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FJI • REPORT

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“MOST CURIOUS QUESTIONS

People call the FJI Offices to learn more about area businesses and economic development opportunities, but sometimes they also ask some curious questions that take a bit more research and creativity to answer...

“If I bring a bug in jar into your office, can you help me identify what it is?”



“When does it stop being partly cloudy and start being partly sunny?”



“When does the weekend officially begin?”



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COUNTERVAILING TRENDS



John Beckord • President, Forward Janesville • johnb@forwardjanesville.com

I don't make predictions. I'm can't predict the future for Janesville area businesses. But like everyone, I do observe trends that give me hope or give me pause. Two trends I've been reading about of late particularly caught my attention.

No topic gets more attention at Forward Janesville meetings than our workforce needs. Workforce readiness, workforce shortages, workforce attraction, and the changing landscape of work are daily topics of conversation. Unfortunately, it is a conversation often tinged with frustration.

There is the stark reality of demography: Wisconsin's workforce is getting older and our current level of population growth won't replace existing workers let alone accommodate growth in job openings. More broadly in the U.S., at the end of 2018 there were 7.1 million job openings, which is about 1 million more than the number of unemployed workers. The worker shortage is not just a Wisconsin challenge.

The labor market is responding in a variety of ways. Wages and salaries are climbing faster than at any time since the Great Recession. Companies are ever more aggressive with incentives. Compensation and benefits are not the only ways to influence footloose workers. Creating a strong culture—a place where people really want to work—is a popular topic in the business press.

As I have written before, Forward Janesville and the broader community have a central role in the workforce challenge. Collectively we need to support our schools so they are absolutely the best

they can be. Our improving road infrastructure is critical to our ability to attract labor from outlying areas. We need to promote and support our cultural and recreational assets to make Janesville a vibrant place to live and raise a family. And we need to invest in our downtown so that it once again becomes a genuine source of pride and a place where people become tethered to a sense of community

A second trend in many forward-looking articles on how the economy is changing is the impact of technology on work. Here, the irony is that one central impact of technology will be the displacement of human labor with robots and artificial intelligence (AI). Keep in mind this is not just manual labor. AI could ultimately impact white collar jobs in a very significant way. So, now we have two trends—workforce demands and technological innovation—seemingly working at cross purposes on how they impact labor. What should we expect in 10 to 20 years?

My read on the tech innovation trend is that it will likely create as many jobs than it replaces. The World Economic Forum predicts 75 million human jobs will be displaced by machines and software in the next decade. At the same time, the study predicts automation technologies will create 133 million new jobs. Many other studies come to a similar conclusion.

Just as we have seen a slew of new job descriptions emerge in the last decade, I expect the same will happen in the next decade. Data analysts, machine algorithm designers, robotic application developers,

and computer vision designers will be in high demand. Jobs that involve routine tasks or moving products from point to point...not so much.

I am encouraged on this front because we are surrounded by impressive education and training resources that only seem to get better year after year. A tour of Craig and Parker High Schools is a great place to start. The people and programs to help young adults get a good start is just awesome. Blackhawk Technical College and its Advanced Manufacturing Training Center are additional resources that fit perfectly into this changing workforce challenge. The University of Wisconsin-Whitewater and its new affiliation with the University of Wisconsin-Rock County rounds out a local menu for advanced skill development in all of the STEM fields: science, technology, engineering, and math.

The bottom line is robots and AI will displace some jobs. Just as we have had to adjust in the past decade, workers will need to adapt to a constantly changing workforce environment. Skills and aptitude will be rewarded. Workers finding their niche in the workforce through advanced skill training is paramount.



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BOOKISH BRILLIANCE

Best Business Books to Read This Year

Pour yourself a cup of coffee, find a cozy corner, and curl up with some written-word wisdom designed to entertain as much as it enlightens.

BY LAURA BARTEN



Warren Buffett, perhaps the consummate example of business success, is often asked what it takes to be successful. His answer? "Read 500 pages . . . every day. That's how knowledge works. It builds up, like compound interest. All of you can do it, but I guarantee not many of you will."

That's not a typo. While building his investment career, Buffett read between 600 and 1,000 pages per day. Ready to take the challenge? Start 2019 off with a dose of classic inspiration mixed with some contemporary insights from some long-respected and well-loved authors.

JIM COLLINS

"When what you are deeply passionate about, what you can be best in the world at, and what drives your economic engine come together, not only does your work move toward greatness, but so does your life. For, in the end, it is impossible to have a great life unless it is a meaningful life."

Classic —

Good to Great

A consistent favorite of top CEOs, this book addresses a single question: can a good company become a great company, and, if so, how? Collins based this on a five-year research project comparing companies that made the leap to those that did not, finding that greatness is largely a matter of conscious choice and discipline versus circumstance.

Trending —

Turning the Flywheel: A Monograph to Accompany Good to Great

A companion to Good to Great, Collins expounds on the six-step process he developed at his management lab to implement the flywheel concept—one of the cornerstone concepts of his seminal 2001 book.

