However, many

[11] Donovon, D. (2005). *Manufacturing Location Trends.* "Trade & Industry Development. Quarter 2, 2005.
[12] Brousell., D. (2007). "2007 Manufacturing Technology Trends (The 2007 Outlook: Growth Takes Center Stage). *Managing Automation.* January 2007.

of Wisconsin's most important manufacturing operations are long time residents of the state, and a strong commitment to the area may exist that is able to overcome the allure of cheaper labor overseas. Overall, it appears that there is potential for technology manufacturing growth in the state, particularly in the plastics and transportation manufacturing sectors, of which Reedsburg currently has many as detailed in the above tables.

State Number of Employees		2004 Estimated Employment[(1)]	2014 Projected Employment[(1)]	2004-2014 Employment Change	2004-2014 Percentage Change
326	Plastics and Rubber Products Manufacturing	33,080	35,500	2,420	7.3%
336	Transportation Equipment Manufacturing	36,580	39,200	2,620	7.2%
334	Computer and Electronic Product Manufacturing	22,550	22,300	-250	-1.1%
333	Machinery Manufacturing	68,310	63,100	-5,210	-7.6%
339	Miscellaneous Manufacturing	16,120	14,760	-1,360	-8.4%
335	Electrical Equipment, Appliance, and Component Manufacturing	24,570	21,800	-2,770	-11.3%

**National growth figures are not available for the targeted sub-categories of manufacturing.*

TRANSPORTATION & LOGISTICS INDUSTRY

The transportation and logistics industry is a conglomerate of transportation sub-sectors. The niche within the transportation industry that uses high speed data transfer are companies that deal with management of supply chains, inventory and the logistical issues necessary to move goods via multimodal transportation networks Because of the increase in the world economy, supply chain technology has become one of the fastest growing industries in the nation. Businesses dealing in transportation logistics and distribution may be companies such as Target, who are managing and distributing their own products, or companies that are contracted to manage, distribute and supply numerous different businesses and industry sectors. Logistics businesses need not be large distribution centers. Some businesses in the sector provide logistics solutions and hands-on management for client industries without taking over the physical movement of goods.

NAICS Classifications and Descriptions
Descriptions provided where needed.

Like many industry segments transportation logistics and distribution does not have an individual NAICS code. Instead, the codes that follow make up all the industry sectors and sub-sectors that are involved in the transportation and logistical management of goods and supply chains.

NAICS 484: Truck Transportation

NAICS 4885: Freight transportation arrangement –
This industry comprises establishments primarily engaged in arranging transportation of freight between shippers and carriers. These establishments are usually known as freight forwarders, marine shipping agents, or customs brokers and offer a combination of services spanning transportation modes.

NAICS 482: Rail Transportation

NAICS 48849: Support activities for road transportation; not including towing (very broad) –
This industry comprises establishments primarily engaged in providing services (except motor vehicle towing) to road network users.
This category was placed on this list because it includes sub-sectors such as trucking terminals, independently operated/independent truck driver (except owner-operators), and cargo surveyors, truck transportation.

NAICS 48899: Other support for transportation –
This industry segment often deals with preparing goods to be transported

NAICS 541614: Logistics management consulting services –
This U.S. industry comprises establishments primarily engaged in providing operating advice and assistance to businesses and other organizations in areas, such as: (1) manufacturing operations improvement; (2) productivity improvement; (3) production

planning and control; (4) quality assurance and quality control; (5) inventory management; (6) distribution networks; (7) warehouse use, operations, and utilization; (8) transportation and shipment of goods and materials; and (9) materials management and handling.

Examples of Businesses within these NAICS categories

Largest in Wisconsin

NAICS: 484 & 482 – Truck and Rail Transportation Businesses with 1,000+ Employees

• Marten Transport, LTD.	Mondovi
• Roehl Transport Inc	Marshfield
• Schneider Enterprise Resources LLC	Green Bay
• Schneider National Carriers Inc	Green Bay
• Mills Transfer Inc	Black River Falls
• N&M Transfer Co Inc	Neenah

NAICS: 48849 & 48899 - Road and Other Support Services for Transportation with 50+ Employees

