

Date: 10-16-2020
To: Deb Sielski, Deputy Director, Planning and Parks
From: Dan Anhalt
RE: Brownfield Impact Dashboard-Economic and Fiscal Analysis Project Summary

Utilizing Impact Dashboard provides our communities, business owners and developers with a comprehensive view of their project's economic and fiscal impact and an understanding of the ROI to the community. The Washington County Site Redevelopment Committee (SRC) retained EDWC to conduct Economic and Fiscal impact studies on a select group of 7 projects undertaken by the Washington County Site Redevelopment Program. In addition, 2 projects that model the potential impact of a machine tool and office development were requested. These two projects are not included in the attached total as they are potential rather than completed projects.

Enclosed is a graphical summary of the impact of the 7 selected projects on the economy of Washington County along with detailed reports and community impact summaries for each project.

The detailed and community reports contain:

- Graphical report summarizing economic and fiscal results and implications for the projects
- Annual net fiscal and economic impact of the projects over a 10-year period
- Permanent and spinoff jobs created
- Direct and spinoff wages created
- Taxable sales and purchases created
- Estimated workers who will relocate to Washington County
- New residential properties constructed in Washington County
- New students to attend local school district
- TIF revenues generated where applicable
- New sales taxes generated
- New property taxes generated
- Room tax generated where applicable
- Cost of government services related to the development
- Net public benefit

Projects completed:

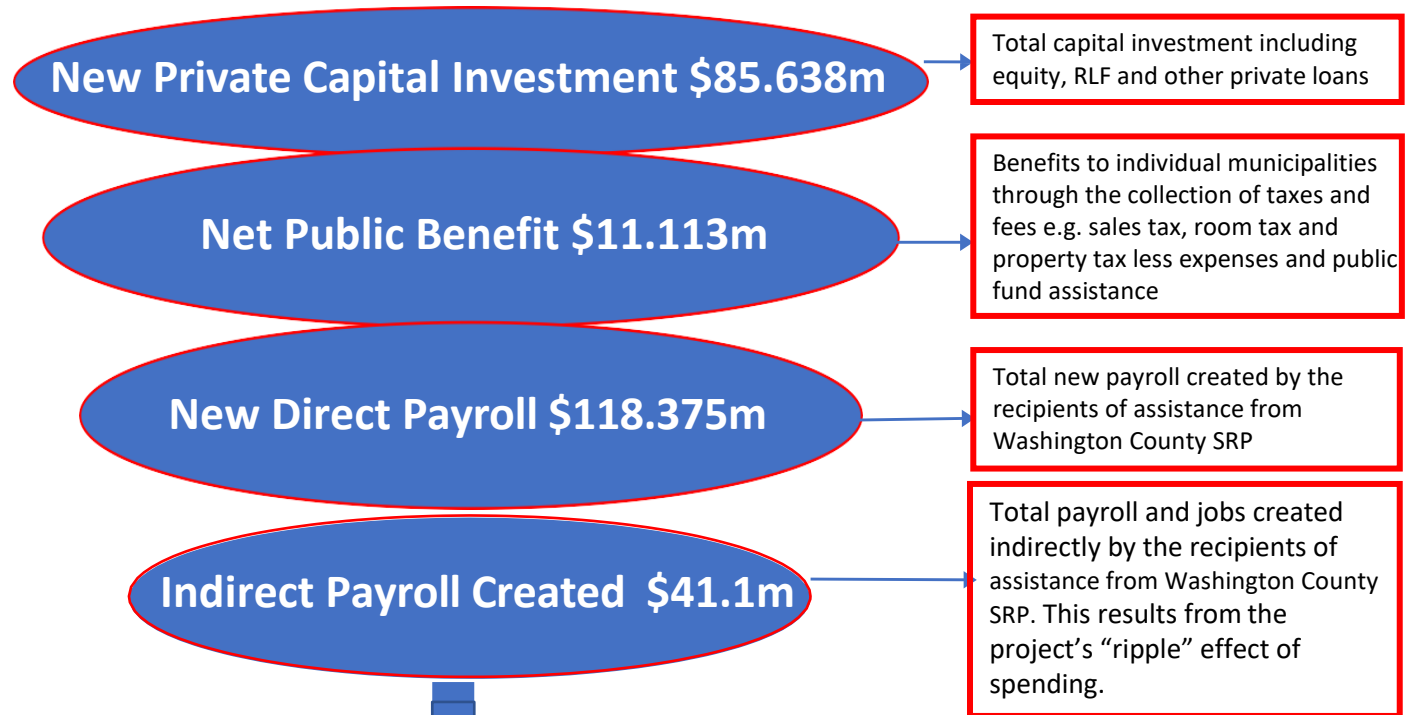
- Niphos-Slinger
- E.H Wolf-Slinger
- Saxony Village-Germantown
- Office Building project model-Germantown
- Rincon-Hartford
- Machine Tool project model-Hartford
- Downtown West Bend Office Associates-West Bend
- TownePlace Suites Hotel-West Bend
- Barton School Apartments-West Bend

Economic and Fiscal Impact Data Summary				
Project	New Private Capital Investment	Net Public Benefit Less Incentives over 10 years	New Direct Payroll Over 10 years	Indirect Payroll Created Over 10 years
Niphos-Slinger	\$ 455,400	\$ (3,345.00)	\$ -	\$ -
E.H Wolf-Slinger**	\$ 5,457,882	\$ 226,208	\$ 105,270,000	\$ 36,023,881
Saxony Village-Germantown	\$ 38,683,525	\$ 4,987,913	\$ 1,560,335	\$ 761,444
Rincon-Hartford	\$ 17,537,951	\$ 2,771,122	\$ 492,737	\$ 240,456
Downtown West Bend Office Associates-West Bend	\$ 3,042,723	\$ 508,797	\$ 1,574,843	\$ 913,409
TownePlace Suites Hotel-West Bend*	\$ 10,899,999	\$ 2,118,577	\$ 8,665,927	\$ 2,765,297
Barton School Apartments-West Bend	\$ 9,560,639	\$ 504,229	\$ 811,374	\$ 395,951
Total	\$ 85,638,119	\$ 11,113,501	\$ 118,375,216	\$ 41,100,438
Models created of potential projects				
Machine Tool project model-Hartford	\$ 2,052,300	\$ 287,488	\$ 5,561,517	\$ 2,736,822
Office Building project model-Germantown	\$ 1,500,000	\$ 188,583	\$ 6,007,630	\$ 3,484,425
*calculations over 12 years to reflect TIF incentives				
**calculations over 25 years to reflect TIF incentives				

Thank you for the opportunity to work with the SRC in providing the analysis on these incredibly valuable community projects.

Washington County Brownfield Site Redevelopment Program

Estimated Economic and Fiscal Impact Analysis of Selected Projects



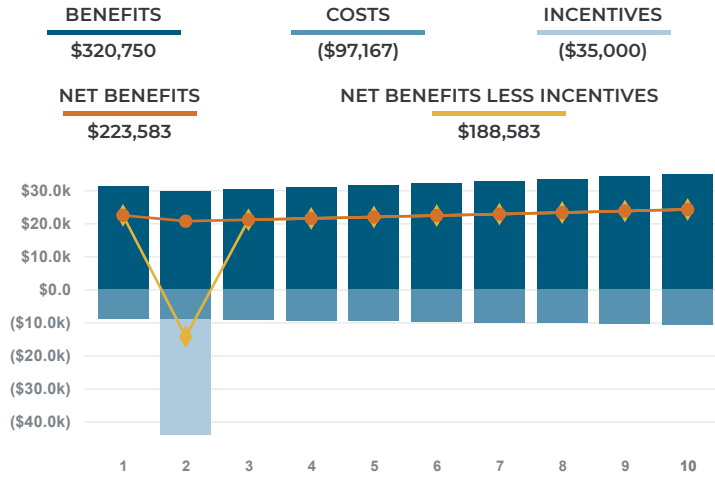
Assumptions:

- Based on financial data provided by owner or developer
- Projections of impact per project are for 10 years of impact unless otherwise noted. E.H Wolf 25 years and TownePlace Suites 12 years to reflect length of TIF support
- Estimates include all funding sources E.g. equity, RLF, other lenders
- Tax rates are at time of project inception
- 2% wage increase projected per year



IMPACT REPORT
ECONOMIC IMPACT MODEL

Scenario 2



JOBS



27.9 Total
16.0 Direct
11.9 Spin-off

SALARIES



\$31,020 Avg
\$34,291 Direct
\$26,639 Spin-off

CAPITAL INVEST.