A former Stanford Business School professor, Jim Collins has authored or co-authored six books that have sold in total more than 10 million copies worldwide, including the #1 bestseller Good to Great, which The Economist described as the "Harry Potter of management literature." In 2017, Forbes selected Jim as one of the 100 Greatest Living Business Minds. Read more about the 16 concepts Jim Collins thinks makes "great companies tick" here: <https://www.jimcollins.com/concepts.html>

SIMON SINEK

"Imagine a world in which the vast majority of us wake up inspired, feel safe at work and return home fulfilled at the end of the day. We commit to finding and building the leaders who will work to make this vision a reality."

Classic —

Start with Why

In 2009, it could be argued that Simon Sinek started a movement to help people become more inspired at work. This book examines how people like Martin Luther King Jr., Steve

Jobs, and the Wright Brothers all used a similar approach to inspire others by first communicating the "why" behind what they were doing. The book provides a framework for building organizations and movements by starting with "why" to more successfully inspire others.

Trending —

The Infinite Game

You'll have to wait until summer to pick up a copy of Sinek's latest, but the buzz surrounding it is promising. The book is based on the concept of two types of leaders: those who pay with a finite or infinite mindset. Sinek goes on to say that leaders who embrace an infinite mindset, in stark contrast to those who see things as finite, build stronger, more innovative, more inspiring organizations, and demonstrate greater resilience.

Simon Sinek describes himself as an unshakable optimist who believes in a bright future and our ability to build it together. He may be best known for popularizing the concept of WHY in his first TED Talk in 2009, which rose to become the third most watched on TED.com, with over 40 million views. He is the author of multiple best selling books.

BRENÉ BROWN

"The bottom line: I believe that you have to walk through vulnerability to get to courage, therefore . . . embrace the suck. I try to be grateful every day and my motto right now is 'Courage over comfort.' "

Classic —

Daring Greatly

There is a great deal of talk about vulnerability and how it contributes to connection and actually is a sign of strength. Much of this recent focus on the power of vulnerability may be attributable to Brown, who eloquently demonstrated how courage is contagious even when there are hard endings. In *Daring Greatly*, she reminds readers that vulnerability is courage, and in her follow up book, *Rising Strong*, provides tips about how to better manage all that comes with growth through vulnerability.

Trending —

Dare to Lead

Brown describes her latest book as the ultimate playbook for developing brave leaders and courageous cultures. She posits that daring leadership is a collection of four skill sets that are 100 percent teachable, and include learning and practice that requires brave work, tough conversations, and showing up with our whole hearts.

Brown is a research professor at the University of Houston where she holds the Huffington-Brené Brown Endowed Chair. She's spent the past two decades studying courage, vulnerability, shame, and empathy. She is the author of five #1 New York Times bestsellers.

SETH GODIN

"When you try to change someone's worldview forcibly, they get a headache. People become defensive in the face of a frontal assault on their worldview. Cunning is far more effective. And of course, I ignored my own advice by challenging the worldview of my reader right there in the title [All Marketers are Liars]."

Classic —

All Marketers are Liars

A Godin classic, newer reprints of this book feature a hand drawn scribble that changes the title to read *All Marketers Tell Stories*. Published in 2004, Godin says the book came to him as he watched the Democrats lose the 2004 election. At heart, he says, the book is about worldviews—the biases and expectations and shortcuts we use to get through the world and as a result authenticity and finesse is the only true way to reach someone, as force is almost never effective at changing worldviews.

Trending —

This Is Marketing: You Can't Be Seen Until You Learn to See

An instant bestseller, Godin once again focuses on marketing as a problem solver, sharing tactics that rely on empathy, connection, and emotional labor rather than attention-seeking mechanisms or strategies

to game the system.

A former VP of Direct Marketing at Yahoo! and the founder of altMBA and Squidoo.com, Seth Godin is the author of 18 international bestsellers, a well-regarded speaker on all things marketing and writes one of the most popular marketing blogs in the world.

You Can't Go Wrong: More Classics to Read (or Re-Read)

Man's Search for Meaning by Viktor Frankl

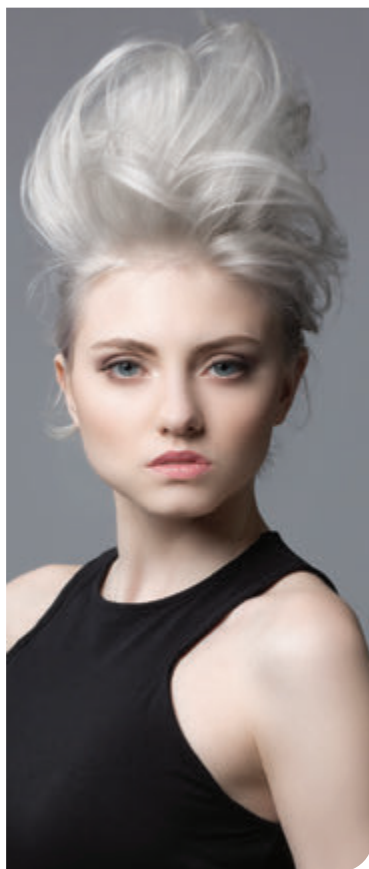
How to Win Friends and Influence People by Dale Carnegie

