



Washington County Site Redevelopment Program



TO: Site Redevelopment Committee Members

FROM: Deb Sielski, Deputy Planning and Parks Administrator

DATE: December 3, 2015

SUBJECT: Summary of Site Redevelopment Program Site Scoring and Ranking Methodology, Results, and Analysis

The following is a summary of the work conducted by the Project Management Team (PMT) to score sites included in the redevelopment site inventory. The subsequent rankings provide a clear grouping of top sites for the PMT—with the oversight and approval of the Site Redevelopment Committee (SRC)—to focus assessment efforts on over the next several years. The following sections provide insight into the methodology used to conduct the scoring, the results, and a summary of the analysis conducted once the scores were produced.

Methodology

All sites were scored using a three-tiered ranking system consisting of redevelopment feasibility, ability to advance community goals, and environmental conditions. Each tier was composed of criteria based on industry standards for gauging the level of effort and likelihood that a brownfield site will be and/or should be redeveloped.

Redevelopment feasibility and community goals were scored by three PMT members with extensive expertise in planning, redevelopment, and economic and community development. Each PMT scorer produced his or her own scores for all 51 sites comprised of 115 parcels. Some of these sites were individual properties while others were “clusters” of parcels. In all, 11 clusters were formed with two or more adjacent parcels where their location in the community maximized their potential redevelopment benefits. All scores were recorded on spreadsheets for the two distinct categories of criteria that linked to a third spreadsheet that automatically summarized the scores and rankings for quick comparison.

Environmental conditions were scored by PMT member and environmental expert David Holmes of Stantec—a firm with extensive expertise in environmental services and engineering. Due to the unique environmental considerations for each individual parcel, Mr. Holmes scored each of the 115 parcels individually. After all 115 sites were scored, composite scores were compiled for each of the site clusters. This approach provided the most accurate results on the environmental conditions for the sites and site clusters since environmental conditions can vary significantly from parcel to parcel. All environmental scores were recorded on a spreadsheet.

Results

After all sites were scored, Vandewalle & Associates compiled the individual spreadsheets into a master workbook to aid in the analysis of the results. Summaries of the results are provided in the following three attachments:

- A listing by site ranking
- A listing by community location
- A listing by site number



Note that several site numbers are not shown as these were either dropped from consideration earlier in the process, are previously identified coalition member priority sites, or sites that are part of a cluster.

Analysis

Analysis was conducted in two parts. First, basic analysis of the scoring results was conducted by Vandewalle & Associates to examine scores across sites and between scorers to check for consistency and accuracy. Second, the PMT discussed the scoring outcomes and the findings of the analysis to further verify the accuracy of results.

The PMT discussion examined the list of top sites as well as the few sites with significant scoring divergences between PMT members. For each of these sites PMT members explained their rationale for scoring a site in a particular way allowing for comparison of individual scoring techniques. The end result, however, was that the top 5 sites of each reviewer ended up in the top 15 sites overall, and on average, only 5 of each reviewer's top 15 sites did not make the overall list of the top 15 sites. As result, the PMT members made no changes to their individual scores or to final rankings.

Other significant outcomes of the analysis include:

- There was remarkable consistency in the scores applied by each PMT scorer across redevelopment feasibility and community goals criteria
- PMT scorers approached deciding on a score in a very similar ways
- With the exception of the top ranked site, the top 10 sites are each separated by only one or two points
- The environmental conditions scoring impacted the movement of a couple sites into or out of what otherwise would have been the top 10 sites based on redevelopment feasibility and community goals alone
- Only one of the top ten environmental sites fell outside the top 15 sites overall

In conclusion, the analysis of site scores provided the PMT with conformation that the scoring and ranking process provided an accurate list for presentation to the SRC. At the December 10th meeting, the SRC will be asked to choose 2 to 3 sites to focus initial environmental assessment efforts on over the next couple of months with additional sites to be added over time as program staff and consultants have capacity. To provide the SRC with the resources to evaluate each site for the discussion, the meeting packet includes aerial photos and site information for each of the top sites. A separate memo is included in the meeting packet that discusses how to use these results and apply additional considerations for making the ultimate site selections. Included in that is a request that each SRC member be prepared to discuss the top-ranked sites in their community and the extent of their readiness to move forward with initial site investigations and reuse planning.