\$1.5M
Buildings + FF&E

	Washington County	Village of Germantown	Germantown School District	MATC	Total
NET BENEFITS LESS INCENTIVES	\$718	\$51,015	\$122,077	\$14,773	\$188,583
Present Value	(\$3,983)	\$39,080	\$93,518	\$11,317	\$0
NET BENEFITS	\$35,718	\$51,015	\$122,077	\$14,773	\$223,583
Present Value	\$27,763	\$39,080	\$93,518	\$11,317	\$171,679
BENEFITS					
Sales Taxes	\$8,089	\$0	\$0	\$0	\$8,089
Real Property Taxes	\$28,234	\$57,568	\$118,267	\$14,569	\$218,638
Other Benefits	\$27,872	\$46,133	\$19,814	\$205	\$94,023
Benefits Subtotal	\$64,194	\$103,701	\$138,081	\$14,773	\$320,750
COSTS					
Cost of Government Services	(\$28,477)	(\$28,984)	(\$16,004)	\$0	(\$73,465)
Other Costs	\$0	(\$23,702)	\$0	\$0	(\$23,702)
Costs Subtotal	(\$28,477)	(\$52,686)	(\$16,004)	\$0	(\$97,167)
INCENTIVES					
Non-Tax Incentive	(\$35,000)	\$0	\$0	\$0	(\$35,000)
Incentives Subtotal	(\$35,000)	\$0	\$0	\$0	(\$35,000)
<i>Payback Period</i>	<i>9.8 Years</i>				<i>1.6 Years</i>

Project Type: New/Startup
Industry: Light Manufacturing
Prepared By: EDWC

Purpose & Limitations

This report presents the results of an economic and fiscal analysis undertaken by EDWC using Impact DashBoard, a customized web application developed by Impact DataSource, LLC.

Impact DashBoard utilizes estimates, assumptions, and other information developed by Impact DataSource from its independent research effort detailed in a custom user guide prepared for EDWC.

This report, generated by the Impact DashBoard application, has been prepared by EDWC to assist economic development stakeholders in making an evaluation of the economic and fiscal impact of business activity in the community. This report does not purport to contain all of the information that may be needed to conclude such an evaluation. This report is based on a variety of assumptions and contains forward-looking statements concerning the results of operations of the subject firm. EDWC made reasonable efforts to ensure that the project-specific data entered into Impact DashBoard reflects realistic estimates of future activity. Estimates of future activity involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those expressed or implied in this report.

EDWC and Impact DataSource make no representation or warranty as to the accuracy or completeness of the information contained herein, and expressly disclaim any and all liability based on or relating to any information contained in, or errors or omissions from, this information or based on or relating to the use of this information.

Introduction

This report presents the results of an economic impact analysis performed using Impact DashBoard, a model developed by Impact DataSource. The report estimates the impact that a potential project will have on the local economy and estimates the costs and benefits for local taxing districts over a 10-year period.

Description of the Project

This economic impact model estimates the economic and fiscal impact for the construction and new hiring for a mixed-use office/retail organization in Washington County. The office is predominantly a claims processing office but has a small retail clothing store within the building as well. The assumptions are as follows:

- The land upon which the facility is being built is a brownfield site that has been remediated and has been at least partially financially supported by the County Brownfield fund
 - Public Support for the project has occurred in the amount of \$35,000 for assessment costs
 - The land is owned by a municipality that will charge a negligible amount for the land and therefore does not have an immediate economic impact. It may have a positive impact for the new owner if they sell the property in the future
 - The facility is assumed to be 12,000sf in size on approximately ¾ of an acre of remediated land
- Average cost per square foot of \$125/sf is utilized (average Midwest cost per <https://proest.com/office-building-construction-costs-per-square-foot/>). Recent impact studies for office space have shown a square foot cost in West Bend of \$163.36/sf without FF&E costs. For this type of construction FF&E is typically either a tenant buildout cost or is developer paid and built into the lease rate.
- CapX of \$1,500,000
 - A trend is that the developer does not control the job/payroll growth, but it is assumed that the space is occupied by both retail and insurance claims processing office space. In this example wages are Washington County based via EMSI data and.
 - o 3 Retail Clerks at \$22,762/year
 - o 1 retail store supervisor at \$37,937/year
 - o 10 claims processors at \$35,512/year
 - o 1 office supervisor at \$55,089/year
 - o 1 receptionist assistant \$32,311

Economic Impact Overview

The table below summarizes the economic impact of the project over the first 10 years in terms of job creation, salaries paid to workers, and taxable sales.

SUMMARY OF ECONOMIC IMPACT OVER 10 YEARS IN WASHINGTON COUNTY			
IMPACT	DIRECT	SPIN-OFF	TOTAL
Jobs	16.0	11.9	27.9
Annual Salaries/Wages	\$548,656	\$318,220	\$866,876
Salaries/Wages over 10 Years	\$6,007,630	\$3,484,425	\$9,492,056
Taxable Sales/Purchases in Washington County	\$1,182,204	\$435,553	\$1,617,757

Totals may not sum due to rounding

The Project may result in new residents moving to the community and potentially new residential properties being constructed as summarized below.

SUMMARY OF POPULATION IMPACT OVER 10 YEARS IN WASHINGTON COUNTY			
IMPACT	DIRECT	SPIN-OFF	TOTAL
Workers who will move to Washington County	1.9	1.4	3.4
New residents in Washington County	5.0	3.7	8.7
New residential properties constructed in Washington County	0.3	0.2	0.5
New students to attend local school district	1.0	0.7	1.7

Totals may not sum due to rounding

The new taxable property to be supported by the Project over the next 10 years is summarized in the following table.