• Pro-Driver Leasing System Inc	Greenfield
• Banta Literature Management; Packaging & Fulfillment	Kaukauna, New Berlin
• FEDEX Smartpoint Inc	New Berlin
• Progressive Logistics Services LLC	Wauwatosa
• Bentley World-Packaging LTD	Oak Creek

NAICS: 4885 & 541614 – Freight Arrangement and Logistical Management Consulting Services with 1,000+ Employees

• Eagle Systems & Services Inc	Ft. McCoy
• Dedicated Logistics Inc	Menomonie
• Genco Transportation Management LLC	Green Bay
• Goodman Reichwald Dodge Inc	Brookfield
• Summit Logistics Services Inc	Janesville
• RMS Quality Services Inc	Sturtevant
• Schneider Logistics Inc (Freight Arrang.)	Green Bay

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 484 & 482 – Truck and Rail Transportation with 20+ Employees

• Fuchs Trucking Co.	Sauk City
• Heding Truck Service, Inc	Union Center
• Martin's Bulk Milk Service Inc	Wilton
• Martin Trucking Co Inc	Tomah
• Skinner Transfer Corp	Reedsburg

NAICS: 48849 & 48899 Road and Other Support Services for Transportation with 10+ Employees

• World Super Services Inc	Mazomanie
• Progressive Logistics Services LLC	Baraboo

NAICS: 4885 & 541614 – Freight Arrangement and Logistical Management Consulting Services with 20+ Employees

• Eagle Systems & Services Inc	Fort McCoy
• The TFE Group Inc	Baraboo
• Northern Freight Service Inc	Middleton
• Southwest Logistics Inc	Platteville

Transportation and Logistics Industry Site Selection and Locational Trends

Site selection criteria for the transportation and logistics industry are largely dependent on geographic location. As one might expect, the main criterion for an industry involved in transportation of goods is the ability to locate near a hub of transportation infrastructure. For example, the Kansas City corridor has long been considered the prime location for transportation and distribution businesses because it sits along the Mississippi River, at the center of interstate highways that span the continental United States east and west and connect Mexico to Canada, and the location offers a substantial international airport. Other far less important criteria may include the relative location to other transportation and distribution industries, in order to avoid unnecessary overlap, and the distance from the parent or client company headquarters.

If a business is engaging in solely logistical management and consultation without the movement of goods site selection becomes more flexible, but it can be assumed they would still need to locate near transportation and distribution facilities in order to ensure a client base. It should be noted that all of these criteria work on any geographic scale. Meaning, a business distributing nationally or internationally would look for a location that services that area, Kansas City for example, and a business interested in regional transportation would look within their region.

Advantages and Disadvantages of the Reedsburg Market

Clearly the Reedsburg area does not offer the transportation hub necessary to facilitate national distribution. However, its location relative to Interstate 94, major rail lines, Lake Michigan and the Mississippi River may make it a location suitable for small scale regional transportation. Also, because of rising fuel costs, there is evidence rail transportation is increasing in popularity. Reedsburg is well situated to capture future growth in rail transportation because of its location

on rail lines which connect too many of the regional networks. Finally, because of the strong manufacturing presence in Wisconsin there may be the opportunity to attract business that do not transport goods themselves, but provided logistical and supply-chain management services for other manufacturing entities.

Growth Trends

Growth trends in the transportation and logistics industry appear to be mixed. Trade magazines present a picture of rapid growth in logistics, supply chain management and distribution, but that appears to be only among the biggest companies in the country. This fact most likely goes hand-in-hand with corporate take over and consolidation, which may explain why, in a number of categories, growth rates of establishments are lower than growth of employees (in particular logistical consulting services).

The rapid national growth in the support activities for road transportation is difficult to interpret because the category includes everything from independent truck drivers to snow plowing operations. On a state level, growth in the professional, scientific and technical services category, which includes logistical consulting services, may be capturing some of that 21 percent growth we see nation wide.