The Seven Habits of Highly Effective People by Steven Covey

Think and Grow Rich by Napoleon Hill

The Meditations by Marcus Aurelius

The Essays of Warren Buffett: Lessons for Corporate America by Warren Buffett



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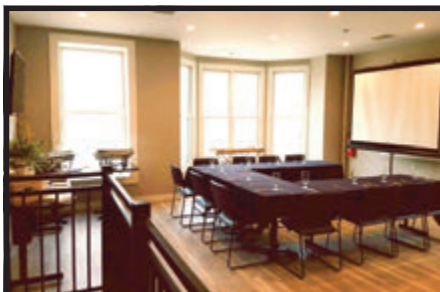
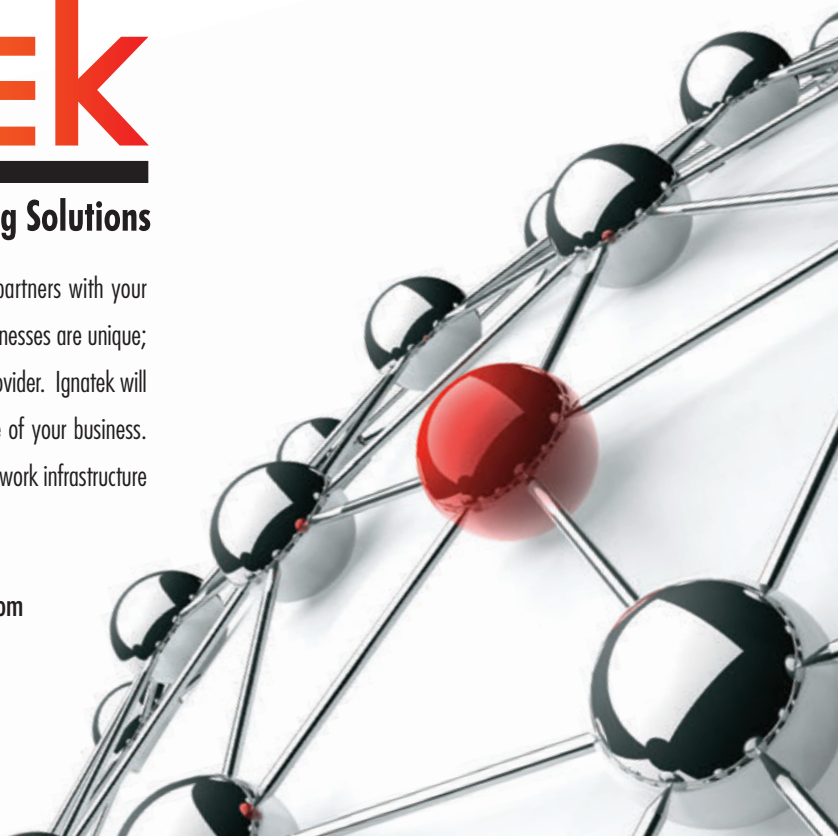
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TO THINK OUT OF THE BOX, YOU NEED TO GET OUT OF THE OFFICE!

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ADDRESSING THE HOUSING CHALLENGE

The story of Rock County's revitalization has been well told. Thanks to the work of Rock County 5.0 and dozens of community partners, economic growth has been remarkable. In the last decade, Rock County has welcomed over 130 private sector economic development projects, over \$2 billion in capital investments, and nearly 5,000 new full-time jobs.

This growth has led to unprecedented challenges in the workforce and housing sectors, which are “good problems to have,” but problems nonetheless. Community leaders understand that our area's lack of available housing represents a threat to our future prosperity and have taken proactive steps to address the issue.

The City of Janesville, Forward Janesville, and Rock County 5.0 co-hosted a housing summit on June 6, 2018. Here are some recommendations that came from the meeting and actions the city has taken.

TAX INCREMENT FINANCING

One of the summit's major takeaways is that housing development is a full contact sport. Many communities have been aggressive in offering incentives to developers and quite a significant portion of those incentives come in the form of tax increment financing (TIF).

Background: TIF can get complicated, so here's a quick explanation of how it works: When a city designates an area as a TIF district, the value of all the property in the district, known as the district's base value, is set. As development occurs—and the overall value of property in the district rises—taxes on the TIF district's new value are captured and available for use by that municipality. The difference between the district's new taxable value and its base value is known as the increment. Cities in Wisconsin use TIF funding for all sorts of activities within TIF districts.