SUMMARY OF TAXABLE PROPERTY OVER THE FIRST 10 YEARS IN WASHINGTON COUNTY						
YR.	NEW RESIDENTIAL PROPERTY	LAND	BUILDINGS...	FF&E	NON-RESIDENTIAL PROPERTY	TOTAL PROPERTY
2020	\$103,361	\$0	\$1,122,840	\$0	\$1,122,840	\$1,226,201
2021	\$105,428	\$0	\$1,145,297	\$0	\$1,145,297	\$1,250,725
2022	\$107,536	\$0	\$1,168,203	\$0	\$1,168,203	\$1,275,739
2023	\$109,687	\$0	\$1,191,567	\$0	\$1,191,567	\$1,301,254
2024	\$111,881	\$0	\$1,215,398	\$0	\$1,215,398	\$1,327,279
2025	\$114,118	\$0	\$1,239,706	\$0	\$1,239,706	\$1,353,825
2026	\$116,401	\$0	\$1,264,500	\$0	\$1,264,500	\$1,380,901
2027	\$118,729	\$0	\$1,289,790	\$0	\$1,289,790	\$1,408,519
2028	\$121,103	\$0	\$1,315,586	\$0	\$1,315,586	\$1,436,689
2029	\$123,525	\$0	\$1,341,898	\$0	\$1,341,898	\$1,465,423

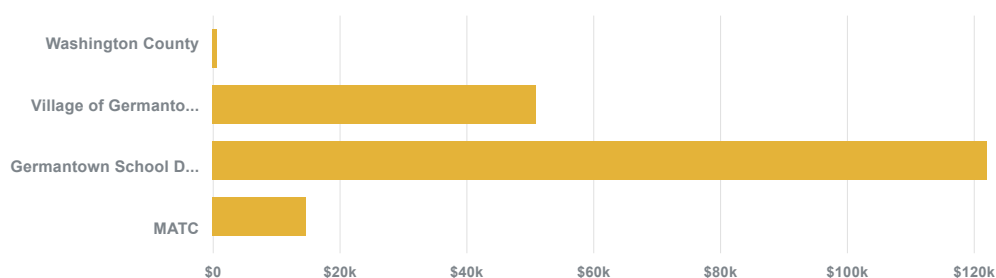
Fiscal Impact Overview

The Project will generate additional benefits and costs, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages.

FISCAL NET BENEFITS OVER THE NEXT 10 YEARS					
	BENEFITS	COSTS	INCENTIVES	NET BENEFITS LESS INCENTIVES	PRESENT VALUE*
Washington County	\$64,194	(\$28,477)	(\$35,000)	\$718	(\$3,983)
Village of Germantown	\$103,701	(\$52,686)	\$0	\$51,015	\$39,080
Germantown School District	\$138,081	(\$16,004)	\$0	\$122,077	\$93,518
MATC	\$14,773	\$0	\$0	\$14,773	\$11,317
Total	\$320,750	(\$97,167)	(\$35,000)	\$188,583	\$139,933

*The Present Value of Net Benefits expresses the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5.0% to make the dollars comparable.

Net Benefits Less Incentives Over the Next 10 Years



Public Support Overview

A summary of the total Public Support modeled in this analysis is shown below.

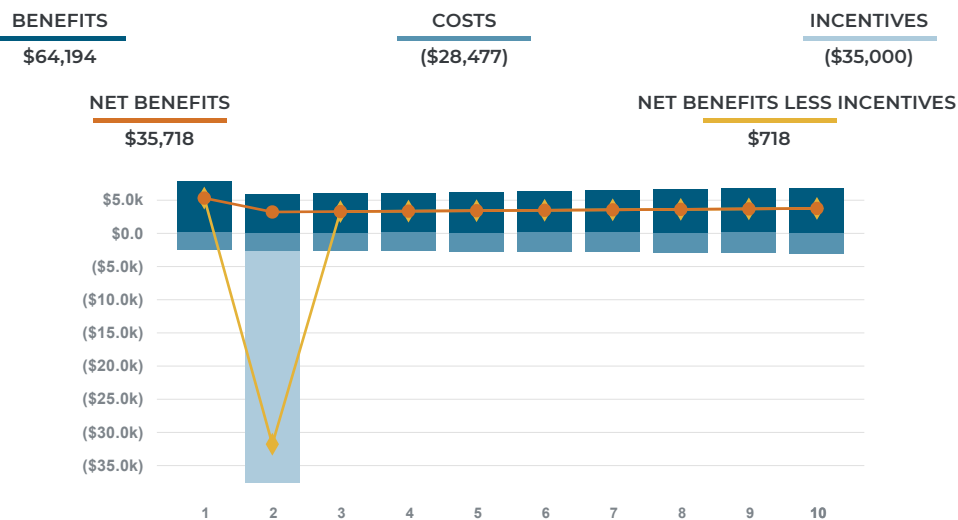
VALUE OF PUBLIC SUPPORT UNDER CONSIDERATION		
	NON-TAX INCENTIVE	TOTAL
Washington County	\$35,000	\$35,000
Village of Germantown	\$0	\$0
Germantown School District	\$0	\$0
MATC	\$0	\$0
Total	\$35,000	\$35,000

Washington County Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Washington County over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: WASHINGTON COUNTY			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Sales Taxes	\$2,156	\$5,933	\$8,089
Real Property Taxes	\$28,234	\$0	\$28,234
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$2,599	\$2,599
Building Permits and Fees	\$0	\$0	\$0
Miscellaneous Taxes and User Fees	\$16,644	\$8,629	\$25,273
Benefits Subtotal	\$47,034	\$17,161	\$64,194
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost of Government Services	(\$18,746)	(\$9,731)	(\$28,477)
Costs Subtotal	(\$18,746)	(\$9,731)	(\$28,477)
Net Benefits	\$28,288	\$7,430	\$35,718
INCENTIVES	PROJECT	HOUSEHOLDS	TOTAL
Non-Tax Incentive	(\$35,000)	\$0	(\$35,000)
Incentives Subtotal	(\$35,000)	\$0	(\$35,000)
Net Benefits Less Incentives	(\$6,712)	\$7,430	\$718

Annual Fiscal Net Benefits for Washington County

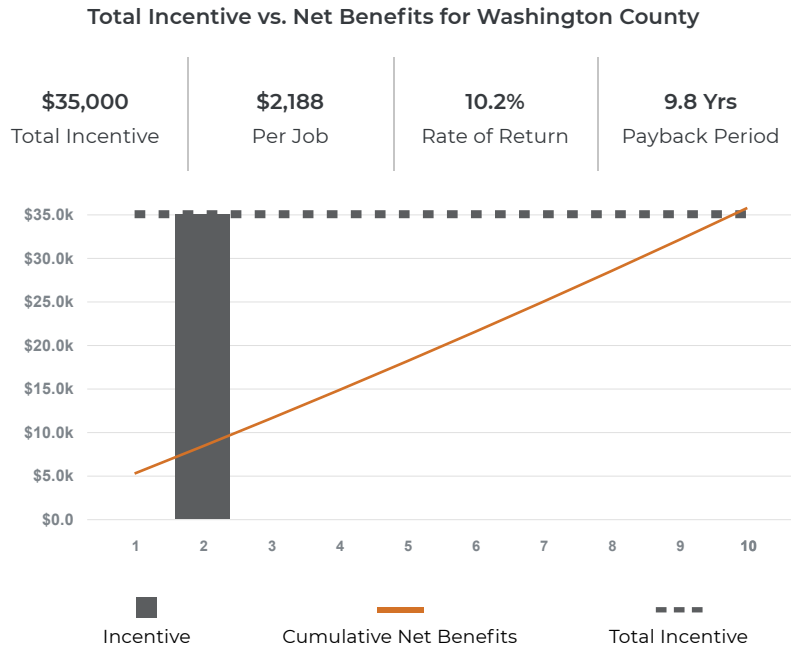


Total Incentives

Washington County is considering the following incentives for the Project.

INCENTIVES UNDER CONSIDERATION		
YEAR	NON-TAX INCENTIVE	TOTAL
1	\$0	\$0
2	\$35,000	\$35,000
Total	\$35,000	\$35,000

The graph below depicts the total incentives currently under consideration versus the cumulative net benefits to Washington County. The intersection indicates the length of time until the incentives are paid back.