National Number of Establishments					
Code	**Description**	**Growth Rate**	**2007**	**2012**	**Change**
48849	Support activities for road transportation (not including towing - very general)	116.2%	2,482	5,366	2,884
48899	Other support activities for transportation	49.3%	1,999	2,984	985
484	Truck Transportation	8.6%	122,361	132,853	10,492
4885	Freight transportation arrangement	5.0%	17,397	18,266	869
4882	Support activities for rail transportation	2.9%	865	890	25
541614	Process, Physical Distribution, and Logistics Consulting Services	-11.8%	2,395	2,112	(282)

National Number of Employees					
Code	**Description**	**Growth Rate**	**2007**	**2012**	**Change**
48849	Support activities for road transportation (not including towing - very general)	59.6%	19,043	30,385	11,342
4885	Freight transportation arrangement	24.4%	218,796	272,081	53,286
541614	Process, Physical Distribution, and Logistics Consulting Services	21.3%	37,345	45,312	7,968
48899	Other support activities for transportation	15.7%	25,481	29,488	4,007
4882	Support activities for rail transportation	14.6%	24,766	28,376	3,610
484	Truck Transportation	11.1%	1,596,637	1,773,689	177,052

State Number of Employees		2004 Estimated Employment[(1)]	2014 Projected Employment[(1)]	2004-2014 Employment Change	2004-2014 Percentage Change
54	Professional, Scientific, and Technical Services (includes logistical consulting services)	89,500	108,000	18,500	20.7%
488	Support Activities for Transportation (includes all the support categories above)	4,540	5,170	630	13.9%
484	Truck Transportation	46,390	51,910	5,520	11.9%
482	Rail Transportation	3,190	3,120	-70	-2.2%

ELECTRONIC SHOPPING & MAIL ORDER

Better known as "e-commerce," electronic shopping, mail-order businesses and internet auction companies have been experiencing steady growth for nearly 10 years. The industry's potential interest in an advanced fiber to the premises network stems form the large amount of electronic information that must be stored, processed, and transferred quickly and securely. Some of these businesses process transactions and distribute goods, while others act only as a user interface. Their isolation from the bricks and mortar world means they have relative freedom to locate in a wide variety of geographic locations provided they are able to find adequate infrastructure. According to NAICS, electronic shopping and mail-order is comprised of three separate industry sectors. The first two, electronic shopping and electronic auctions, will most likely use the internet exclusively. The third, mail-order houses, may use a variety of media, but ultimately all transactions must be processed using internet communication.

NAICS Codes and Descriptions

NAICS 454111: Electronic Shopping –

This U.S. Industry comprises establishments engaged in retailing all types of merchandise using the Internet.

NAICS 454112: Electronic Auctions –

This U.S. Industry comprises establishments engaged in providing sites for and facilitating consumer-to-consumer or business-to-consumer trade in new and used goods, on an auction basis, using the Internet. Establishments in this industry provide the electronic location for retail auctions, but do not take title to the goods being sold.

NAICS 454113: Mail-Order Houses –

This U.S. industry comprises establishments primarily engaged in retailing all types of merchandise using mail catalogs or television to generate clients and display merchandise. Included in this industry are establishments primarily engaged in retailing from catalog showrooms of mail-order houses as well as establishments providing a combination of Internet and mail-order sales.

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 454111 – Electronic Shopping with 20+ Employees

• Buyseasons Inc	New Berlin
• Weewaunchu Inc	Land O' Lakes
• Autumn & Co Inc	Racine
• MPI Coin Inc	Grafton
• Club Scrap Inc	Greenville
• Serve You Custom Prescription	Milwaukee
• Midwestern Shooters Supply Inc	Lomira
• RockAuto LLC	Madison
• Musicnotes Inc	Madison

NAICS: 454112 – Electronic Auction with 10+ Employees

• Wisconsin Trading Post Inc	Green Bay

NAICS: 454113 – Mail Order Houses with 250+ Employees

• Lands' End Inc	Reedsburg (1,000 employ) and Dodgeville
• Swiss Colony Inc	Monroe
• American Girl	Middleton
• Foster & Smith Inc	Rhinelander
• Foot Looker Corporate Services Inc	Wausau
• Cabela's Warehouse Inc	Prairie du Chien
• Miles Kimball Co	Oshkosh
• Herrschners Inc	Stevens Point
• Mason Companies Inc	Chippewa Falls

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 454111 – Electronic Shopping with 10+ Employees