Action: Under existing policy, the city could already use TIF incentives for downtown housing development projects, but the Janesville City Council voted to extend TIF incentives for residential projects in areas outside of downtown that are zoned to allow apartment buildings. This sparked a few interesting development proposals, including a potential 250-unit development near Racine Street and Interstate 39/90, and a 60-unit building on Parker Drive. While neither project is written in stone, we hope that they will move forward.

CITY INFRASTRUCTURE FINANCING

Many summit participants encouraged the city to again consider providing primary financing for subdivision infrastructure.

Background: Before 2016, the city could pay for the installation of public infrastructure (water mains, curbs, and gutters, etc.) within new private developments. However, a few developers were not able to pay their property taxes and special assessments on lots on which the city paid to install public infrastructure, which resulted in a substantial loss for the city. This led to the city getting out of the subdivision infrastructure financing business in 2016, and they have been reluctant to get back in.

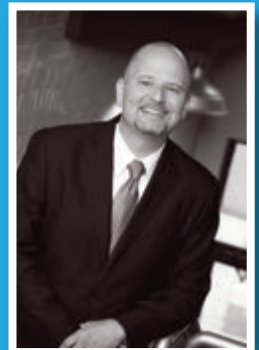
Action: A group of industry professionals are working with city staff on ways to implement a scaled-down public infrastructure financing program that protects taxpayers while facilitating the residential development that our community so desperately needs.

THE NEED FOR DIFFERENT TYPES OF HOUSING IN JANESVILLE

A common complaint about houses in Janesville is that they are a little boring: homogeneous, ranch-style homes on quarter-acre lots. Housing summit participants would like to see a host of different housing types and lot sizes in Janesville, including downtown lofts, mixed-use rental developments, high-end multifamily, “tiny houses,” downsized (retirement) housing, townhomes, etc. The city needs to be open to new product types—not just 1,500 square foot single-family ranch homes on .85-foot lots.

Recommendation: The city has tools in place to facilitate unique housing products and developments, and is ready to work with developers. That said, the city's zoning ordinance could use some revision to accommodate unique projects. We look forward to taking part in this discussion.

By taking these steps, the city is laying the groundwork to make Janesville more attractive for residential development. We are pleased to take part in these efforts, which will only increase Janesville's vibrancy as a community.



(Source: The US Chamber of Commerce)

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FJI AWARD WINNERS

At the January 2019 Awards Luncheon these remarkable and deserving individuals and companies were honored:

Lifetime Achievement

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Larry Squire

Business of the Year (50+)

Sponsored by Johnson Financial Group
Dollar General Distribution Center

Ambassador of the Year

Sponsored by Boomerang Home Rental
Dennis Condon

Volunteer of the Year

Sponsored by Mercyhealth
Tim Weber

Business of the Year (less than 50)

Sponsored by Nowlan & Mouat LLC
Floral Expressions LLC

Ambassador Grant Program Recipient(s)

ECHO • Paddy's Paws • KANDU Industries • Rock County Historical Society

Community Improvement Award

Sponsored by BMO Harris Bank
United Way Blackhawk Region

Entrepreneur of the Year

Sponsored by First National Bank & Trust
Richard & Joan Neeno, Lark

Educator of the Year Award

Sponsored by Blackhawk Bank
Patty Hernandez

Diversity Award

Sponsored by Minuteman Press
Gary Bersell





A special congratulations to our
Lifetime Achievement Award
 recipient and long-time
 Forward Janesville champion,
Larry Squire!

"For more than 30 years, Larry has demonstrated his commitment to Wisconsin and his community. Whether volunteering his time, lending a helping hand, or leading a complex initiative, Larry can usually be found out in front with an enthusiastic 'can do' style and energy. In everything he does, Larry lives the credo of doing what is best for his family, our company, and his community—while truly making an impact on the world around him."

James R. Popp, President & CEO, Johnson Financial Group

"I am going to take full credit for bringing Larry to our community. About 100 years ago, maybe 101, I hired Larry to come to Janesville and work with me at M&I Bank. It was one of those rare interviews where I knew very quickly that this was a person I wanted to hire NOW. After some negotiation, I was successful in bringing Larry and his family to Janesville. With his skill set, experience, and energy I just knew he would continue to succeed professionally, as he has done, now serving as Regional President of Johnson Bank. Noted achievements can come in many different forms, but there is no greater achievement than understanding life's priorities. God, family, and community ... Larry has a clear understanding of these priorities and that has been his formula to a lifetime of achievements."

Ronald Ochs, President, Janesville Foundation

"I have had the pleasure of working closely with Larry Squire and I have seen his ability to bring people together to achieve a common vision that will improve our community. My takeaways over these months have been that Larry was just doing what he has done most of his life. Larry and Cindy Squire's leadership efforts in passing the \$70mm public school referendum in Janesville in 2006 allowed our school district to have much needed state-of-the-art facilities prior to the closing of the GM plant, a critical investment in hindsight. His tireless efforts behind fundraising for ARISE Now has positioned this public-private partnership for success. President of Forward Janesville and a Rotarian for years, a proud father and husband, a leader in his church, and a career banker who is confidant and advisor to many, Larry lives a life of purpose and service."