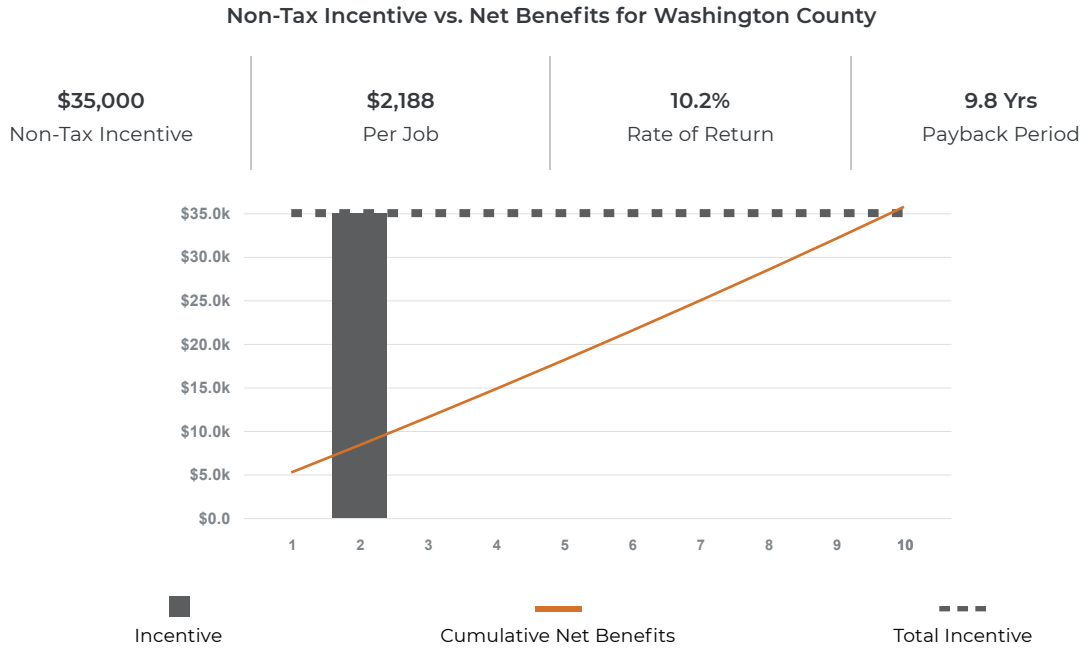


Non-Tax Incentives

Washington County is considering the following non-tax incentives for the Project.

NON-TAX INCENTIVES UNDER CONSIDERATION	
YEAR	NON-TAX INCENTIVE
1	\$0
2	\$35,000
Total	\$35,000

The graph below depicts the non-tax incentives modeled in this analysis versus the cumulative net benefits to Washington County. The intersection indicates the length of time until the incentives are paid back.



Village of Germantown Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Village of Germantown over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: VILLAGE OF GERMANTOWN			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$57,568	\$0	\$57,568
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$1,228	\$1,228
Room Taxes	\$0	\$0	\$0
Building Permits and Fees	\$0	\$0	\$0
Utility Revenue	\$21,199	\$2,313	\$23,512
Miscellaneous Taxes and User Fees	\$19,272	\$2,122	\$21,393
Benefits Subtotal	\$98,038	\$5,663	\$103,701
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost of Government Services	(\$26,104)	(\$2,880)	(\$28,984)
Cost of Utility Services	(\$21,374)	(\$2,328)	(\$23,702)
Costs Subtotal	(\$47,478)	(\$5,208)	(\$52,686)
Net Benefits	\$50,560	\$455	\$51,015

Annual Fiscal Net Benefits for Village of Germantown

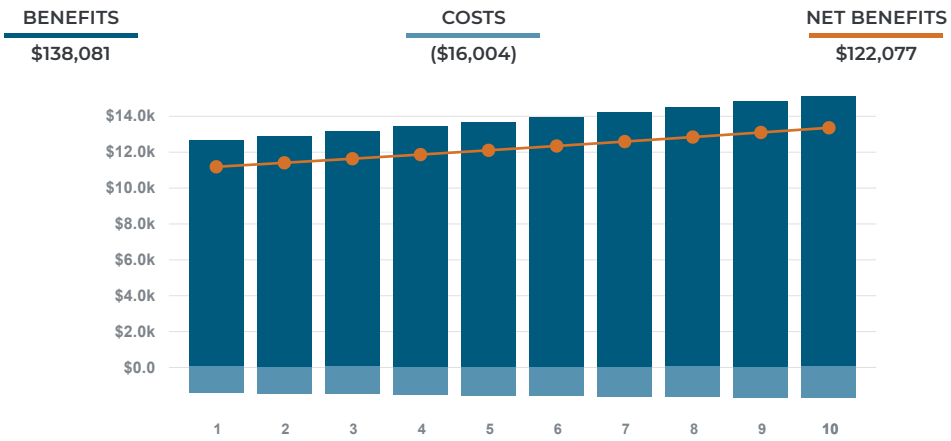


Germantown School District Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Germantown School District over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: GERMANTOWN SCHOOL DISTRICT			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$118,267	\$0	\$118,267
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$2,383	\$2,383
Addtl. State & Federal School Funding	\$0	\$17,431	\$17,431
Benefits Subtotal	\$118,267	\$19,814	\$138,081
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost to Educate New Students	\$0	(\$16,004)	(\$16,004)
Costs Subtotal	\$0	(\$16,004)	(\$16,004)
Net Benefits	\$118,267	\$3,810	\$122,077

Annual Fiscal Net Benefits for Germantown School District



MATC Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by MATC over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: MATC			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$14,569	\$0	\$14,569
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$205	\$205
Benefits Subtotal	\$14,569	\$205	\$14,773
COSTS	PROJECT	HOUSEHOLDS	TOTAL
None Estimated	\$0	\$0	\$0
Costs Subtotal	\$0	\$0	\$0
Net Benefits	\$14,569	\$205	\$14,773

Annual Fiscal Net Benefits for MATC



Overview of Methodology

The Impact DashBoard model combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 10-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the spin-off or indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. Impact DataSource utilizes adjusted county-level multipliers to estimate the impact occurring at the sub-county level.

Two types of regional economic multipliers were used in this analysis: an employment multiplier and an earnings multiplier. An employment multiplier was used to estimate the number of indirect and induced jobs created or supported in the area. An earnings multiplier was used to estimate the amount of salaries to be paid to workers in these new indirect and induced jobs. The employment multiplier shows the estimated number of total jobs created for each direct job. The earnings multiplier shows the estimated amount of total salaries paid to these workers for every dollar paid to a direct worker. The multipliers used in this analysis are listed below:

524291 CLAIMS ADJUSTING		WASHINGTON COUNTY
Employment Multiplier	(Type II Direct Effect)	1.7466
Earnings Multiplier	(Type II Direct Effect)	1.58

Most of the revenues estimated in this study result from calculations relying on (1) attributes of the Project, (2) assumptions to derive the value of associated taxable property or sales, and (3) local tax rates. In some cases, revenues are estimated on a per new household, per new worker, or per new school student basis.

The company or Project developer was not asked, nor could reasonably provide data for calculating some other revenues. For example, while the city will likely receive revenues from fines paid on speeding tickets given to new workers, the company does not know the propensity of its workers to speed. Therefore, some revenues are calculated using an average revenue approach.

This approach uses relies on two assumptions:

1. The taxing entity has two general revenue sources: revenues from residents and revenues from businesses.
2. The taxing entity will collect (a) about the same amount of miscellaneous taxes and user fees from each new household that results from the Project as it currently collects from existing households on average, and (b) the same amount of miscellaneous taxes and user fees from the new business (on a per worker basis) will be collected as it collects from existing businesses.

In the case of the school district, some additional state and federal revenues are estimated on a per new school student basis consistent with historical funding levels.

Additionally, this analysis sought to estimate the additional expenditures faced by local jurisdictions to provide services to new households and new businesses. A marginal cost approach was used to calculate these additional costs.