Washington County Site Redevelopment Program
Composite Scoring & Rankings
Listing by Site Ranking
December 2, 2015

Site ID #	Cluster	Location	Redevelopment Composite Score	Community Goals Composite Score	Environmental Adjusted Score	Total Composite Score	Ranking
			Max 35 Min 7	Max 36 Min 12	Max 36 Min 12	Max 107 Min 31	Top 1 Bot 51
	H	West Bend	31	35	26	92	1
88		West Bend	23	29	30	82	2
96		West Bend	24	26	32	82	3
	K	Germantown	24	28	27	80	4
76		Jackson	28	21	30	79	5
	B	Slinger	22	34	22	78	6
	C	Slinger	22	36	18	76	7
93		West Bend	21	25	30	76	8
144		West Bend	23	22	30	75	9
92		West Bend	21	25	28	74	10
94		West Bend	21	25	28	74	10
	G	Jackson	23	33	18	74	10
	E	Jackson	22	30	22	74	13
3		Hartford	19	23	32	73	14
138		West Bend	22	27	24	73	15
87		West Bend	21	23	28	72	16
	F	Jackson	22	33	16	71	17
214		Jackson	19	23	26	68	18
18		Slinger	17	27	24	68	19
	D	Richfield	21	29	16	66	20
46		Germantown	18	22	24	64	21
	A	Hartford	16	28	18	62	22
119		Jackson	21	26	14	61	23
	I	Kewaskum	20	24	17	61	24
	J	West Bend	19	23	18	60	25
141		West Bend	20	27	12	59	26
120		Jackson	19	23	16	59	27
142		West Bend	17	25	14	55	28
105		Hartford	14	19	22	55	29
139		West Bend	16	23	16	55	30
118		Jackson	19	21	14	55	31
17		Slinger	14	25	14	53	32
2		Hartford	15	21	16	52	33
117		Jackson	14	21	16	50	34
102		West Bend	15	19	14	49	35
123		Addison	11	21	16	48	36
126		West Bend	16	19	12	46	37

146	Polk	10	18	18	46	37
140	West Bend	16	18	12	46	39
137	West Bend	13	17	16	45	40
113	Germantown	12	19	14	45	41
115	Germantown	14	19	12	45	41
112	Germantown	12	19	14	45	43
109	Slinger	15	17	12	44	44
148	Richfield	12	19	12	44	45
129	West Bend	10	19	14	43	46
114	Germantown	12	19	12	43	47
110	Germantown	12	19	12	42	48
111	Germantown	12	19	12	42	48
108	Hartford	11	17	12	40	50
149	Richfield	10	14	12	36	51

Footnotes:

Final inventory consisted of 40 parcels (sites) and 11 clusters consisting of two or more adjoining sites.
Missing site numbers were either dropped from consideration, coalition priority sites, or part of a cluster.
Clusters were scored as a single "site."
Composite scores are an average of the scores by Project Management Team members.
Adjusted environmental scores provided by Stantec.

Washington County Site Redevelopment Program
Composite Scoring & Rankings
Listing by Site Location
December 2, 2015

Site ID #	Cluster	Location	Redevelopment Composite Score	Community Goals Composite Score	Environmental Adjusted Score	Total Composite Score	Ranking
			Max 35 Min 7	Max 36 Min 12	Max 36 Min 12	Max 107 Min 31	Top 1 Bot 51
123		Addison	11	21	16	48	36
	K	Germantown	24	28	27	80	4
46		Germantown	18	22	24	64	21
113		Germantown	12	19	14	45	41
115		Germantown	14	19	12	45	41
112		Germantown	12	19	14	45	43
114		Germantown	12	19	12	43	47
110		Germantown	12	19	12	42	48
111		Germantown	12	19	12	42	48
3		Hartford	19	23	32	73	14
	A	Hartford	16	28	18	62	22
105		Hartford	14	19	22	55	29
2		Hartford	15	21	16	52	33
108		Hartford	11	17	12	40	50
76		Jackson	28	21	30	79	5
	G	Jackson	23	33	18	74	10
	E	Jackson	22	30	22	74	13
	F	Jackson	22	33	16	71	17
214		Jackson	19	23	26	68	18
119		Jackson	21	26	14	61	23
120		Jackson	19	23	16	59	27
118		Jackson	19	21	14	55	31
117		Jackson	14	21	16	50	34
	I	Kewaskum	20	24	17	61	24
146		Polk	10	18	18	46	37
	D	Richfield	21	29	16	66	20
148		Richfield	12	19	12	44	45
149		Richfield	10	14	12	36	51
	B	Slinger	22	34	22	78	6
	C	Slinger	22	36	18	76	7
18		Slinger	17	27	24	68	19
17		Slinger	14	25	14	53	32
109		Slinger	15	17	12	44	44
	H	West Bend	31	35	26	92	1
88		West Bend	23	29	30	82	2
96		West Bend	24	26	32	82	3
93		West Bend	21	25	30	76	8