Oakleigh M. Ryan, Principal, Whiton House Consulting

"I have always been impressed by Mr. Squire's energy, positive attitude, and willingness to help others. He serves on many boards and community projects. He has served on the Mercy Hospital Board and assisted in the wonderful growth of that organization. He currently holds the position of President at Janesville Morning Rotary. He serves on the Janesville Police and Fire Commission, assuring proper services for the community. Mr. Squire is a constant supporter of the development of Janesville's downtown. In his workplace, Mr. Squire speaks about being 'positively present.' I believe that his leadership philosophy summarizes what Mr. Squire offers Janesville, a constant, positive view of Janesville and always trying to make Janesville a better community."

David J. Moore, Chief of Police



Don't miss FJI's Rock County Day in Madison!

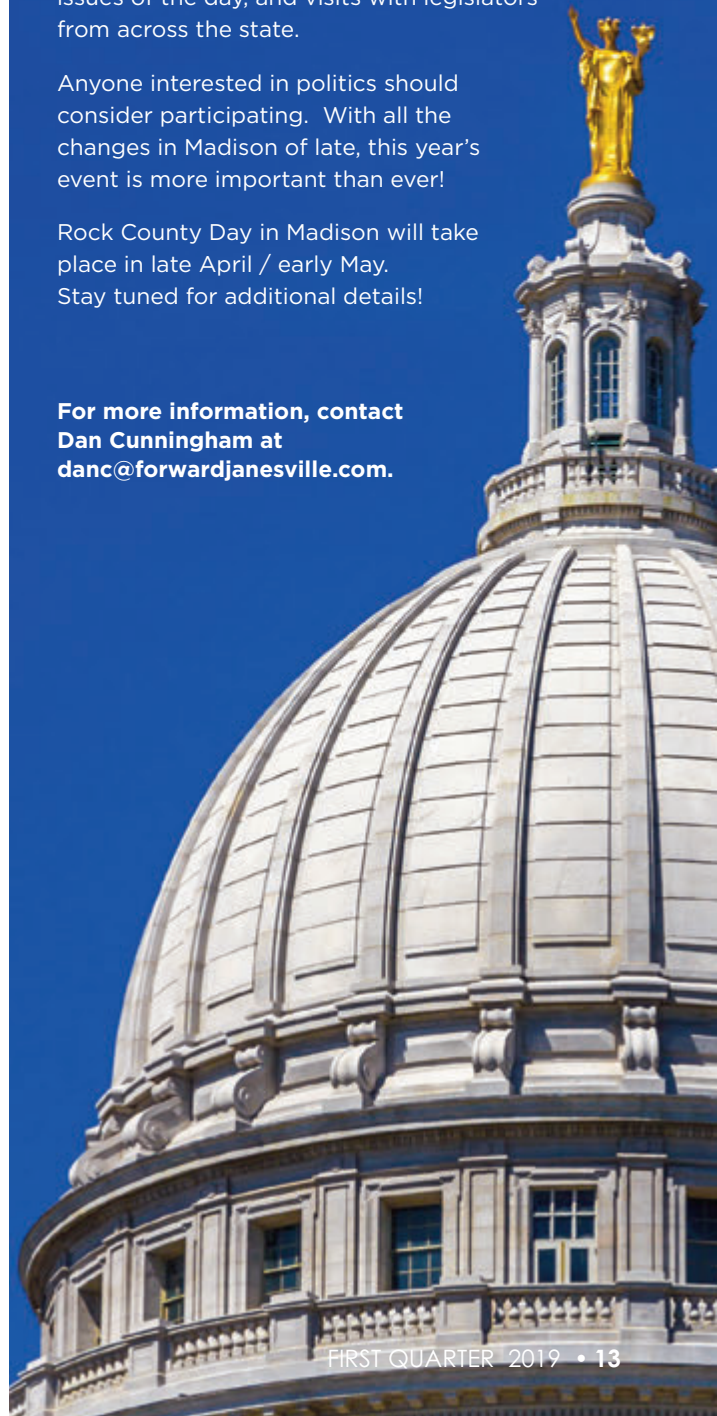
Rock County Day in Madison is Forward Janesville's annual lobbying day at the Wisconsin State Capitol.

Rock County Day is a crash course in what's going on in Madison and is a great way to get up to speed on issues affecting our state. The day will contain meetings with state leaders, briefings on the hot issues of the day, and visits with legislators from across the state.

Anyone interested in politics should consider participating. With all the changes in Madison of late, this year's event is more important than ever!

Rock County Day in Madison will take place in late April / early May. Stay tuned for additional details!

**For more information, contact
 Dan Cunningham at
danc@forwardjanesville.com.**





Downtown continues to see exciting changes in 2019!