This approach relies on two assumptions:

1. The taxing entity spends money on services for two general groups: revenues from residents and revenues from businesses.
2. The taxing entity will spend slightly less than its current average cost to provide local government services (police, fire, EMS, etc.) to (a) new residents and (b) businesses on a per worker basis.

In the case of the school district, the marginal cost to educate new students was estimated based on a portion of the school's current expenditures per student and applied to the headcount of new school students resulting from the Project.

About Impact DataSource

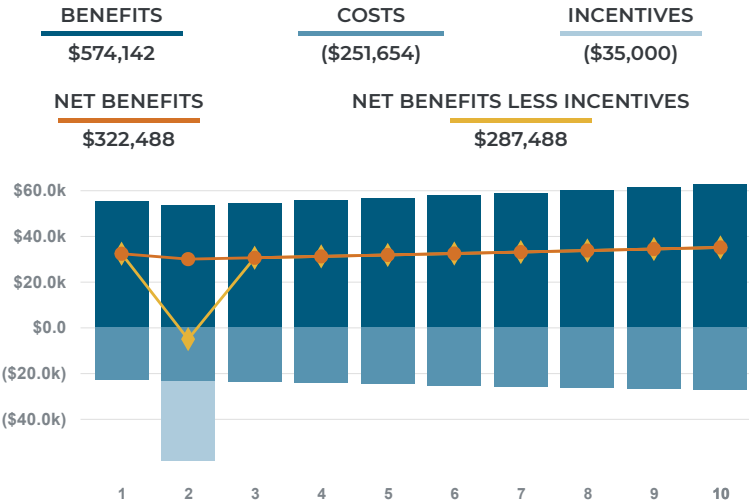
Established in 1993, Impact DataSource is an Austin, Texas-based economic consulting firm. Impact DataSource provides high-quality economic research, specializing in economic and fiscal impact analyses. The company is highly focused on supporting economic development professionals and organizations through its consulting services and software. Impact DataSource has conducted thousands of economic impact analyses of new businesses, retention and expansion projects, developments, and activities in all industry groups throughout the U.S.

For more information on Impact DataSource, LLC and our product Impact DashBoard, please visit our website www.impactdatasource.com



IMPACT REPORT
ECONOMIC IMPACT MODEL

Machine Tool Model



JOBS



18.9 Total

11.0 Direct
7.9 Spin-off

SALARIES



\$40,121 Avg

\$46,174 Direct
\$31,682 Spin-off

CAPITAL INVEST.



\$2.1M

Buildings + FF&E

	Washington County	City of Hartford	Hartford J1 School District	Other Districts	Total
NET BENEFITS LESS INCENTIVES	\$16,013	\$97,009	\$106,931	\$67,535	\$287,488
Present Value	\$7,883	\$74,314	\$81,915	\$51,735	\$0
NET BENEFITS	\$51,013	\$97,009	\$106,931	\$67,535	\$322,488
Present Value	\$39,629	\$74,314	\$81,915	\$51,735	\$247,594
BENEFITS					
Sales Taxes	\$8,137	\$0	\$0	\$0	\$8,137
Real Property Taxes	\$43,106	\$106,496	\$106,210	\$66,897	\$322,709
Other Benefits	\$19,235	\$207,411	\$11,053	\$5,597	\$243,297
Benefits Subtotal	\$70,478	\$313,907	\$117,263	\$72,494	\$574,142
COSTS					
Cost of Government Services	(\$19,465)	(\$21,084)	(\$10,332)	(\$4,959)	(\$55,840)
Other Costs	\$0	(\$195,814)	\$0	\$0	(\$195,814)
Costs Subtotal	(\$19,465)	(\$216,898)	(\$10,332)	(\$4,959)	(\$251,654)
INCENTIVES					
Non-Tax Incentive	(\$35,000)	\$0	\$0	\$0	(\$35,000)
Incentives Subtotal	(\$35,000)	\$0	\$0	\$0	(\$35,000)
<i>Payback Period</i>		<i>6.9 Years</i>			<i>1.1 Years</i>

Machine Tool Model

Project Type: New/Startup

Industry: Light Manufacturing

Prepared By: EDWC

Purpose & Limitations

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Introduction

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Description of the Project

This economic impact model estimates the economic and fiscal impact for the construction and new hiring for a fictional machine tool manufacturing organization in Washington County. The assumptions are as follows:

- The land upon which the facility is being built is a brownfield site that has been remediated and has been at least partially financially supported by the County Brownfield fund. The site is under public ownership
- Public Support for the project has occurred in the amount of \$35,000 for assessment costs
- The land is owned by a municipality that will charge a negligible amount for the land and therefore does not have an immediate economic impact. It may have a positive impact for the new owner if they sell the property in the future
- The facility is assumed to be 30,000sf in size on approximately two acre of remediated land from a Wisconsin Public Service study in 2017
- Average cost per square foot of \$68.41 is utilized
 - o CapX of \$2,052,300. FF&E costs are not included
- Wages are based on EMSI data for Washington County, WI 2019
- Positions hired include
 - o CNC machine operators \$44,554/year
 - o Tool and Die Makers \$52,874/year
 - o Machinist \$41,413/year
 - o Maintenance Mechanic \$54,691/year
 - o Production Supervisor \$60,297/year
 - o Delivery Driver \$28,832/year

Economic Impact Overview

The table below summarizes the economic impact of the project over the first 10 years in terms of job creation, salaries paid to workers, and taxable sales.

SUMMARY OF ECONOMIC IMPACT OVER 10 YEARS IN WASHINGTON COUNTY			
IMPACT	DIRECT	SPIN-OFF	TOTAL
Jobs	11.0	7.9	18.9
Annual Salaries/Wages	\$507,914	\$249,944	\$757,858
Salaries/Wages over 10 Years	\$5,561,517	\$2,736,822	\$8,298,339
Taxable Sales/Purchases in Washington County	\$1,285,226	\$342,103	\$1,627,329

Totals may not sum due to rounding

The Project may result in new residents moving to the community and potentially new residential properties being constructed as summarized below.

SUMMARY OF POPULATION IMPACT OVER 10 YEARS IN WASHINGTON COUNTY			
IMPACT	DIRECT	SPIN-OFF	TOTAL
Workers who will move to Washington County	1.3	0.9	2.3
New residents in Washington County	3.4	2.5	5.9
New residential properties constructed in Washington County	0.2	0.1	0.3
New students to attend local school district	0.7	0.5	1.1

Totals may not sum due to rounding

The new taxable property to be supported by the Project over the next 10 years is summarized in the following table.