• RockAuto LLC	Madison
• Musicnotes Inc	Madison
• Daisy Maze Inc	Richland Center

NAICS: 454112 – Electronic Auction

----- NONE ------

NAICS: 454113 – Mail Order Houses with 100+ Employees

• Lands' End Inc	Multiple; (Reedsburg with 1,000 employ)
• American Girl	Middleton
• Wisconsin Cheeseman Inc	Sun Prairie
• Duluth Holdings Inc	Belleville
• JW Jung Seed Co	Randolph

Electronic Shopping and Mail-Order Industry Locational Trends

The nature of e-commerce means that fewer bricks and mortar buildings are needed, and the ones that do exist are used for processing, storage and distribution, not customer interaction. Because of this, the locational criteria would seem to be few. If the establishment only handles the electronic transaction, the site would need to have adequate and reliable information infrastructure and power supply as well as a ample worker supply to staff both skilled jobs such as IT specialists, as well as less skilled positions such as phone operators. If a business is interested in locating a facility that both processes transactions and distributes goods, all of the above criteria would apply along with access to an adequate transportation network.

Advantages and Disadvantages of the Reedsburg Market

The Reedsburg market would seem optimally placed to capture some of the growth in the e-commerce trade. The City is able to offer a more than adequate information infrastructure and the surrounding transportation network would seem robust enough to provide for most small-scale transport needs. Judging from the success of the Lands' End facility, now the second largest employer in Sauk County, Reedsburg appears to have an adequate workforce. Over the years, Land's End has trained thousands of people in the local workforce in the skills of e-commerce.

Growth Trends

E-commerce is a booming businesses. A brief review of the statistics tells the story; according to the U.S. Department of Commerce figures, sales in e-commerce related activities went from $56 billion in 2003 to a projected $139 billion in 2008, which is almost a 250 percent increase in sales in 5 years. This growth is even more impressive when considered along side total retail sales growth. According to the U.S. Department of Commerce, since 1999 e-commerce has been

growing between 25-30 percent each year, on the other hand, total retail growth has never exceeded an 8 percent yearly growth rate.

The national growth projections below for businesses establishments and employees do not accurately reflect this rapid growth. This is most likely due to the fact that e-commerce takes place in an electronic medium that does not require the kind of personnel increase per sales increase that would be seen with bricks and mortar establishment. In other words, e-commerce companies can do a lot of additional businesses without hiring new employees or expanding business operations. Because of the disconnect between sales and establishment/employee growth, the 60 percent and 23 percent national growth rates are actually fairly impressive. The state employee growth projection of 20 percent for non-store retailers seems to match the trends seen in national numbers.

National Number of Establishments					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
4541	Electronic Shopping and Mail-Order Houses	59.1%	25,353	40,343	14,990

National Number of Employees					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
4541	Electronic Shopping and Mail-Order Houses	22.9%	329,654	404,999	75,346

State Number of Employees		2004 Estimated Employment[(1)]	2014 Projected Employment[(1)]	2004-2014 Employment Change	2004-2014 Percentage Change
454	Non-store Retailers (includes electronic shopping and mail order)	22,950	27,630	4,680	20.4%

R&D IN PHYSICAL, ENGINEERING AND LIFE SCIENCES

This industry segment is made up of a variety of different scientific fields, but the most high profile field within this industry sector is certainly bio-tech. Unfortunately, according to at least one professional, bio-tech is over pursued and no longer the "silver bullet" people once thought it was. That does not mean there are not other potential industry targets within this sector. For example, electronics engineering and development may dovetail nicely with some of the technology manufacturers discussed previously. Also, like the manufacturers, these businesses may be interested in fiber to the premises networks because they often transmit large amounts of information in a quick and secure fashion.

NAICS Classifications and Descriptions

NAICS 54171: Research and Development in Physical, Engineering and Life Sciences – This industry comprises establishments primarily engaged in conducting research and experimental development in the physical, engineering, and life sciences, such as agriculture, electronics, environmental, biology, botany, biotechnology, computers, chemistry, food, fisheries, forests, geology, health, mathematics, medicine, oceanography, pharmacy, physics, veterinary, and other allied subjects.