The ARISE Now Community Campaign continues to gain excitement, momentum and community supporters. 2018 was a key year to begin seeing the physical changes in the downtown revitalization efforts. Celebrations included the openings of the JP Cullen Memorial Pavilion, the interactive water feature and Festival Street while working with groups like Downtown Janesville Inc to find new, innovative ways to activate these community spaces.

Placemaking, activating public spaces, connecting areas/people and exploring opportunities continue to be the four key areas that the ARISE Now public-private leadership group has been focusing on as they work to strengthen the implementation of the City's ARISE plan. The energy and excitement of businesses, individuals and community groups continue to garner a momentum that Janesville hasn't experienced in many years. The private sector and the public sector are partnering on shared goals to make our downtown a vibrant, multi-faceted experience! **Are you in?**



Blain Gilbertson Family Heritage Bridge



A sampling of downtown projects slated for 2019 that you will want to follow!

- The Janesville Performing Arts Center's Educational Outreach Center – Spring 2019
- Completion of the Cobblestone Hotel – Spring 2019
- Opening of the newly constructed Milwaukee Street Bridge – Summer 2019
- ARISE Now Donor Wall, located in the heart of Town Square – Summer 2019
- Expansion of the Music at the Marv summer series
- Blain Gilbertson Family Heritage Bridge – construction Summer/Fall 2019
- Blackhawk Community Credit Union's Reflections Plaza Ground Breaking – Fall 2019
- Public Art additions – throughout 2019
- Courthouse Hill Pedestrian Lighting Project – Fall 2019
- Kiosk installation on west bank of Town Square – Fall/early Winter 2019



Are you **IN?**

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.....
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#Expo2018

Quint Studer captivated the audience at the 2018 Rock Regional Business Expo luncheon with his knowledge about downtown and community activation, encouraging engagement and calling members to action.



#WorkforceWins

FJL helped organize and activate volunteers for two major workforce initiatives: Manufacturing Day and 8th Grade Industry Day. These events exposed over 1,000 8th - 12th graders to careers and employers across Rock County.



#PedestrianBridge

Concept designs for the Blain Gilbertson Family Heritage Bridge were released mid-December to the public. Project completion is scheduled for December 2019.



#MilkenRankings

The 2018 Milken Institute Best-Performing Cities Index ranks U.S. metropolitan areas by how well they are creating and sustaining jobs and economic growth. The components include job, wage and salary, and technology growth. In 2018, the Janesville-Beloit Metropolitan Statistical Area (MSA) was ranked the 35th best performing MSA among all small cities in the U.S.



#CommunityConversations

ARISE Now held a community outreach presentation in early December. Each downtown Janesville partner group presented their work to a group of 130 community members, sharing ideas and taking questions.



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Welcome!

Janita Harner, Administrative Assistant / Bookkeeper

Janita comes to us from Rockton, IL, but her roots are all Wisconsin. After growing up near Green Bay, she attended UW-LaCrosse and then moved to the Rockford area. She is mom to three amazing young men, ages 27, 23, and 20. Among her interests are horseback riding, photography, theatre, and, of course, meeting people wherever she goes. She is quickly getting into the groove at Forward Janesville and looks forward to meeting you! She can be reached at accounting@forwardjanesville.com.



Claudine Manor, Membership Development Coordinator

Claudine, her husband, and two children (Madison - 15 and Max - 12) have lived in Janesville since 2002. Prior to joining Forward Janesville, February 2019, Claudine oversaw shipping and receiving at the John Deere Distribution Center (south Janesville) until 2009 when she left to manage Labor Solutions, Beloit. Claudine was an active member with the Beloit Chamber of Commerce during her time at Labor Solutions. Claudine was also part of an organization that formed in 2009 to bring affordable fitness classes to the Rock and Dane county area(s). She has continued her passion for fitness since that time and has become an active member of the Milton Show Choir Parent Group, chairing on the Rock the Rock Invite committee as well as heading up the newly formed fundraising committee for that organization. She can be reached at claudinem@forwardjanesville.com.



Ch-ch-changes

BY LAURA BARTEN

In addition to tax bracket percentage changes for the majority of filers, here are a few more new things you may want to evaluate with your qualified tax professional come tax time:



CORPORATE TAXES

The top corporate tax rate was permanently cut to 21 percent (versus 35 percent).

PASSTHROUGH BUSINESSES

Passthrough business owners may now deduct up to 20 percent of their qualified business income. The maximum deduction applies to those making up to \$157,500 (individuals) and \$315,000 (married couples).

ESTATE TAXES

The "death tax" exemption was doubled, allowing for estates up to \$11.2 million to be considered exempt from the tax.

ALTERNATIVE MINIMUM TAX

The AMT was preserved, but limits were relaxed so fewer will be affected. Check with your tax professional, who can advise you based on your filing status.

HOME SALE INCOME

While the exclusions remain the same (\$250,000 for individuals and \$500,000 for married filing jointly), you now need to have used the home sold as a primary residence for five of the eight years before the sale, versus two of the five years prior, to claim this exemption.