SUMMARY OF TAXABLE PROPERTY OVER THE FIRST 10 YEARS IN WASHINGTON COUNTY						
YR.	NEW RESIDENTIAL PROPERTY	LAND	BUILDINGS...	FF&E	NON-RESIDENTIAL PROPERTY	TOTAL PROPERTY
2020	\$72,567	\$0	\$1,595,704	\$0	\$1,595,704	\$1,668,271
2021	\$74,018	\$0	\$1,627,618	\$0	\$1,627,618	\$1,701,637
2022	\$75,499	\$0	\$1,660,171	\$0	\$1,660,171	\$1,735,670
2023	\$77,009	\$0	\$1,693,374	\$0	\$1,693,374	\$1,770,383
2024	\$78,549	\$0	\$1,727,242	\$0	\$1,727,242	\$1,805,791
2025	\$80,120	\$0	\$1,761,786	\$0	\$1,761,786	\$1,841,906
2026	\$81,722	\$0	\$1,797,022	\$0	\$1,797,022	\$1,878,745
2027	\$83,357	\$0	\$1,832,963	\$0	\$1,832,963	\$1,916,319
2028	\$85,024	\$0	\$1,869,622	\$0	\$1,869,622	\$1,954,646
2029	\$86,724	\$0	\$1,907,014	\$0	\$1,907,014	\$1,993,739

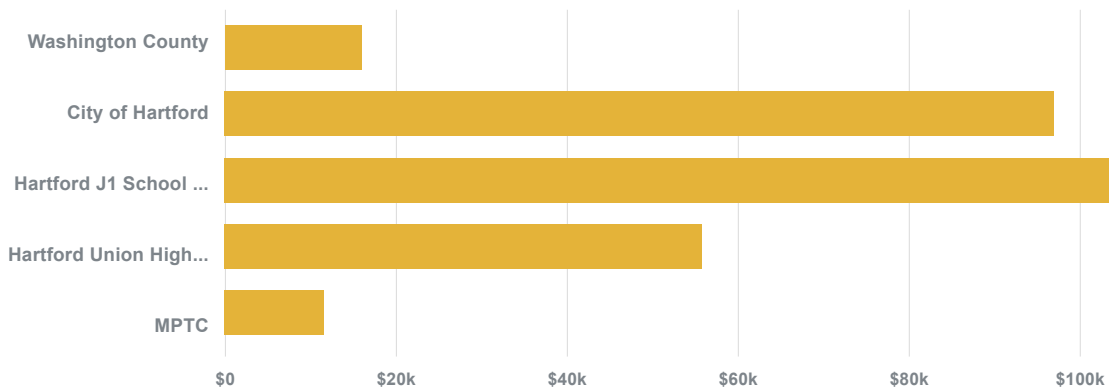
Fiscal Impact Overview

The Project will generate additional benefits and costs, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages.

FISCAL NET BENEFITS OVER THE NEXT 10 YEARS					
	BENEFITS	COSTS	INCENTIVES	NET BENEFITS LESS INCENTIVES	PRESENT VALUE*
Washington County	\$70,478	(\$19,465)	(\$35,000)	\$16,013	\$7,883
City of Hartford	\$313,907	(\$216,898)	\$0	\$97,009	\$74,314
Hartford J1 School District	\$117,263	(\$10,332)	\$0	\$106,931	\$81,915
Hartford Union High School District	\$60,840	(\$4,959)	\$0	\$55,881	\$42,808
MPTC	\$11,654	\$0	\$0	\$11,654	\$8,927
Total	\$574,142	(\$251,654)	(\$35,000)	\$287,488	\$215,848

*The Present Value of Net Benefits expresses the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5.0% to make the dollars comparable.

Net Benefits Less Incentives Over the Next 10 Years



Public Support Overview

A summary of the total Public Support modeled in this analysis is shown below.

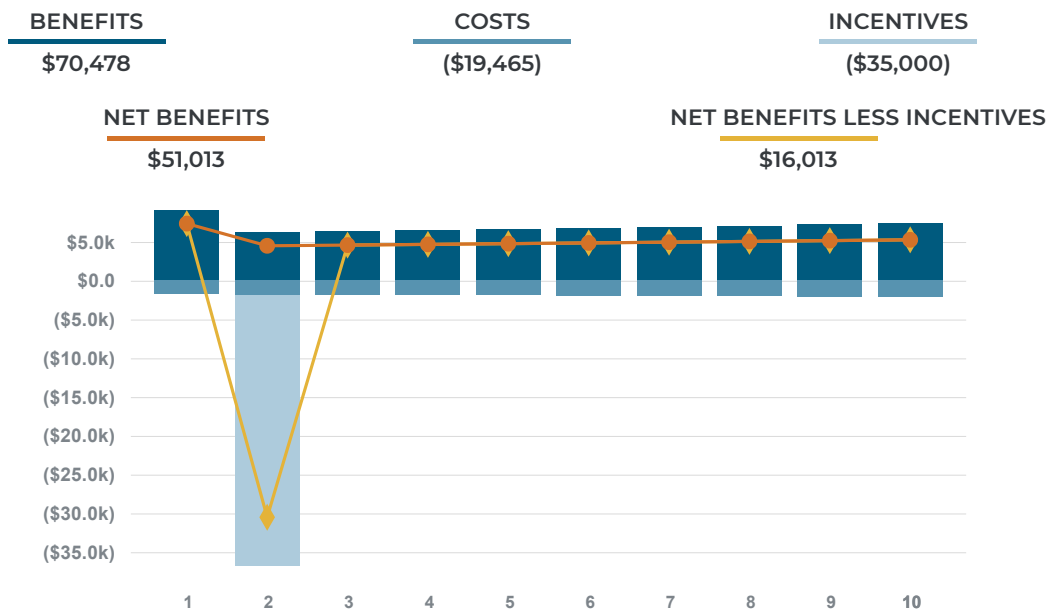
VALUE OF PUBLIC SUPPORT UNDER CONSIDERATION		
	NON-TAX INCENTIVE	TOTAL
Washington County	\$35,000	\$35,000
City of Hartford	\$0	\$0
Hartford J1 School District	\$0	\$0
Hartford Union High School District	\$0	\$0
MPTC	\$0	\$0
Total	\$35,000	\$35,000

Washington County Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Washington County over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: WASHINGTON COUNTY			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Sales Taxes	\$2,950	\$5,186	\$8,137
Real Property Taxes	\$43,106	\$0	\$43,106
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$1,960	\$1,960
Miscellaneous Taxes and User Fees	\$11,442	\$5,833	\$17,275
Benefits Subtotal	\$57,499	\$12,979	\$70,478
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost of Government Services	(\$12,888)	(\$6,577)	(\$19,465)
Costs Subtotal	(\$12,888)	(\$6,577)	(\$19,465)
Net Benefits	\$44,611	\$6,402	\$51,013
INCENTIVES	PROJECT	HOUSEHOLDS	TOTAL
Non-Tax Incentive	(\$35,000)	\$0	(\$35,000)
Incentives Subtotal	(\$35,000)	\$0	(\$35,000)
Net Benefits Less Incentives	\$9,611	\$6,402	\$16,013

Annual Fiscal Net Benefits for Washington County



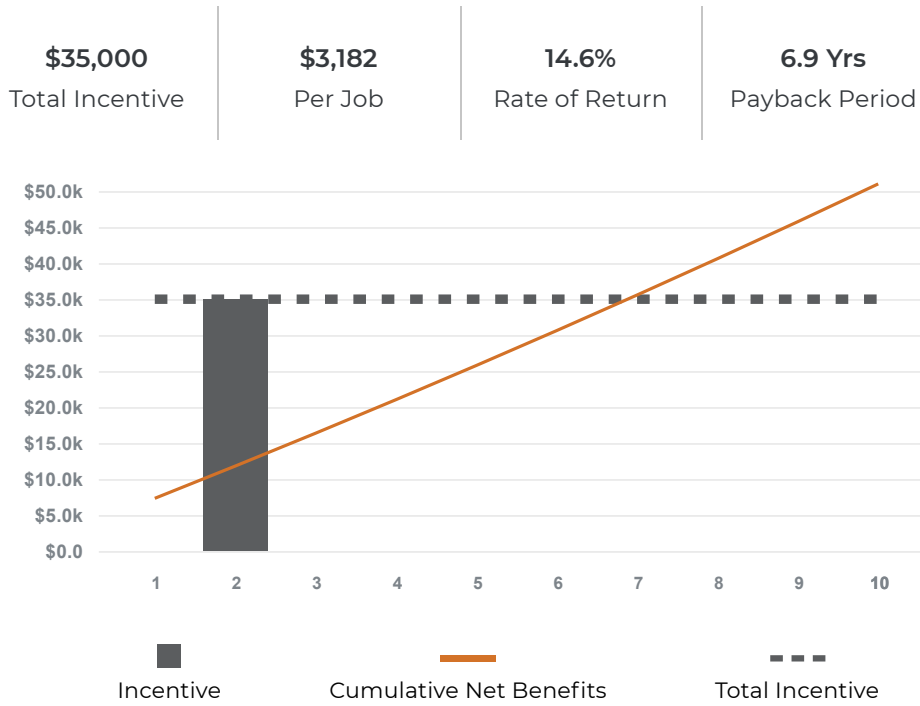
Total Incentives

Washington County is considering the following incentives for the Project.