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 54171 – Research and Development in Physical, Engineering and Life Sciences with 75+ Employees

• Kimberly Clark Global Sales Inc	Neenah
• PPD Development LLC	Middleton
• Covance Clinical Research Unit Inc	Madison
• Third Wave Technologies Inc	Madison
• The Blood Center of Southeastern WI	Wauwatosa
• Georgia-Pacific Corp	Neenah
• Nimblegen Systems Inc	Madison
• Phillips Plastics	Hudson
• Cambridge Major Laboratories	Germantown
• Pechiney Plastic Packaging Inc	Neenah
• Promega Corp	Madison

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 54171 – Research and Development in Physical, Engineering and Life Sciences with 20+ Employees

• PPD Development	Middleton
• Third Wave Technologies Inc	Madison
• Covance Clinical Research Unit Inc	Madison
• Nimblegen Systems Inc	Madison
• Colorado State University (Camp McCoy – Wildlife Study)	Sparta
• Stratatech Corp	Madison
• Science Applications Tech North America LLC	Madison
• Jonson Health Tech North America LLC	Madison
• Eragen Bio Sciences Inc	Madison
• Platypus Technologies LLC	Madison
• The Howard Hughes Medical Institute	Madison
• Virent Energy Systems Inc	Madison
• The Dean Foundation for Health	Middleton
• Promega Corp	Madison

R&D in Physical, Engineering and Life Sciences Locational Trends

The diverse nature of work conducted in the Research and Development in Physical, Engineering and Life Sciences sector means a diverse set of locating trends. For example, the high-tech industries such as bio-tech and genomic facilities, have been moving to more affordable locations in the south – Fayetteville and Pine Bluff, Arkansas; Tampa Bay, Florida; and Atlanta and Augusta, Georgia. Because of the diversity, the best approach to thinking about locational trends may be to divide the industry sector into two categories; those industries focused on research and/or the production of very high-tech products such as medical science labs or academic related wildlife studies, and those industries that do research and development as part of a larger manufacturing process, for example Phillips Plastics. Those involved with research and very high-tech production will located only near major research universities, and most of the time only if there is university investment. The portion of the sector focused more on the manufacturing of goods will likely want to locate near their production facilities and therefore would follow many of the same siting criteria as the technology manufacturers discussed above.

Advantages and Disadvantages of the Reedsburg Market

The major challenge for attracting businesses within this sector is that so many of them require easy access and investment from research universities. Although Reedsburg is only 50 minutes from the University of Madison, one of the nation's top 15 research institute, the bio- and high-tech industries are so well established in the greater Madison area that "stealing" any new business from Madison is highly unlikely. But, as discussed above, Wisconsin is a state with a strong manufacturing history. Therefore, the R&D outfits that are closely related to manufacturing within the state, and do not need direct access to a university or university investment, may be interested in the lower land cost and infrastructure amenities offered by the Reedsburg Business Center; especially if there is an opportunity to attract both a small production business along with its R&D facilities. Also of potential interest is Reedsburg's

abundant and convenient access to agricultural land, offering the potential to partner with R&D businesses that do work in agricultural production.

Growth Trends

The data on growth trends in the physical, engineering, and life sciences industry is thin. No historic national data for employee growth exists, and the state data is buried in a category that includes all business and scientific services. Other third party data suggests that the bio- and high-tech industries will continue to grow, but as mentioned earlier they have (for the most part) settled into existing locations. Growth in businesses that do R&D and production of manufactured goods will most likely grow on pace with the technology manufacturing sector they belong to, as discussed above. The national numbers that do exist show a fairly significant growth rate in the number of business establishments, but the number does not reveal in what sub sectors of this segment the growth occurred in.

National Number of Establishments					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
54171	Research and Development in Physical, Engineering and Life Sciences	42.1%	18,517	26,309	7,792

CALL CENTERS

Call centers are very similar to data centers in that their primary function is to deal with information. Unlike data centers however, call centers deal directly with customers and therefore require substantial staffing. Their information handling predisposes the industry to be interested in information infrastructure that can provide them speed, security and reliability; therefore they would seem to be potential targets for the Reedsburg Business Center. Making up the call center sector are two very similar classification segments – telephone answering services and telemarketing bureaus. For most of this section the two sub-sectors will be treated as one because of their similarity in both needs and business conducted.