144		West Bend	23	22	30	75	9
92		West Bend	21	25	28	74	10
94		West Bend	21	25	28	74	10
138		West Bend	22	27	24	73	15
87		West Bend	21	23	28	72	16
	J	West Bend	19	23	18	60	25
141		West Bend	20	27	12	59	26
142		West Bend	17	25	14	55	28
139		West Bend	16	23	16	55	30
102		West Bend	15	19	14	49	35
126		West Bend	16	19	12	46	37
140		West Bend	16	18	12	46	39
137		West Bend	13	17	16	45	40
129		West Bend	10	19	14	43	46

Footnotes:

Final inventory consisted of 40 parcels (sites) and 11 clusters consisting of two or more adjoining sites. Missing site numbers were either dropped from consideration, coalition priority sites, or part of a cluster. Clusters were scored as a single "site."

Composite scores are an average of the scores by Project Management Team members.

Adjusted environmental scores provided by Stantec.

Washington County Site Redevelopment Program
Composite Scoring & Rankings
Listing by Site Number
December 2, 2015

Site ID #	Cluster	Location	Redevelopment Composite Score	Community Goals Composite Score	Environmental Adjusted Score	Total Composite Score	Ranking
			Max 35 Min 7	Max 36 Min 12	Max 36 Min 12	Max 107 Min 31	Top 1 Bot 51
2		Hartford	15	21	16	52	33
3		Hartford	19	23	32	73	14
17		Slinger	14	25	14	53	32
18		Slinger	17	27	24	68	19
46		Germantown	18	22	24	64	21
76		Jackson	28	21	30	79	5
87		West Bend	21	23	28	72	16
88		West Bend	23	29	30	82	2
92		West Bend	21	25	28	74	10
93		West Bend	21	25	30	76	8
94		West Bend	21	25	28	74	10
96		West Bend	24	26	32	82	3
102		West Bend	15	19	14	49	35
105		Hartford	14	19	22	55	29
108		Hartford	11	17	12	40	50
109		Slinger	15	17	12	44	44
110		Germantown	12	19	12	42	48
111		Germantown	12	19	12	42	48
112		Germantown	12	19	14	45	43
113		Germantown	12	19	14	45	41
114		Germantown	12	19	12	43	47
115		Germantown	14	19	12	45	41
117		Jackson	14	21	16	50	34
118		Jackson	19	21	14	55	31
119		Jackson	21	26	14	61	23
120		Jackson	19	23	16	59	27
123		Addison	11	21	16	48	36
126		West Bend	16	19	12	46	37
129		West Bend	10	19	14	43	46
137		West Bend	13	17	16	45	40
138		West Bend	22	27	24	73	15
139		West Bend	16	23	16	55	30
140		West Bend	16	18	12	46	39
141		West Bend	20	27	12	59	26
142		West Bend	17	25	14	55	28
144		West Bend	23	22	30	75	9
146		Polk	10	18	18	46	37

148		Richfield	12	19	12	44	45
149		Richfield	10	14	12	36	51
214		Jackson	19	23	26	68	18
	A	Hartford	16	28	18	62	22
	B	Slinger	22	34	22	78	6
	C	Slinger	22	36	18	76	7
	D	Richfield	21	29	16	66	20
	E	Jackson	22	30	22	74	13
	F	Jackson	22	33	16	71	17
	G	Jackson	23	33	18	74	10
	H	West Bend	31	35	26	92	1
	I	Kewaskum	20	24	17	61	24
	J	West Bend	19	23	18	60	25
	K	Germantown	24	28	27	80	4

Footnotes:

Final inventory consisted of 40 parcels (sites) and 11 clusters consisting of two or more adjoining sites. Missing site numbers were either dropped from consideration, coalition priority sites, or part of a cluster. Clusters were scored as a single "site."
Composite scores are an average of the scores by Project Management Team members.
Adjusted environmental scores provided by Stantec.