INCENTIVES UNDER CONSIDERATION		
YEAR	NON-TAX INCENTIVE	TOTAL
1	\$0	\$0
2	\$35,000	\$35,000
Total	\$35,000	\$35,000

The graph below depicts the total incentives currently under consideration versus the cumulative net benefits to Washington County. The intersection indicates the length of time until the incentives are paid back.

Total Incentive vs. Net Benefits for Washington County



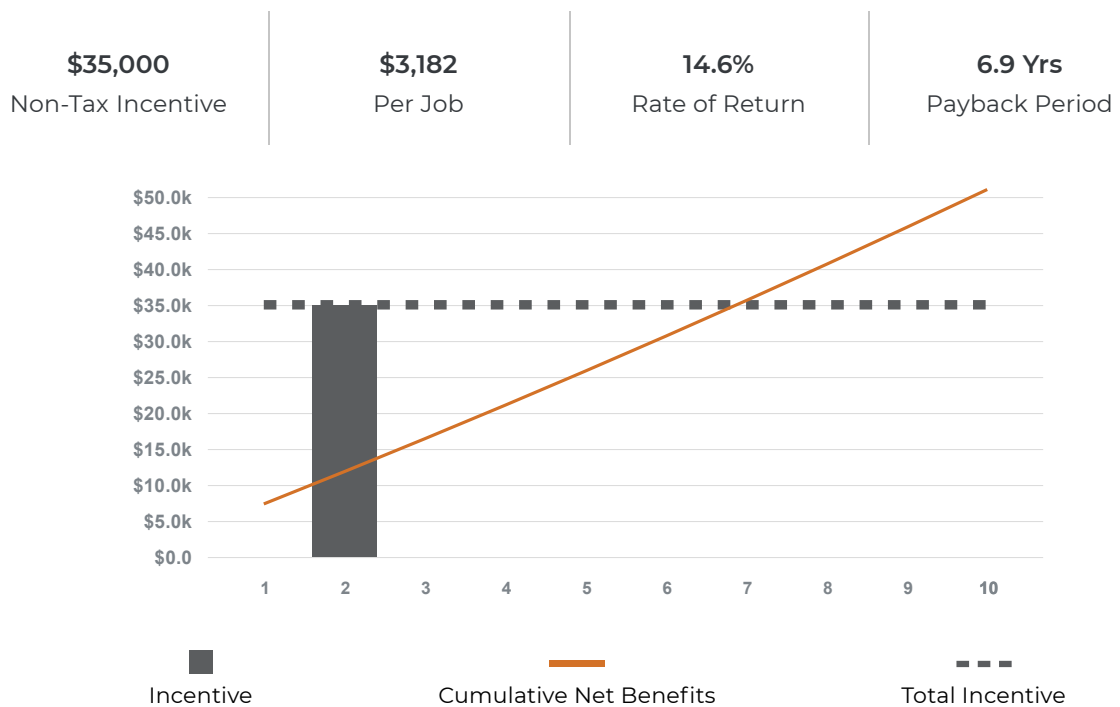
Non-Tax Incentives

Washington County is considering the following non-tax incentives for the Project.

NON-TAX INCENTIVES UNDER CONSIDERATION	
YEAR	NON-TAX INCENTIVE
1	\$0
2	\$35,000
Total	\$35,000

The graph below depicts the non-tax incentives modeled in this analysis versus the cumulative net benefits to Washington County. The intersection indicates the length of time until the incentives are paid back.

Non-Tax Incentive vs. Net Benefits for Washington County

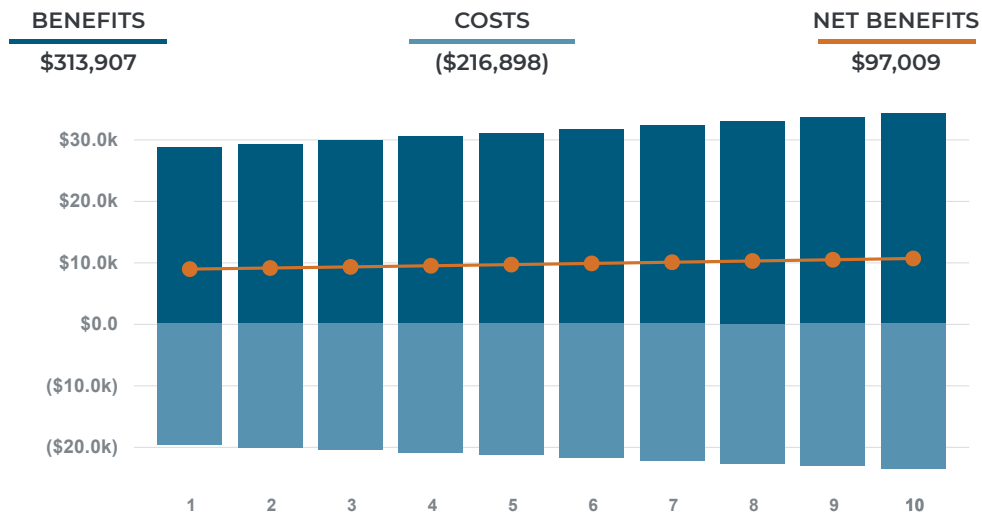


City of Hartford Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by City of Hartford over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: CITY OF HARTFORD			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$106,496	\$0	\$106,496
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$1,579	\$1,579
Room Taxes	\$0	\$0	\$0
Building Permits and Fees	\$0	\$0	\$0
Utility Revenue	\$157,545	\$33,316	\$190,860
Miscellaneous Taxes and User Fees	\$12,406	\$2,566	\$14,972
Benefits Subtotal	\$276,446	\$37,460	\$313,907
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost of Government Services	(\$17,465)	(\$3,619)	(\$21,084)
Cost of Utility Services	(\$161,640)	(\$34,174)	(\$195,814)
Costs Subtotal	(\$179,105)	(\$37,793)	(\$216,898)
Net Benefits	\$97,342	(\$333)	\$97,009