NAICS Classifications and Descriptions

NAICS 561421: Telephone Answering Services –

This U.S. industry comprises establishments primarily engaged in answering telephone calls and relaying messages to clients.

NAICS 561422: Telemarketing Bureaus –

This U.S. industry comprises establishments primarily engaged in providing telemarketing services on a contract or fee basis for others, such as: (1) promoting clients' products or services by telephone, (2) taking orders for clients by telephone, and (3) soliciting contributions or providing information for clients by telephone. These establishments never own the product or provide the services they are representing and generally can originate and/or receive calls for others.

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 561421 & 56142 Combined – Telephone Answering Services and Telemarketing Bureaus with 100+ Employees

• Captel Inc	Madison
• APAC Customer Services Inc	Green Bay
• Stiel Corp	Madison
• The Charlton Group Inc	Multiple
• West Transaction SVCS LLC	Allouez
• APAC Customer Service Inc	La Crosse
• Hanover Direct Inc	La Crosse
• Xentel Inc	West Allis
• Convergy's Customer Management	Appleton
• Wisconsin Electric Power Co	Pewaukee
• Advanced Data Comm Inc	Superior

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 561421 & 56142 Combined – Telephone Answering Services and Telemarketing Bureaus with 20+ Employees

• Captel Inc	Madison
• Stiel Corp	Madison
• Reserve America-WI	Madison
• The Charlton Group Inc	Madison
• M&I Support Services Corp	Monona
• Integrated Communications Corp	Madison
• M&M Communications Corp	Madison
• TAS Communications Inc	Madison
• Resorts Tours & Travel Ltd	Sarona

Call Centers Site Selection and Locational Trends

Call centers location criteria look much like the criteria for data centers -- they require high quality, redundant communications and power utilities as well as a location that is low risk for disaster. In addition to these requirements call centers have some unique criteria as well. Most importantly the location must provide a critical mass of employees, as it is not uncommon for 500 to 1,000 people to staff a business. In addition to a labor pool, quality of life and time zone can be important factors. (A company that has only one call center will tend to locate in the Central or Mountain Time zone so they can take calls from all four time zones with minimal work day disruption.[13]) Leaders at DirecTV, who is actively attempting to bring call centers back to the U.S., also said that it is important for them to choose a location where they can be the "big-fish in a small pond[14];" this may be due to the hope of positioning the company as the premier local employer in order to ensure an adequate work force.

Advantages and Disadvantages of the Reedsburg Market

The City of Reedsburg can certainly supply the infrastructure and the security, but, the ability to provide a critical mass of workers may be lacking. This could change if the City grew or transitioned more into a regional employment center and imported more employees from the surrounding area; however this would be difficult because of the other surrounding competition. Although not mentioned above, call centers seem to actively seek out communities and states that provide incentives and compensation, and can generally receive it because of the threat to locate overseas.

[13] Adams, H. & Muncie, M. (1998). "Siting a U.S. Call Center: Market Selection and Security Concerns." *Telemarketing and Call Center Solutions.* April 1998.
[14] McCurry, J. (2007). "Call Center Sites: In-House or Out-Sources," *Site Selection.* January 2007; pg 46.

Growth Trends

The growth of call centers is hard to generalize because third party data, national data and common belief all contradict one another. Third party data, such as trade journals and magazines, report that in some sectors there is a trend to move call centers back to the U.S. because individuals are becoming impatient with unfulfilled customer expectations. On the other hand these same trade journals run more articles on siting call centers outside the U.S. than they do on siting within the states. Hard data from the U.S. census supports both conclusions. The number of call center establishments has decreased over the last five years, no doubt due to outsourcing, but the number of employees has increased, most likely due to the large companies that are expanding U.S. call center operations. The Wisconsin State numbers are provided, but the category is so diverse that little can be concluded from them.

Overall, it appears there is growth for new call centers in the United States, but that growth is most likely going to come from expansion rather than new businesses. As a result, any effort to secure a call center should focus on the businesses that have centers within the U.S. and appear to be making an effort to keep them here.