City of West Bend

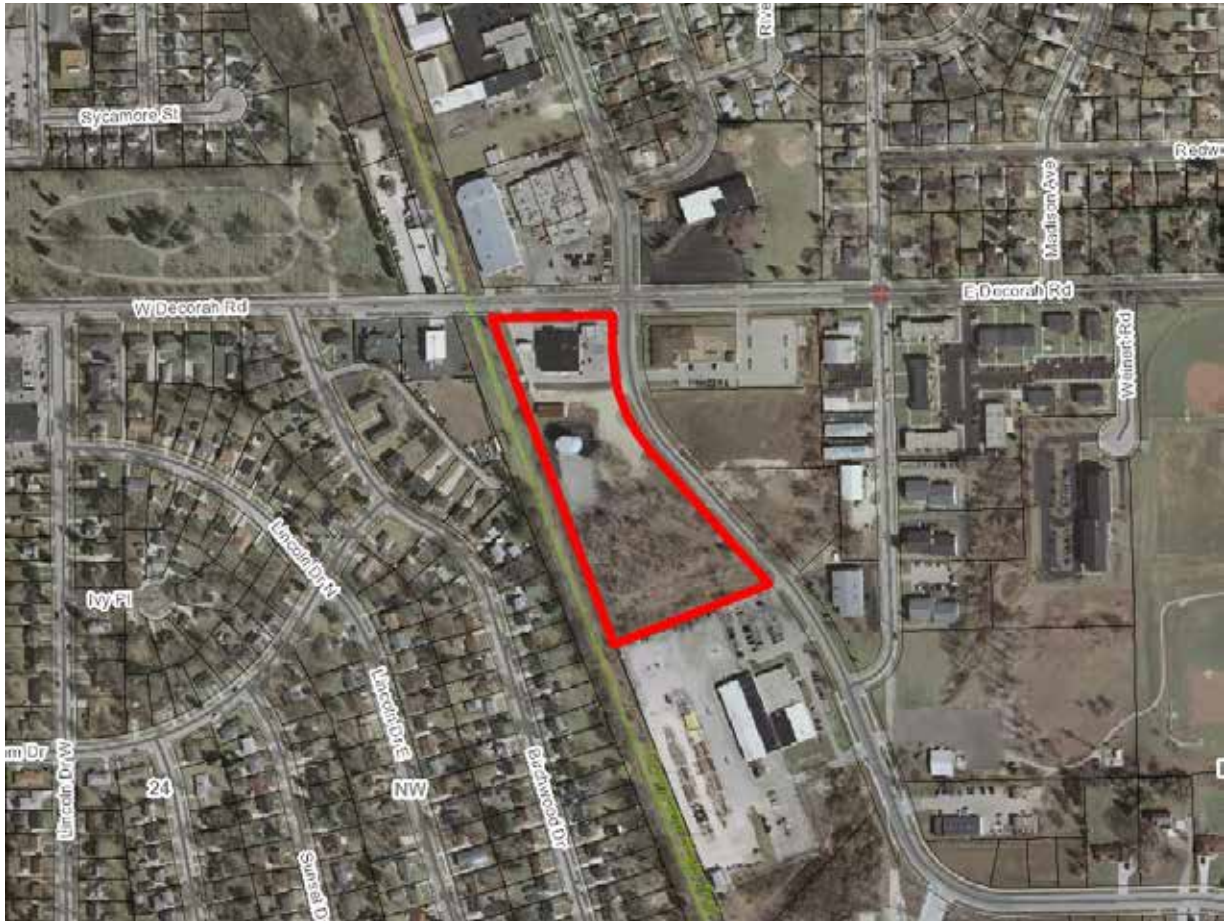
Rank #1

Site H

145 S. Forest Ave, Water Street, N. Forest Ave, Wisconsin Street
City of West Bend, Redevelopment Authority



City of West Bend
Rank #2
Site 88
103 E. Decorah Road
Privately Owned



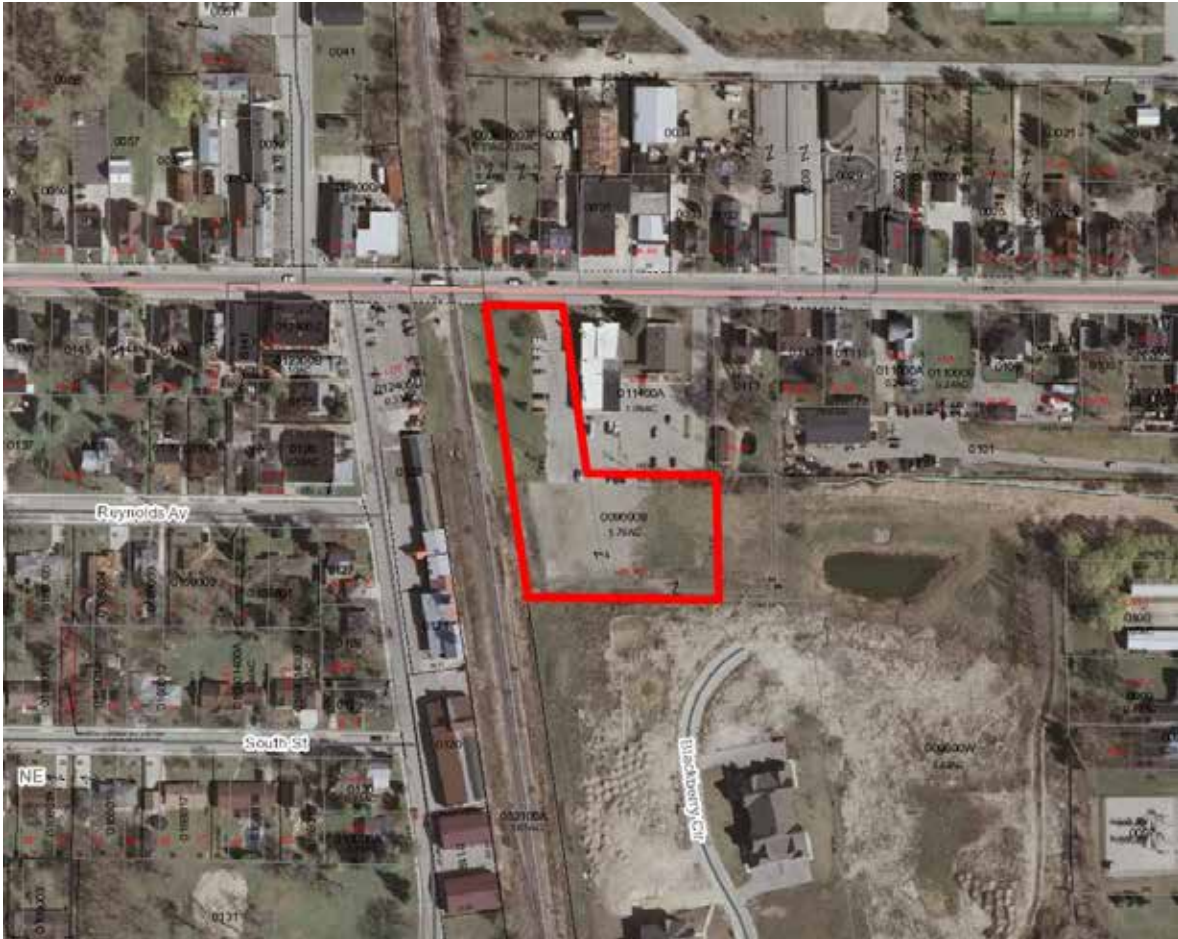
City of West Bend
Rank #3
Site 96
133 Oak Street
Privately Owned



Village of Germantown
Rank #4
Site K
Squire Drive, Main Street
Privately Owned



Village of Jackson
Rank #5
Site 76
N168 W20753 Main Street
Village of Jackson



Village of Slinger
Rank #6
Site B
Hwy 60 & Hwy 175
Privately Owned



Village of Slinger
Rank #7
Site C
W. Washington Street, Kettle Moraine Dr. and Oak Street
Privately Owned



City of West Bend
Rank #8
Site 93
102 W. Decorah Road
Privately Owned



City of West Bend
Rank #9
Site 144
Riverbend Drive
Privately Owned



City of West Bend
Rank #10
Site 92
106 W. Decorah Road
Privately Owned



City of West Bend
Rank #10
Site 94
108 W. Decorah Road
Privately Owned



Village of Jackson

Rank #10

Site G

N168 W20788 Main Street, W208 N16831, N16840, N16900 N.

Center Street

Privately Owned



Village of Jackson
Rank #10
Site E
W208 N16670, N16710, N16730 S. Center Street
Privately Owned



City of Hartford
Rank # 14
Site 3
368 W. Sumner Street
Privately Owned



City of West Bend
Rank #15
Site 138
603 Hi Mount Rd
West Bend Economic Development Corp.