Annual Fiscal Net Benefits for City of Hartford

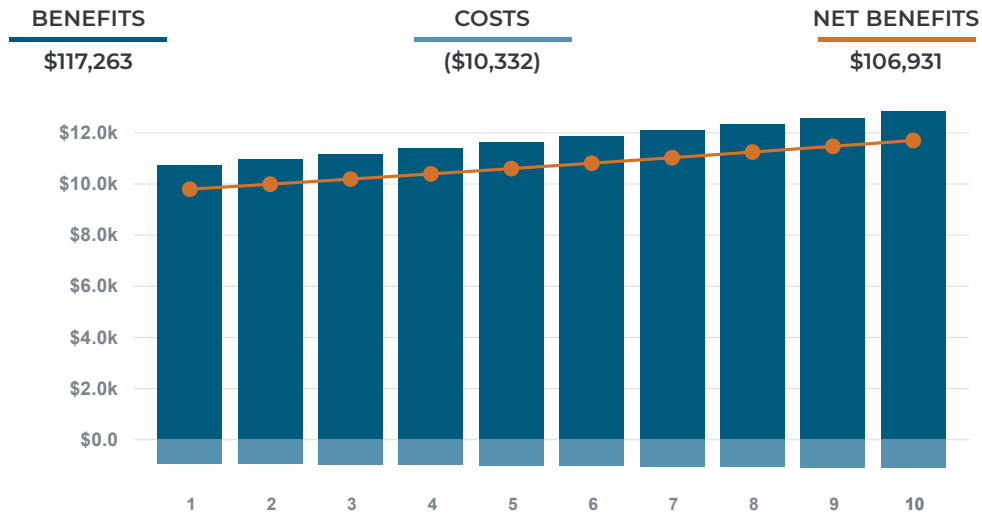


Hartford J1 School District Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Hartford J1 School District over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: HARTFORD J1 SCHOOL DISTRICT			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$106,210	\$0	\$106,210
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$554	\$554
Addtl. State & Federal School Funding	\$0	\$10,500	\$10,500
Benefits Subtotal	\$106,210	\$11,053	\$117,263
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost to Educate New Students	\$0	(\$10,332)	(\$10,332)
Costs Subtotal	\$0	(\$10,332)	(\$10,332)
Net Benefits	\$106,210	\$721	\$106,931

Annual Fiscal Net Benefits for Hartford J1 School District

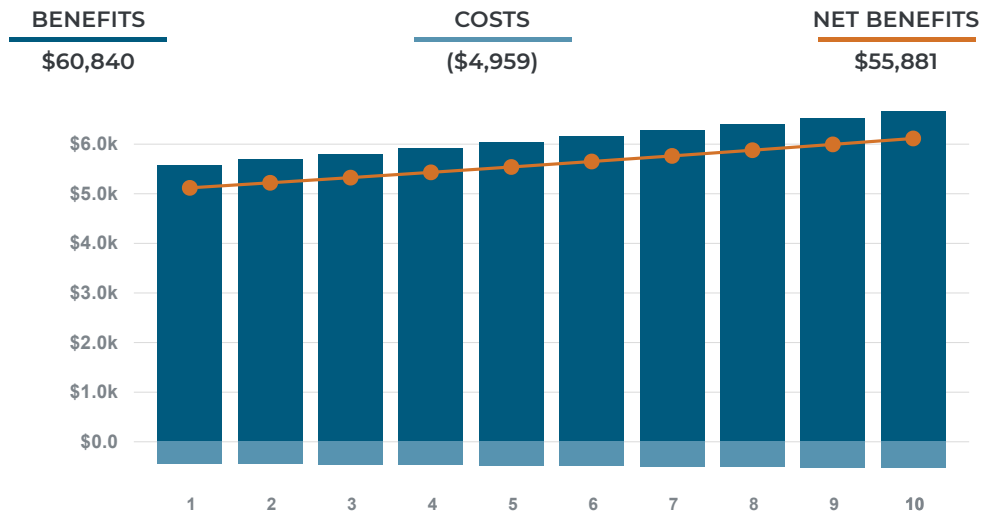


Hartford Union High School District Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by Hartford Union High School District over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: HARTFORD UNION HIGH SCHOOL DISTRICT			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$55,299	\$0	\$55,299
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$219	\$219
Addtl. State & Federal School Funding	\$0	\$5,322	\$5,322
Benefits Subtotal	\$55,299	\$5,541	\$60,840
COSTS	PROJECT	HOUSEHOLDS	TOTAL
Cost to Educate New Students	\$0	(\$4,959)	(\$4,959)
Costs Subtotal	\$0	(\$4,959)	(\$4,959)
Net Benefits	\$55,299	\$582	\$55,881

Annual Fiscal Net Benefits for Hartford Union High School District



MPTC Fiscal Impact

The table below displays the estimated additional benefits, costs, and net benefits to be received by MPTC over the next 10 years of the Project.

NET BENEFITS OVER 10 YEARS: MPTC			
BENEFITS	PROJECT	HOUSEHOLDS	TOTAL
Real Property Taxes	\$11,598	\$0	\$11,598
FF&E Property Taxes	\$0	\$0	\$0
New Residential Property Taxes	\$0	\$56	\$56
Benefits Subtotal	\$11,598	\$56	\$11,654
COSTS	PROJECT	HOUSEHOLDS	TOTAL
None Estimated	\$0	\$0	\$0
Costs Subtotal	\$0	\$0	\$0
Net Benefits	\$11,598	\$56	\$11,654

Annual Fiscal Net Benefits for MPTC



Overview of Methodology

The Impact DashBoard model combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 10-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the spin-off or indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. Impact DataSource utilizes adjusted county-level multipliers to estimate the impact occurring at the sub-county level.

Two types of regional economic multipliers were used in this analysis: an employment multiplier and an earnings multiplier. An employment multiplier was used to estimate the number of indirect and induced jobs created or supported in the area. An earnings multiplier was used to estimate the amount of salaries to be paid to workers in these new indirect and induced jobs. The employment multiplier shows the estimated number of total jobs created for each direct job. The earnings multiplier shows the estimated amount of total salaries paid to these workers for every dollar paid to a direct worker. The multipliers used in this analysis are listed below:

333517 MACHINE TOOL MANUFACTURING		WASHINGTON COUNTY
Employment Multiplier	(Type II Direct Effect)	1.7172
Earnings Multiplier	(Type II Direct Effect)	1.4921

Most of the revenues estimated in this study result from calculations relying on (1) attributes of the Project, (2) assumptions to derive the value of associated taxable property or sales, and (3) local tax rates. In some cases, revenues are estimated on a per new household, per new worker, or per new school student basis.

The company or Project developer was not asked, nor could reasonably provide data for calculating some other revenues. For example, while the city will likely receive revenues from fines paid on speeding tickets given to new workers, the company does not know the propensity of its workers to speed. Therefore, some revenues are calculated using an average revenue approach.

This approach uses relies on two assumptions:

1. The taxing entity has two general revenue sources: revenues from residents and revenues from businesses.
2. The taxing entity will collect (a) about the same amount of miscellaneous taxes and user fees from each new household that results from the Project as it currently collects from existing households on average, and (b) the same amount of miscellaneous taxes and user fees from the new business (on a per worker basis) will be collected as it collects from existing businesses.

In the case of the school district, some additional state and federal revenues are estimated on a per new school student basis consistent with historical funding levels.

Additionally, this analysis sought to estimate the additional expenditures faced by local jurisdictions to provide services to new households and new businesses. A marginal cost approach was used to calculate these additional costs.

This approach relies on two assumptions:

1. The taxing entity spends money on services for two general groups: revenues from residents and revenues from businesses.
2. The taxing entity will spend slightly less than its current average cost to provide local government services (police, fire, EMS, etc.) to (a) new residents and (b) businesses on a per worker basis.

In the case of the school district, the marginal cost to educate new students was estimated based on a portion of the school's current expenditures per student and applied to the headcount of new school students resulting from the Project.

About Impact DataSource

Established in 1993, Impact DataSource is an Austin, Texas-based economic consulting firm. Impact DataSource provides high-quality economic research, specializing in economic and fiscal impact analyses. The company is highly focused on supporting economic development professionals and organizations through its consulting services and software. Impact DataSource has conducted thousands of economic impact analyses of new businesses, retention and expansion projects, developments, and activities in all industry groups throughout the U.S.

For more information on Impact DataSource, LLC and our product Impact DashBoard, please visit our website www.impactdatasource.com