National Number of Establishments					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
56142	Answering Services and Telemarketing combined	-10.1%	5,069	4,557	(512)

National Number of Employees					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
56142	Answering Services and Telemarketing Bureaus Combined	34.3%	527,083	707,772	180,688

State Number of Employees		2004-2014 Employment Change	2004-2014 Percentage Change
561	Administrative and Support Services (Includes Call Centers)	31,560	26.7%

SOFTWARE PUBLISHING

Software publishing is an industry that includes the production of any computer application, system or game. Because the industry deals with electronic data almost exclusively, they need the infrastructure to send, manage and store it efficiently. Therefore, they are an industry that could potentially be interested in the information infrastructure offered by the Reedsburg Utility.

NAICS Classifications and Descriptions

NAICS 5112: Software Publishers –

This industry comprises establishments primarily engaged in computer software publishing or publishing and reproduction. Establishments in this industry carry out operations necessary for producing and distributing computer software, such as designing, providing documentation, assisting in installation, and providing support services to software purchasers. These establishments may design, develop, and publish, or publish only.

Examples of Businesses within these NAICS Categories

Largest in Wisconsin

NAICS: 5112 Software Publishers with 50+ Employees

• Epic Systems Corp	Verona (2,000+ employ)
• Renaissance Learning Inc	Wisconsin Rapids
• Greatland Corp	Green Bay
• Activision Publishers Inc	Madison
• Business Objects Inc	La Crosse
• Rockwell Automation Inc	Milwaukee
• AQS Inc	Hartland
• Marshall & Swift/Boeckh LLC	Milwaukee
• Esker VSI Inc	Madison
• ARI Network Services Inc	Milwaukee
• Zywave Inc	Milwaukee

Largest in Reedsburg Eleven County Area
Adams, Columbia, Dane, Grant, Iowa, Juneau, Marquette, Monroe, Richland, Sauk, Vernon

NAICS: 5112 Software Publishers with 20+ Employees

• Epic Systems Corp	Verona (2,000+ employees)
• Activision Publishers Inc	Madison
• Esker VSI Inc	Madison
• DNA Star Inc	Madison
• Human Head Studios Inc	Madison
• Mitinet	Madison
• Quest Software Inc	Madison

Other small software business exist in the area outside Dane county

Software Publishing Site Selection and Locational Trends

The trend in the software and IT industry, like so many industries, is to locate new facilities in areas where capital costs are low. The determination of capital costs includes things like labor costs, land costs and utility costs.[15] Other concrete site selection criteria include access to a major university with a quality IT department, state-of-the-art infrastructure, skilled workers and preferably other technology business in order to create a "technology cluster."[16] Less concrete, quality of life considerations also exist such as lower taxes for employees and lower cost of living.

Advantages and Disadvantages of the Reedsburg Market

Although the software industry would be difficult for Reedsburg to break into, Wisconsin's second largest software company is located in Wisconsin Rapids, so there is precedent to draw industry out of the Madison and Milwaukee market. Reedsburg may benefit from partnering with their local technical college to market the availability of a skilled workforce.

[15] Boyd, H. (2002). "New Rules for Software and Information Industry Site Selection," *Upgrade: Software and Information Industry Association.* April 2002.
[16] Alderete, M. & Hansen, E. (2003). "Where Clusters Come From," *Site Selection Magazine.* November, 2003.

Growth Trends

The software industry has been in a pattern of growth and consolidation over the last five years. That is seen in the national numbers that show a decrease in the number of establishments but a fairly substantial increase in the number of employees. One of the main sectors of growth in the software industry is in video games, which now have annual revenues close to that of Hollywood. Wisconsin is by no means an established player in the software world, but the state can boast the very large expansion of Epic Systems, one of the largest healthcare software companies in the world, as well as three well known video game companies that have recently relocated to the state. The state growth numbers in publishing industries (which includes software) confirm the recent software activity with a modest employee growth rate of 15 percent.

National Number of Establishments					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
5112	Software Publishers	-18.1%	8,105	6,636	(1,469)

National Number of Employees					
Code	***Description***	***Growth Rate***	***2007***	***2012***	***Change***
5112	Software Publishers	32.6%	468,542	621,402	152,859

State Number of Employees		2004-2014 Employment Change	2004-2014 Percentage Change
511	Publishing Industries (includes software publishing)	2,900	15.2%

Recommendations

This targeted industry study is one component in the City's Economic Development efforts. Below are some general recommendations on the process of economic development. Many of these are already underway in Reedsburg.