MEDICAL EXPENSES

All taxpayers whose medical expenses exceed 7.5% of their adjusted gross income may now claim this deduction.

529 COLLEGE SAVINGS PLAN

Benefits now extend to eligible elementary and secondary (K-12) public, private or religious school expenses, in addition to qualified higher education expenses. Up to \$10,000 per year per child.

ACA INDIVIDUAL MANDATE

As of January 1, 2019, there is no longer a penalty for consumers who do not purchase healthcare.

ITEMIZED DEDUCTIONS AND OTHER EXEMPTIONS

Some itemized deductions are going away. Personal exemptions have been suspended until 2025, but standardized deductions have increased for nearly all (Individuals: \$12,000; Heads of Household: \$18,000; Married Couples Filing Jointly: \$24,000). Tax preparation fees, investment fees, and work-related expenses may no longer be itemized, through 2025. Moving expenses have also been suspended until 2025, unless you are a member of the military.



IRS highlights TAX REFORM CHANGES affecting small businesses

Small business owners, self-employed should plan now for new changes

As we say goodbye to 2018, the Internal Revenue Service is urging small business owners to learn about how the new tax law changes may affect them.

The Tax Cuts and Jobs Act, passed in December 2017, made tax law changes that will affect virtually every business and individual in 2018 and the years ahead. Among other things, the new law may change tax rates and impact the quarterly estimated tax payments required during the year.

For many passthrough businesses, the law created a new 20-percent qualified business income deduction. Other deductions and credits have been changed as well, including revised depreciation methods and expanded options for expensing business property. There are also new rules for like-kind exchanges and fringe benefits. In addition, small business employers who provide paid family and medical leave to their employees during tax years 2018 and 2019 may qualify for a new business credit. Business owners can refer to the IRS's Tax Reform Provisions That Affect Businesses page (<https://www.irs.gov/newsroom/businesses>) for updates and resources on these topics and other business-related changes.

The IRS is highlighting these changes and more as part of its on-going initiative to help small businesses and self-employed individuals understand and meet their tax responsibilities. The IRS has also issued a number of news releases, tax tips, YouTube videos and webinars to help small businesses navigate the new tax law, and more are on the way. Tax tips are written in plain language and people can subscribe to them by using the IRS's Tax Tips email subscription program (<https://www.irs.gov/newsroom/subscribe-to-irs-tax-tips>).

SOURCE: IRS.GOV

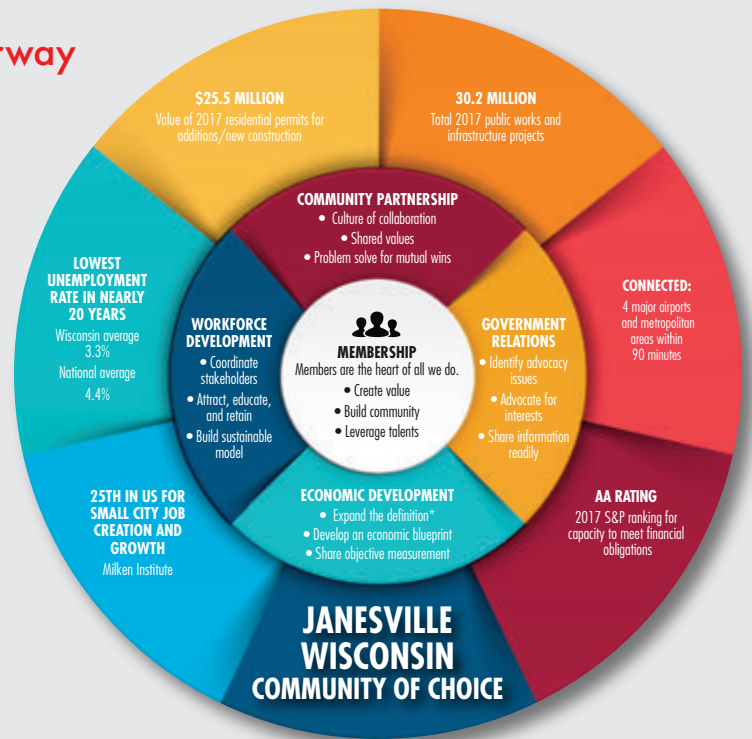
FORWARD MOMENTUM

FJI Strategic Planning Dashboard Is Underway

Last issue we shared the results of Forward Janesville's recent strategic planning initiative. This quarter we're happy to report that a new strategic planning dashboard is being developed to help chart our forward momentum and share ongoing progress with members in simple and powerful visuals. Keep your eyes peeled for its debut in our next issue...