Understand Your Community

- Continue to conduct community meetings and research to understand the City of Reedsburg objectively and keep information up to date. Find ways to differentiate the community from others given Reedsburg's unique the strengths and weaknesses. For example, quality of life and operating costs are strong advantages in Reedsburg. Continue to keep accurate data and distribute marketing materials on community variables including:
    - Labor market information
    - Site & building information
    - Financial incentives
    - Index of major employers
    - Wage data
    - Utility rates
    - Workforce training programs
    - Transportation characteristics
    - Quality of life advantages
    - Communications infrastructure

- Reedsburg currently has a very strong collateral material package containing the above statistics. It will be important to continue to advance and update this information to meet the changing needs of today's market place.

- Collect pertinent information on available sites and buildings in the City including: size, utilities, zoning, highway frontage, easements, Phase I environmental reports, floodplain/drainage information, and for unlisted property, documentation of owner's willingness to sell.

Continue Business Retention and Expansion

- Keep local companies informed of available sites and financing opportunities for when they're ready to relocate or expand. Studies show 70% of new jobs in a community come from existing businesses.
- Make sure existing companies are good ambassadors for the community and feel welcome and supported by the community. They will spread the word about Reedsburg through industry contacts and potential companies considering Reedsburg will interview local employers.
- Ensure local businesses remain, or become, fully informed about the benefits of the Reedsburg telecommunications utility. Also, aid in businesses understanding of how they can benefit from the utility.
- Research and target Madison businesses that may desire a satellite location. Reedsburg's proximity to Madison, as well as its lower land costs and fiber network may make Reedsburg attractive to such companies.

- Continue to work with the regional economic development organization, REDE, in order to position Reedsburg in a broader regional economy.
- Ensure local businesses are fully aware of all the features and benefits associated with the municipal communications utility.

Spread the Word about Reedsburg

- The City has an excellent website with parcel information through an interactive GIS system. Continue to enhance the City's website with information important to site selectors and businesses interested in relocating or expanding to the Reedsburg marketing. Most site selectors or businesses looking to relocate or expand will visit a community's website. Be sure it's easy to navigate, contains all the information they are looking for, and directs them to proper contacts for more information.
- Continue to work with the Sauk County Development Corporation to post and update available sites on the national site selection database--LocationOne Information System (LOIS).
- Network and provide community information to allies in economic development such as: Sauk County Development Corp., utilities, railroads, Forward Wisconsin, and the WI Dept of Commerce.
- Marry tourism and economic development. Other communities with local tourism destinations similar to Reedsburg have found ways to expose visitors to their business opportunities. Communities have sponsored or held conferences for executives in exchange for having them attend tours of the community or local business parks before and after the conference. The local lake visitors frequent certain places where information could be placed or the local ED organization could hold a cook-out or wine party and provide the information.
- Continue to re-invent Reedsburg's marketing material. Although it is important to recognize the economic development work that has occurred in the past, Reedsburg must continue to look to its future and promote the potential of the fiber network and community.

Reach out to Target Industries and Site Selectors

- Conduct informal interviews with companies in the eight targeted industries in this report to confirm the findings and identify businesses looking to relocate. Begin efforts by targeting the expanding businesses already located in Wisconsin.
- Prepare a mailing to site selection consultants and targeted industry businesses highlighting Reedsburg and the available sites. Utilize the Excel spreadsheets included with this report of business in the eight industrial categories from the Wisconsin ES-202 database to create mailing labels to contact these businesses. Similar address lists of businesses in other states can be obtained from national data providers such as Claritas or ESRI.
- Attend trade shows to market the City of Reedsburg, especially those where the leaders in the targeted industries would attend.
- Read industry trade magazines in order to better understand current needs and trends within each of the identified industries.
- Discuss the advantage the municipal communications utility could offer to companies headquartered elsewhere to communicate with a location in Reedsburg, conduct remote meetings, and transfer data.

- Target companies that specifically integrate at-home workers (telecommuters) in their business model. With a fully integrated fiber network, Reedsburg offers home based employees incredible speed and security. Plus, telecommuting has been a growing business practice since the late 1980s.