A few other important milestones that have been achieved as a direct result of the strategic planning process include:

- Monthly staff reports to the FJI Board have already begun. These reports provide a broader level of communication between the staff and the Board of Directors as to how the strategic plan is developing.
- Overall, FJI is placing increased emphasis on Membership and taking actions to support that new emphasis. Most recently, roles and responsibilities were adjusted at the staff level to reflect the change and a new on-boarding process was created and implemented.
- The master strategic planning document will be added to FJI website to increase transparency and encourage involvement. We invite everyone to take a few moments to read through this important road map to our mutual success at: www.forwardjanesville.com/strategic-plan



Five Human Resources New Year's Resolutions

BY JENNIFER REVELS

As you plan for the new year, here are just a few people management and compliance tips to consider.

1. In response to the 'me too' movement, sexual harassment complaints are on the rise. You should review your harassment policy, reporting procedures and management training in this area. In addition, to minimize your legal liability, be sure to have proper onboarding, employee training and postings about your policy and reporting procedures.
2. With the current labor shortage and fight for talent, recruitment and retention are highly important for employers, big and small. You should review your strategies in these areas to ensure you are doing all you can to prepare for your future talent pipeline, while also engaging and communicating with your current workforce to ensure they are satisfied and working at their highest potential. Work with your local high schools and colleges to build development programs for future opportunities. Stay interviews and employee surveys are great strategies to engage and communicate with your current workforce.
3. Review your benefits strategies, especially with the varying needs of multiple generations in the workforce today. The needs and wants are very different depending on the stage of life your employees are in. With 4-5 generations working together today, employee benefits and the way you communicate them is just one challenge that employers face when trying to satisfy all employees. Be sure your benefits vendors are flexible and adapting to the changes in your workforce demographics and the changing needs of your employees.
4. With immigration investigations, audits and enforcement at an all-time high, it is wise for employers to conduct an internal audit of I-9 practices to ensure you have completed I-9 forms filed completely, properly and timely (within 3 days of start date) for all current employees (and retained for 3 years for past employees). Be sure that you're allowing employees to present any of the documents listed on the form – you cannot require only certain documents. E-Verify is also an option to consider.
5. Many employers are bypassing reference checks and other background checks to speed up the hiring process. However, this could be a crucial mis-step and lead to poor hiring decisions, especially as it relates to ensuring safety of other employees, customers and minimizing negligent hiring. Things to consider when determining how to decide whether you check references include the level of interaction with others involved in the position and the cost of turnover for that position (recruitment, training and other costs). For background checks, you might consider how well your employees will be supervised, the type of work they are performing and the public relations variables involved if you were to find out about criminal history later. Even if there are convictions on an individual's record, the decision to employ them should still be evaluated based on whether there is a substantial relationship of the record to the job itself, and according to your local, state and federal laws. You should also be aware of the requirements under the Fair Credit Reporting Act. Consult with legal counsel, as necessary.

Jennifer Revels is a local HR Consultant with Revels Consulting LLC. She holds a BBA/Human Resources Management, MBA, and SPHR/SHRM-SCP certifications. She is not an attorney and her opinion should not be construed or interpreted as legal advice.



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Community Employment

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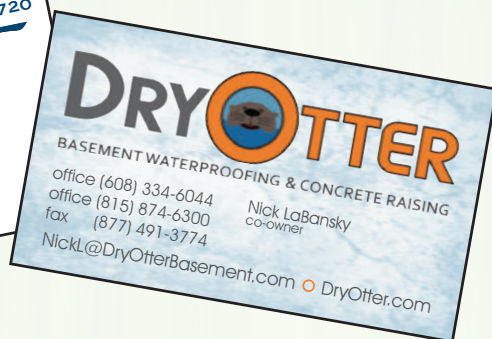
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Calendar of Events

As with all events, please check our website for updates at www.forwardjanesville.com

MARCH 2019

19	Government Relations	7:30 am	14 S. Jackson St. (FJI Board Room)
20	Ambassador Meeting	12 noon	Thrivent Financial, 3447 Mt. Zion Avenue
21	Business After Five	5-7 pm	Advia Credit Union, 2317 Milton Avenue
21	Board of Directors	7:30 am	14 S. Jackson, (FJI Board Room)

APRIL 2019

2	Annual Dinner	4:30 pm	Holiday Inn Express & Janesville Convention Center, 3100 Wellington Place. <i>Reservations required!</i>
16	Government Relations	7:30 am	14 S. Jackson St. (FJI Board Room)
17	Ambassador Meeting	7:30 am	The Bodacious Shops of Block 42, 119 N. Main St.
18	Business After Five	5-7 pm	Oak Park Place, 700 Myrtle Way
18	Board of Directors	7:30 am	14 S. Jackson St. (FJI Board Room)

MAY 2019

7	Nothing But Net, Speed Networking Series	12-1 pm	The Venue, 37 S. Water Street
15	Ambassador Meeting	12 pm	KANDU Industries, Events Banquet Hall, 1741 Adel St.
16	Business After Five	5-7 pm	Educators Credit Union, 2652 N. Lexington Drive
16	Board of Directors	7:30 am	14 S. Jackson St. (FJI Board Room)
21	Government Relations	7:30 am	14 S. Jackson St. (FJI Board Room)



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